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MANGO

Sustainability
Report

2024

Non-Financial Information Statement

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ISAK ANDIC
1953 - 2024

Isak Andic

In October 1953, one of the great fashion visionaries in our time, Isak Andic, was born in Istanbul. At just 14 years old, he left his hometown in search of broader horizons. However, the cultural diversity and historical richness of the former Ottoman capital would serve as the seed that would grow into a project that would eventually reach every corner of the world. In Barcelona, he found the home for his Mediterranean soul, from where he planted the roots of what is now a global brand.

Isak Andic was a born entrepreneur whose charisma, intuition, and creativity influenced every decision he made. He consistently conveyed to his team the importance of questioning the status quo, seeking new ways to improve, and embracing change. With tireless energy and contagious enthusiasm, he inspired everyone who worked alongside him, becoming a model of leadership and vision.

As an aesthete and lover of beauty, Isak understood that fashion is much more than a product; it is a form of expression that reflects values and emotions. Therefore, his philosophy was always centred around the importance of details and excellence in every piece. Quality and design were the pillars that set Mango and its collections apart. Generous and grateful, he enjoyed sharing the good things in life with others. That's why he wanted to share his love for art and beauty, which is reflected in the spaces where his team works, surrounded by significant contemporary art pieces that serve as daily inspiration.

Through Mango, Isak Andic dreamed of a world where every woman could feel unique and elegant. Since the opening of the first store in Barcelona in 1984, his vision of offering accessible and quality fashion for all of life's moments has been realised. Today, more than 40 years later, Mango remains true to those principles, offering collections that not only reflect the latest trends but also celebrate diversity and personal style.

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

However, beyond his professional successes, Isak Andic always stood out for his human qualities.

His approachability, generosity, and concern for his surroundings and for the well-being of the people who were part of the company were fundamental characteristics of his personality. Isak approached life with gratitude, honesty, and a profound respect for people. His human warmth left an indelible mark on all those who had the opportunity to share his vision and work alongside him.

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

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Letter from the President and CEO

2024 has been a year that has left a mark on Mango. We celebrated our 40th anniversary coinciding with the best moment in our history. However, we also faced the most difficult challenge a family company can experience: the unexpected loss of our founder, Isak Andic.

Since the opening of the first Mango store on Paseo de Gracia in 1984, the history of Mango has been a story of success. A remarkable growth always driven by innovation, internationalisation, and an extraordinary vision and leadership by Isak that have led Mango to become what it is today: one of the leading international fashion groups, inspiring the world with a unique value proposition, distinguished by quality and its own design as a hallmark.

Today, forty years later, and despite an economic and geopolitical environment marked by uncertainty, we continue to fulfil our commitment to sharing

our passion for fashion with our customers worldwide. All of this is thanks to the talent and dedication of our teams and our commitment to excellence with our customers, partners, and suppliers, and our environment.

This Sustainability Report, a document that integrates the GRI (Global Reporting Initiative) standards with the Non-Financial Information Statement and is included in the company's Consolidated Annual Accounts, highlights the milestones achieved during 2024 and our progress towards a responsible and sustainable future.

During this fiscal year, we have demonstrated the solidity and strength of our business model, with significant growth, surpassing the market and boasting an enviable financial position. Furthermore, Mango has strengthened its corporate governance with the expansion of its Board of Directors,



1. Letter from the President and CEO

which has increased from four to nine members, incorporating for the first time highly esteemed independent directors and an executive director.

Mango now faces a future full of challenges, but also great opportunities, both geographically and in our business lines. Our Strategic Plan 4E 2024-2026 sets out a clear roadmap to consolidate our growth and strengthen our position in the market. With the determination to continue growing the project that Isak started four decades ago, knowing that the brightest pages of Mango's history are yet to be written.

Presentation of a New Roadmap

Mango's growth during the last fiscal year continues to demonstrate the solidity and strength of our business. In 2024, despite the climatological, inflationary, and geopolitical effects, the company has increased its turnover by 7.6%, achieving a figure

exceeding 3.3 billion euros, and recorded an EBITDA of more than 636 million (nearly 20% more than the previous fiscal year) and a net profit exceeding 219 million (nearly 30% more).

Results stemming from the positive response to our collections and unique value proposition, the strong performance and growth of our physical and online sales channels, and our product lines, and above all, the hard work, passion, and commitment of our teams.

The past fiscal year has also been marked by the presentation of our Strategic Plan 4E 2024-2026 in March. At a time of significant business growth, our company has set its business priorities for the coming years through four pillars represented by four "E's" -Elevate, Expand, Earn and Empower.We anticipate concluding the 2026 fiscal year with revenue exceeding 4 billion euros, through a unique

“The brightest pages of Mango's history are yet to be written.”

value proposition, a strong drive for expansion, and improved sales in the existing store network and our online channel.

Our Commitment to a Unique Value Proposition

As part of theElevatepillar of the Strategic Plan 2024-2026, we have continued to strengthen our unique value proposition in the past fiscal year, enhancing the aspirational quality, excellence, and distinctive style of our collections, which are increasingly sustainable, while also improving our outstanding customer service.

Particularly noteworthy in this regard is thelaunch of new capsule collections such as the collaboration with British designer Victoria Beckham for our

Woman line on the occasion of our 40th anniversary, in addition to new editions of our Premium Capsule and Selection collections, among other innovations, which have allowed us to enhance the style, design, and quality level of our womenswear.

Our Mango Man line has strengthenedin the past fiscal year, with a renewed commitment to tailoring by launching a new collaboration with the century-old Italian house Boglioli, which has significantly elevated the quality of our garments. Furthermore, this line has dedicated significant effort to enhancing itsPerformancecollection, introducing new garments with technical features such as wind insulation, comfort and elasticity, and wrinkle resistance.

This year has also been pivotal for Mango Kids and Mango Teen, with expanded commercial offerings and a significant increase in its market share. Mango Teen, which has strengthened its market position by opening more than fifteen stores in Spain and its

first international locations, has also successfully innovated by launching, for the first time, a campaign entirely generated using Artificial Intelligence. A substantial change in the design process where new technologies act as a co-pilot to "enhance" the capabilities of our creative and design teams, boosting their talent.

Finally, Mango Home has continued to grow, expanding and diversifying its commercial offerings. This year, our home line has extended its online presence to new markets such as Turkey, and we are preparing for a new milestone in 2025: the opening of our first physical store, Mango Home.

Mango: A Global Brand

Since Mango's beginnings in the 1980s, the company has achieved tremendous growth, establishing itself as one of the leading global fashion brands. It is currently present in over 120 markets, with ap-

1. Letter from the President and CEO

proximately 2,850 points of sale and a strong online channel that currently generates one-third of our revenue.

Throughout this time, Mango has managed to inspire millions of people worldwide with its fashion, while also contributing to the competitiveness of the countries where it operates, promoting their well-being and economic growth. In 2024, Mango's national and international expansion has also been a key driver of our growth. Within the framework of our Strategic Plan, our company has ambitious development plans worldwide, especially in key markets such as Spain, France, Italy, the United Kingdom, Poland, Germany, Turkey, Canada, and the United States.

The expansion of our network of physical stores has been key, with 265 openings and more than 140 renovations in the past fiscal year. At the same time, we have continued to strengthen the growth

of our online channel, which generated nearly 1.1 billion euros in revenue by the end of the fiscal year. This represents more than 32% of our total company revenue, a percentage well above the industry average.

Sustainability as a Cross-Cutting Issue

Sustainability is one of the greatest challenges in the fashion industry. A common goal for the entire sector that requires collaboration among all actors in society: institutions, companies, and society.

Since we established our sustainability department at Mango in 2002, we have made significant progress in sustainability, taking decisive steps towards achieving our goals. As part of this commitment, in 2024, we have made progress in key initiatives aimed at reducing our environmental impact, promoting circularity, and ensuring that every decision made in our value chain is responsible and respect-

ful of the environment, in line with our sustainability strategy, Sustainable Vision 2030.

The product is the heart of our business. Making it increasingly sustainable is a fundamental issue for the future of our company. Therefore, in 2024, we achieved significant milestones, such as ensuring that more than 70% of the fibres in our garments have a lower environmental impact, with nearly 25% now sourced from recycled materials. Additionally, this year, for the first time in our history, we have used cotton grown through regenerative agriculture practices in some of our garments, a sustainable practice for the planet.

In addition to having an increasingly sustainable composition, our product must also become increasingly circular. To this end, at the beginning of 2024, we began collaborating with the Centro Superior de Diseño de Moda at the Universidad Politécnica de Madrid, one of the most important



1. Letter from the President and CEO

design centres in Spain, to train more than 250 of our designers and product team in sustainability, with the aim of empowering our employees, especially in the product area, in subjects such as circular design and more sustainable fibres and processes. Thanks to this, today, nearly 30% of our garments are designed with circularity criteria.

Mango understands that sustainability in the fashion industry goes beyond the product. We must also consider our impact on the environment and people throughout our value chain. In this regard, our company has made significant progress in the past year in areas such as decarbonisation, reduced water and chemical usage, initiatives for biodiversity protection, proper management of textile waste, and respect for human rights and improved working conditions throughout our supply chain, among other areas. Notably, for example, 69% of all our electricity consumed worldwide is from renewable sources and our participation in the Employment

Scheme Pilot (EIS) in Bangladesh to enhance the social protection of workers in the ready-made garment (RMG) sector, among other milestones. Our company operates worldwide with over 400 suppliers, whose factories were inspected more than 22,000 times last year to ensure compliance with human rights codes and policies, conduct, etc. Furthermore, as a result of our commitment to society and our desire to generate a positive impact in the communities where we operate, at Mango we have continued to promote social action projects with more than a hundred leading social organisations such as the Vicente Ferrer Foundation, the Fero Foundation, Doctors Without Borders, Red Cross, Educo, and Save the Children.

Mango, A People's Company

The excellent financial results achieved in 2024, in our lines, in our product, and in sustainability are the result of the immense hard work and dedication of

the people who work at Mango. We are a people's company. People are our main asset.

Through the fourth pillar of our plan, Empower, Mango aims to empower and develop its teams (more than 16,400 employees), fostering a sense of pride in belonging and ensuring the best talent and organisation for achieving the objectives set out in Plan 4E. To this end, Mango maintains a strong commitment to developing our talent, as evidenced by the 21% increase in training hours in 2024, exceeding 587,000 hours. This talent is young, with an average age of 31 years, predominantly female (with 78% of our workforce being women) and international, comprising more than 150 nationalities.

In summary, 2024 has been a year in which our values and our long-term vision, indebted to Isak Andic, have continued to strongly guide us. I invite you to open the pages of this 2025 with enthusiasm, vision, and intuition, guided by the clear and com-

mon goal of making Mango grow and continue to inspire the world with our unique value proposition. With hard work and perseverance, creativity and innovation, we question our way of doing things, always open to new approaches, embracing change, and driving a better Mango. With pragmatism and humility, we learn from our mistakes and improve day by day. With the best team and, above all, the passion and dedication that has always defined us, we consolidate our leadership and honour the legacy of Isak Andic in every step we take.

Toni Ruiz, President and CEO of Mango

Report Scope and Structure

The period covered in this sustainability report spans from 31 December 2023 to 30 December 2024. The information in this document pertains to the consolidated Mango group, consisting of MANGO MNG HOLDING, S.A.U. and its subsidiary companies. With the publication of the financial figures for 2023, Mango became a Public Interest Entity and must comply with the reporting requirements derived from Regulation (EU) 2020/852, which establishes a regulatory framework to facilitate sustainable investments.

At the end of the 2024 Sustainability Report, there is a section detailing all the entities that form the consolidation perimeter of this document, as well as some consolidated figures regarding individuals for the entire group as 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 various areas of the company and responds to Law 11/2018 on non-financial information and diversity. Mango prepares this document using the GRI Standards as a reference for the preparation of sustainability reports. Furthermore, it addresses 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 provide greater consistency and credibility to this document, the content of the report will be shared with the Spanish Global Compact Network as a demonstration of the commitment, efforts, and activities carried out by Mango in terms of sustainability.

Throughout the various chapters, the company has adopted the structure outlined in Law 11/2018, which encompasses all its policies and sustain-

able actions in its commitment to the planet, its commitment to ensuring human rights in its value chain, and combating corruption and bribery, as well as its commitment to the community. All of this is described from an internal perspective, aimed at Mango's employees, and an external perspective, concerning the social impact that Mango generates and which guides its path towards the sustainable development of its activities.

All material matters for the sustainable performance of its organisation are reflected in this sustainability report, as well as the indicators established in GRI Standards and others that have been developed based on the company's characteristics and the expectations of its stakeholders. Furthermore, in the final index of this document, the main SDGs related to the actions presented in the report are identified. PwC has been the external company se-

lected 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 GRI Standards.

At the same time, Mango has also conducted an internal audit of the 2024 Sustainability Report. During the verification, the contents of the report are evaluated through random tests, document inspection, and interviews with employees and senior executives deemed necessary.

The publication date of Mango's latest sustainability report is June 2024. The verification report can be viewed on the following page.

PwC Verification 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 2024 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.

Responsibility of the directors of the Parent company

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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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 2024, based on the materiality analysis carried out by Mango and described in section '4.2. 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 2024.
- Review of information relating to risks, policies and management approaches applied in relation to material matters presented in the NFIS for the year 2024.
- Verification, by means of sample testing, of the information related to the content of the NFIS for the year 2024 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 conclusion

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 2024 in regards to the information required by the current mercantile legislation.

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 2024 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 'Table of Contents NFIS' 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 '7.6. 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 2025

PwC is the company responsible for conducting the verification and review of the information contained in the 2024 Sustainability Report.

2

2024 Milestones



JANUARY - DECEMBER

JANUARY

Mango strengthens its commitment to the environment and people by formalising a collaboration agreement with the **Centro Superior de Diseño de Moda de Madrid (CSDMM)** fashion school, affiliated with the Universidad Politécnica de Madrid (UPM), with the aim of training more than 250 company employees in sustainability.

Mango announces the **creation of a new brand management** with the aim of strengthening its executive leadership in all areas related to the company's image, brand, and customer experience. The new management will be led by Blanca Muñiz, who joins the group as the new Chief Brand Officer and will be part of the company's Management Committee.

In its commitment to technology, Mango reaffirms its dedication to digital innovation through its **incursion into Roblox**. Specifically, the company is launching its first immersive store on the platform, located in the virtual shopping mall Outfit Shopping Mall, where users can acquire digital clothing and products from Mango Teen for their avatars.

FEBRUARY

As part of its expansion plan, **the company strengthens its presence in the United States** and continues its growth plan in the country, reaching San Diego for the first time. Following its launch in New York, Florida, Texas, Georgia, and Los Angeles, the company opens a store in Southern California, specifically in Fashion Valley, San Diego's premier luxury shopping destination. This opening is part of the expansion plan in the United States, aiming to end 2024 with more than 40 own stores and for this country to become one of the group's top five markets in terms of revenue.

Mango appoints the renowned expert in the fashion industry, **Dr. Achim Berg** as an external advisor to the company's CEO, Toni Ruiz, and the management team. Dr. Berg will bring his extensive experience and network of contacts, accumulated over more than two decades as a top management consultant, to support Mango's sustained and profitable growth, as well as its internationalisation strategy.

MARCH

Mango concluded 2023 by surpassing 3 billion euros in turnover for the first time. This figure rose to 3.104 billion euros, representing an increase of 15% compared to 2022.

Mango presents a **new Strategic Plan** that will set the course for the next three years. The 4E Plan aims to achieve a turnover exceeding 4 billion euros by 2026, through a unique value proposition, with a strong push for expansion and improved sales in stores and online channels.

In March, His Majesty the King presented the **8th Kingdom of Spain Entrepreneurial Career Award to Isak Andic**, founder of Mango. The organising bodies of this Award are the Círculo de Empresarios, the Cercle d'Economia and the Círculo de Empresarios Vascos. The award ceremony took place in the Aula Magna of the IESE Business School in Barcelona. Chaired by His Majesty the King, it was also attended by Jordi Hereu, Minister of Industry and Tourism; Carlos Prieto, Government Delegate in Catalonia; Jaume Collboni, Mayor of Barcelona and Roger Torrent, Minister of Business and Employment until August 2024, among other authorities.

APRIL

Mango establishes a **partnership with Victoria Beckham** to launch a new capsule collection called **Victoria Beckham x Mango**. Designed by Victoria Beckham, this collection reflects the essence of the designer's eponymous brand, considered the perfect blend of classic British luxury with a subtle contemporary touch, as well as the shared values of both fashion brands, such as quality and femininity.

In line with its innovative vocation, Mango invests in **Hoop Carpool**, a start-up that offers companies and universities a mobility alternative that allows employees and students to share short-distance journeys efficiently and sustainably. Furthermore, Mango conducts a six-month pilot test with the employees of its headquarters, who can use Hoop Carpool to share rides on their way to work.

Mango continues its **brand growth and consolidation in the United Kingdom** with more than 20 openings planned for 2024. The company also continues its growth in the United States, increasing its presence on the East Coast. Mango also brings its **New Med concept to Switzerland** with the renovation of its store in Zurich.

2. 2024 Milestones

JANUARY - DECEMBER



MAY

Mango continues its international expansion plan and **strengthens its presence in Ireland** with the opening of two new stores in Dublin. The company inaugurates a 300 m² retail space in Dundrum Town Centre, the largest shopping centre in Ireland. Its growth in the country will continue at the end of the year, when Mango plans to open a 1,300 m² flagship store on Henry Street, one of the city's main shopping streets, which will feature products from the Woman, Man, and Kids lines. Mango also brings its New Med concept to Bogotá for the first time with the renovation of its store in Unicentro.

Furthermore, in line with its aim of reducing environmental impact and recognising the importance of transforming the supply chain, Mango participated in the **Future Supplier Initiative** project, developed in collaboration with other brands in the sector. This pioneering and collaborative project aims to establish a collective financing system for decarbonisation and energy efficiency projects in shared factories in Bangladesh.



JUNE

Within the framework of its **Expansion plan in Italy**, Mango plans to open approximately fifteen stores in 2024, including both company-owned and franchise locations, which has allowed it to surpass 100 points of sale in the country by the end of the fiscal year. The expansion is particularly focused on central and southern Italy, with a special emphasis on Rome, as well as major cities in the north such as Bologna, Genoa, and Verona. Additionally, the company intends to renovate several points of sale to incorporate its New Med concept, present in the main flagship stores of the brand worldwide. Following a relocation process, Mango also opened a new retail space in Nice, specifically in CAP 3000.

The company made progress in the **growth of Mango Teen**. In June, the company opened a retail outlet for its youth line at 65 Paseo de Gracia in Barcelona, the same location where Isak Andic opened the first Mango store in 1984.

Mango also promotes its home line and appoints Nuria Font as **new director of Mango Home** to strengthen its position as one of the leading global fashion groups.



JULY

Mango continues its growth trajectory from recent years with another positive semester. The company concludes the first six months of 2024 with **its highest turnover in its 40-year history**, exceeding 1,543 billion euros, which represents an increase of 6.3% compared to the same period of the previous year.

The company makes progress in the **growth of its Mango Teen** line with fifteen openings planned for the second half of 2024 in Spain and its international expansion.

For the first time, Mango creates a **campaign entirely generated with artificial intelligence**. The company positions itself as one of the first fashion firms to develop the graphic image of a collection using this technology, specifically for the youth line Mango Teen.

The company appoints Doris Casares as new **Director of External Communication, Institutional Relations, and Public Affairs**, reporting directly to Chief Executive Officer, Toni Ruiz.

Additionally, **Mango Home** continues its growth with its arrival in Turkey through the online channel.



AUGUST

Mango expands its reach in Spain and strengthens its presence in Madrid with the opening of a **flagship store in Plaza de España**. Coinciding with the year of its 40th anniversary, the company inaugurates its fourth largest point of sale in Madrid in August, marking the second store to offer products from the Woman, Man, Kids, and Teen lines under one roof.

The store incorporates an **evolution of the New Med Mediterranean-inspired retail concept**, which embodies the spirit and freshness of the brand, with unique elements such as lounge area with views of Plaza de España and window displays connected to the entrance atrium, opening the store to the city.

As part of Mango's commitment to sustainability, the store is located in a building with BREEAM certification and has adopted multiple **building measures with lower-impact criteria**, such as the use of locally sourced natural stone, display tables made from textile waste, and paint that absorbs CO², among other aspects.

2. 2024 Milestones

JANUARY - DECEMBER



SEPTEMBER

Mango strengthens the growth of its online business by **entering twelve new markets**, primarily located in the **African continent**, thereby expanding its international presence to over 120 markets worldwide.

To continue driving its online channel in the coming years and contribute to achieving the goals set out in its Strategic Plan 2024-2026, the company has appointed Marlies Hersbach, who until now held the role of International Retail Director for Mango in France, as the group's **new E-commerce Executive Director**. Hersbach reports to Elena Carasso, Chief Online & Customer Officer.

In its commitment to quality, Mango enhances its value proposition with the **new instalment of the premium Selection** collection, designed for the return to city life. Through everyday elegance, the new collection stands out for its versatile and characterful garments, ideal for creating special and yet easy-to-wear looks. The high-quality fabrics, which include pure wool, cashmere, silk, and leather, are a distinctive feature of this collection.



OCTOBER

The **Association for Textile and Footwear Waste Management**, of which Mango is a part, along with Decathlon, El Corte Inglés, H&M, IKEA, Inditex, KIA-BI, Primark, Sprinter/JD, and Tendam, presented in October the new name under which it will operate, SCRAP (Collective Extended Producer Responsibility System). At a gathering at the Royal Tapestry Factory, institutions and experts convened to discuss the opportunities, challenges, and advancements in this new circular management system for textiles and footwear in Spain. Additionally, details were revealed about the pilot test set to begin in 2025, which will allow for the evaluation of the system's effectiveness and operability.

Mango appoints Jochen Grosspietsch to lead the transformation of its value chain. Grosspietsch joins the company as **Chief Supply Chain Officer**, with over 20 years of professional experience and extensive expertise in supply chain management and transformation.

Mango continues with its **expansion plan in Ireland** with the reopening of its flagship store in Dublin, located on Henry Street, the city's most important shopping street, and in the United States, with the opening of a new store at 950F Street, right in the heart of Washington DC.



NOVEMBER

Mango consolidates its **presence in the United States, reaching 40 stores** in the country. With the opening of a retail location in El Paso, Texas, the company achieves its goal set for the end of 2024 ahead of schedule and anticipates surpassing it with a couple more openings by the end of the year, reaching 42 stores. In 2025, Mango will continue to increase its presence in the country with more than twenty new stores, closing the year with nearly 65 stores, and will double its workforce to over 1,200 employees.

Mango receives the prestigious *Premio Camera Spagna-Italia All'Internazionalizzazione Award* for its successful international expansion in the country, after adding more than 30 new stores in Italy over the last 3 years. This recognition, awarded during the 18th edition of the Official Spanish Chamber of Commerce Awards in Italy, highlights Mango's commitment to international expansion and its dedication to consolidating its presence in strategic markets such as Italy, where it continues to strengthen its presence. The award was received by Daniel Yuste, Expansion Manager of Mango, during the ceremony held at the Palazzo Mezzanotte in Milan.



DECEMBER

With deep regret, Mango announces the unexpected **passing of Isak Andic**, the Non-Executive President and founder of Mango, in an accident that occurred on 14 December.

More than 3,000 employees gathered on 17 December at the Mango Campus to bid farewell to its founder Isak Andic, in an emotional commemorative event. The event was attended by the Andic family, accompanied by the Mango Management Committee and its CEO, Toni Ruiz, who emphasised that now more than ever **“we are together, united, in the will to continue with the project and the legacy of Isak Andic.”**

Toni Ruiz, Mango's CEO, receives the **Business Leader of the Year 2024 Award** from the Spain-U.S. Chamber of Commerce in recognition of "his leadership and foresight at the helm of the company."

Mango celebrates its **40th anniversary at Palau San Jordi**, a very special place in the company's history. More than 3,000 Mango employees celebrated a journey of shared learning and successes at this event, which featured a performance by the band Estopa.

Key
Figures

2024

3.339

Billion € turnover

636

Million € EBITDA

219

Million € net profit

32%

Share of online
channel in total
business

78%

Sales in foreign
markets

+120

Markets where
Mango is present

2,844

Points of sale

+850,000

M² surface sales area

2,676

Declared factories for
finished products, fabrics,
accessories and spinning

+16,400

Employees

78%

Women in
the workforce

31

Average age of
the workforce (years)

72%

Lower-impact fibres

25%

Recycled fibres

29%

Garments designed
under circularity criteria



About Mango 3

- 3.1 | 40 years Creating Fashion
- 3.2 | Our Values
- 3.3 | Our History
- 3.4 | Value Proposition
- 3.5 | Our Lines
- 3.6 | A Global Company
- 3.7 | The Mango Channel Ecosystem
- 3.8 | One of the Most Advanced Logistics Systems in Europe
- 3.9 | Technology and Data
- 3.10 | Value Chain

3.1

40 Years Creating Fashion

Mango MNG Holding, S.A.U. is the parent company of a group of entities 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 that have led it to become one of the leading groups in the global fashion industry and one of the most significant companies in the sector in terms of the number of countries in which it operates.

With its roots in Barcelona, one of the birthplaces of the textile industry in Europe, Mango has spent four decades looking to the future, inspiring the world with its passion for fashion and lifestyle through a unique value proposition. Founded in 1984 by Isak Andic, it has been 40 years since it opened its first store on Paseo de Gracia in Barcelona.

Mango was born with a clear international vocation. In 1992, less than a decade after its inception,

the company reached a hundred stores in Spain and decided to expand abroad by opening its first international store in Portugal. In 1995, it entered Asia, and by 2002, it had reached all five continents with its entry into Australia. Mango is now present in more than 120 markets through a network of approximately 2,850 points of sale and its online channel (mango.com).

Although Mango's roots are in Woman, the company has developed other business lines (Man, Kids, Teen, and Home), remaining true to its way of doing things: a versatile and aspirational style for every occasion, a focus on quality materials, and a commitment to excellent customer service.

The company centralises all its creative activity and business in Barcelona, at its campus located in Palau-solità i Plegamans. Its logistics operations

are coordinated from its centre in Lliçà d'Amunt (Barcelona) and has decentralised warehouses to meet the needs of the online channel and its extensive international presence.

Mango is one of the pioneering companies in online distribution within the fashion industry. Thanks to its extensive experience in the digital realm and its geographical reach in the physical environment, the company possesses a comprehensive understanding of its customer, enabling it to tailor its offerings and messages to provide the best possible service.

In 2024, Mango recorded a turnover of more than 3.3 billion euros, achieved an EBITDA of over 636 million euros, and reached a net profit exceeding 219 million euros. At the end of the fiscal year, online sales accounted for more than 32% of the company's total turnover, and exports represented 78% of the global business.



3.2

Our Values

Born 40 years ago in Barcelona, a strategic enclave with a strong tradition in the European textile industry and the birthplace of design and fashion in Spain, Mango is guided by five values that shape the spirit of the company.



Caring

Mango is committed to people, customers, and its partners, whom it considers a key part of its project. It promotes close relationships with humility and approachability as values.



Committed

Mango's ambition is to act in harmony with its entire environment and value chain: employees, customers, and suppliers. The company is committed to contributing to creating a better world.



Entrepreneurial Mindset

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



Authentic

Mango wants to remain true to its Mediterranean spirit. At Mango, we are proud of who we are and how we are.



Culturally Curious

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

3.3.
Our History

1984 - 2024

1984



First Store

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

PASEO DE GRACIA

1992



International Expansion

Mango reaches one hundred stores in Spain and takes its first steps into 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 its first stores in Asia, specifically in Singapore and Taiwan.

SINGAPORE AND TAIWAN

2000



E-commerce

The company launches its own e-commerce, becoming a pioneer in Europe in the online business.

PIONEER IN EUROPE

2002



Mango in Five Continents

Mango reaches five continents with its arrival in Australia.

The company advances in its commitment to the environment with the launch of its Sustainability department.

AUSTRALIA

2006

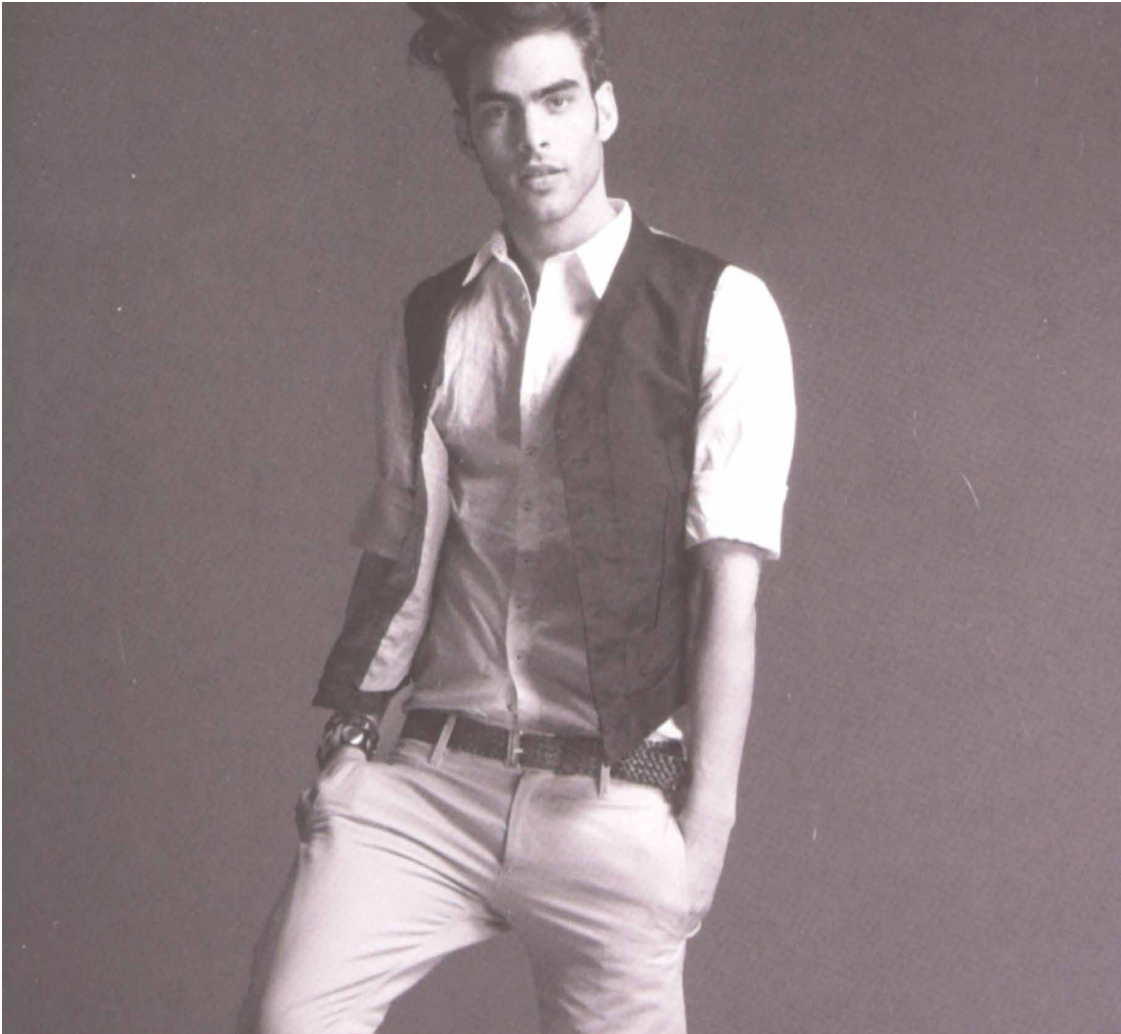


Hangar Design Centre

Mango strengthens its commitment to creativity with the inauguration of the Hangar Design Centre, its design centre, where over 18,000 garments and accessories are made every year.

HEADQUARTERS

2008



Mango Man

Launch of the Mango Man line with the opening of its first store.

MEN'S FASHION

2013



Mango Kids

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

CHILDREN

2017



Sustainability

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

COMMITTED TO THE ENVIRONMENT

2018



Toni Ruiz, General Manager

Appointment of Toni Ruiz as the Company's General Manager.

GENERAL MANAGER

2019



Innovation and Loyalty

Launch of Mango Innovation Centre, an innovation centre in the technology district 22@ in Barcelona.

With the aim of better understanding its customers, Mango launches its loyalty programme: Mango likes you.

INNOVATION

2020



Solidarity and Donations

Covid-19 response: donations and assistance to help mitigate the effects of the pandemic. Mango.com celebrates its twentieth anniversary.

Toni Ruiz is appointed Chief Executive Officer of the company.

DONATIONS

2021



Mango Teen

Mango continues its diversification with the launch of Mango Teen and its Home line, and starts to launch its new Med store concept in Dusseldorf (Germany). The company starts building the future Mango Campus, its new corporate headquarters.

MED STORE

2022



Expansion in the USA

New York is one of the big openings in 2022, with the launch of a 2,100 square metres store on Fifth Avenue in the US city.

NEW YORK

2023



Corporate Governance

Revenue exceeds 3 billion euros.

Mango gives its CEO, Toni Ruiz, a 5% stake in the company's share capital.

RECORD TURNOVER

2024



40th Anniversary

Founded in Barcelona in 1984 by Isak Andic, Mango emerged as a global company with design and creativity at the core of its business model. Since then, the company has spent four decades looking to the future and inspiring the world with its passion for fashion and lifestyle, becoming one of the leading international groups in the fashion industry today.

The company, which celebrated its 40th anniversary in 2024 since it began its journey by opening its first store on Paseo de Gracia in Barcelona, concludes the 2024 fiscal year with a turnover exceeding 3.3 billion euros.

In 2024, Mango launched various initiatives to strengthen the stability and solidity of the group, such as the presentation of its Strategic Plan 2024-2026. This plan, which has been named Plan 4E, is composed of four pillars represented by four "E's" -Elevate, Expand, Earn and Empower.

The 4E Plan anticipates achieving a turnover exceeding 4 billion euros by 2026, through a unique value proposition, with a strong push for expansion and improved sales within the existing store network and its online channel.

In the context of its growth and the adaptation of management structures to best practices, in 2024, Mango also strengthened its corporate governance by incorporating four highly esteemed independent directors into its Board of Directors last March.



Toni Ruiz Business Leader of the Year 2024

Toni Ruiz, Mango's CEO, receives the 'Business Leader of the Year 2024' Award from the Spain-U.S. Chamber of Commerce in recognition of "his leadership and foresight at the helm of the company".

Specifically, the institution acknowledges Ruiz for "his extensive professional career, his strong commitment to the U.S. market, and his significant contributions that have solidified the company's status as a major player in the global fashion industry, with an exponentially growing presence and recognition in the United States."

According to the institution, "Toni Ruiz's visionary leadership, dedication, and expertise have driven remarkable advancements in revenue, brand recognition, and Mango's global reach. His commitment to digitalisation and eco-design has positioned Mango as a pioneer in sustainable practices within the fashion industry. From leading the brand's expansion in the U.S. to fostering innovation, Toni Ruiz's tireless efforts ensure the company's continued success and growth."

The award ceremony took place in New York during the 2024 annual Gala of the Spain-U.S. Chamber of Commerce. The event, held at Cipriani, one of New York's most iconic venues, was attended by over 200 representatives from politics, media, business, and finance from both countries.

3.4

Value Proposition

Fashion x Quality x
Versatility x Freedom

Mango is a fashion company based in Barcelona. In its atelier, the company creates fashion collections, prioritising quality and style with the aim of inspiring everyone to become whoever they want to be and to fully express their individuality. Since 1984, Mango has reflected the spirit of each era through its distinctive vision and creative approach.

Mango's purpose as a company is to offer quality fashion at an affordable price that inspires everyone to be who they want to be and to create their own story.

Mango has been inspiring the world for 40 years with its distinctive fashion offering, characterised by its unique style and design. Since its inception, the Mango product has been distinguished by a positioning of superior quality compared to its competitors.

From the first garments imported from Turkey to purchasing local designs in places like Platja d'Aro in the 1980s. During the 1990s, the company began with its own design proposal aimed at democratising the major trends in the fashion industry and making them accessible to the whole of society. The

1990s were marked by summer fashion collections featuring handmade crochet garments, leather, and Isak Andic's vision of introducing wooden clogs. A product with high-quality finishes, crafted from noble and natural materials. At that time, it is important to highlight Mango's leather jacket, whose inspiration the company imported from countries like the United States. During this period, the major fashion campaigns also stood out, featuring the world's top models at the time, such as Claudia Schiffer and Naomi Campbell.

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

The global expansion of Mango led to it strengthening its Campus in Palau-solità i Plegamans (Barcelona). All creative activity is concentrated in its facilities, and the company's business is managed worldwide. Each of the lines (Woman, Man, Kids, Teen, and Home) has independent product teams that leverage a corporate structure that generates synergies. In its atelier, Mango creates qualitative and stylish fashion collections to inspire everyone to become who they want to be and to fully express their individuality.

Mango believes that inspiration and creative drive can only excel when they stem from the human sensitivity of its teams. Thanks to a team of more than 500 people working in the product area (designers, buyers, etc.), the company is able to translate major global fashion trends into its own language to bring them closer to its customers.

Women have always been at the heart of Mango's history. The company's goal is to inspire them to develop their own style, so that each woman can choose her own way of being feminine at every moment.

Throughout its history, Mango has also expanded its product range through a diversification process that has allowed it to go beyond women. In 2008, the company launched its men's line, Mango Man, and in 2013, Mango Kids arrived, the line dedicated to children's fashion. Mango's offerings were completed in 2021 with the creation of the Mango Teen and Mango Home lines.

Creativity and design are at the heart of all its decisions to offer a proposal with its own language and outstanding excellence. Each year, Mango creates

3.4. Value Proposition

two major global and coherent collections based on moments and occasions, and regularly renews its offering with new product capsules to provide customers with the latest trends. These include collections with a clear commitment to quality, such as the Capsule or Selection event wear for women, or Premium collaborations with other brands and personalities in the sector, such as the Milanese artisanal tailor Boglioli and the designer Victoria Beckham.

With a flexible production strategy, one of the elements of the Mango ecosystem is its suppliers. The company distributes its production worldwide, seeking the ideal origins for each garment, combining distant and local manufacturing to adjust production times and respond to customer needs and market conditions.

Mango has a close and trusting relationship with its suppliers, ensuring that they are aligned with the company's own commitments, thereby contributing to guaranteeing workers' protection and strengthening the textile industry on a global scale.

The Design Process at Mango

The design department at Mango is organised by product families, which are cohesively coordinated by the design management to ensure that the entire Mango collection is consistent and uniform. The trends team travels to major international fashion capitals to identify changes in streetwear style and attend the most important fashion shows and runways. It also researches new trends in physical media, such as books, and digital platforms, such as websites and social media.

Based on the new trends, Mango's design management meets with the commercial management to put together the annual structure of the new collection and distribute it according to the twelve months.

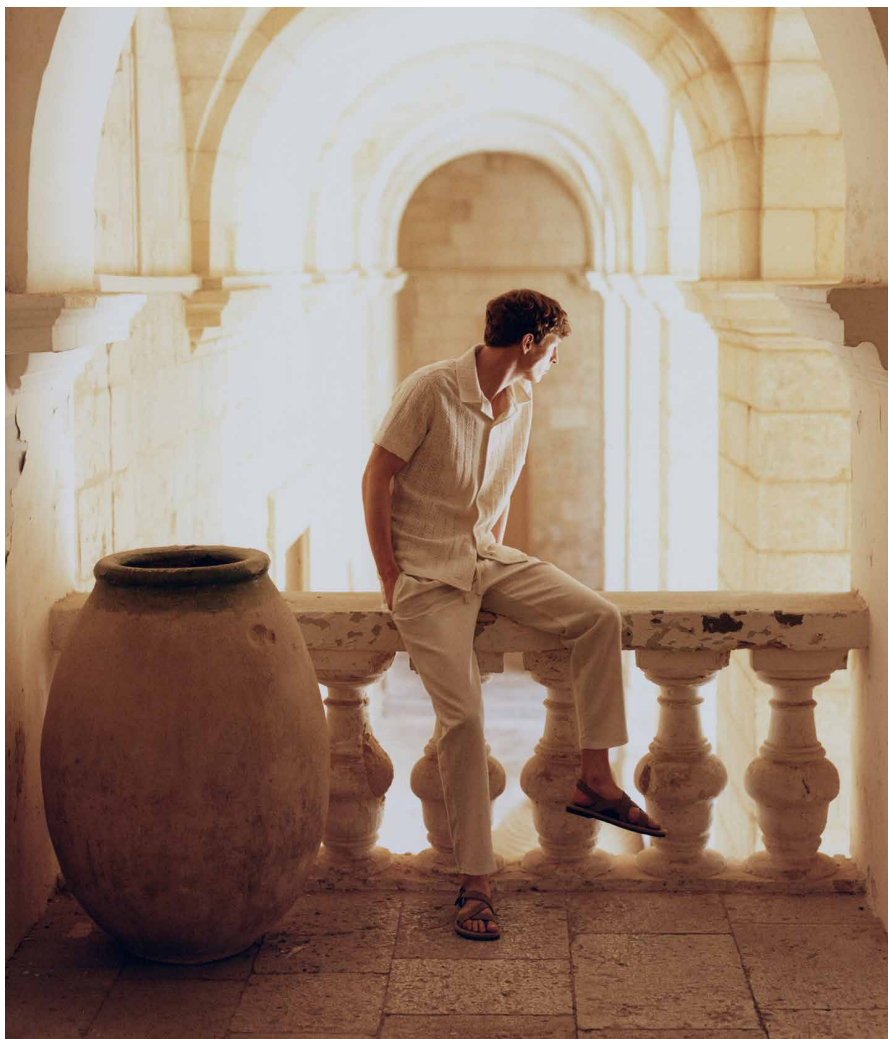
For each garment needed from every new Mango collection, different proposals are designed, from which the one that will work best in the market is chosen. Once the product is designed, the industrialisation team - pattern making, cutting, and sewing - steps in, transforming the drawing into reality by creating the first samples of the garments.

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

Manufacturers create an initial version of each new piece to ensure that the replica is identical or, if necessary, introduce some improvements. Once the final piece is approved, the garment is produced in large series and is supervised by a team of 60 technicians distributed worldwide, who guarantee the manufacturing quality of the company's products. All garments are sent to Mango's logistics centre, located in Lliçà d'Amunt (Barcelona), from where they are distributed to the brand's various stores and also to its online customers worldwide.

3.4. Value Proposition

Brand Values



Mediterranean Soul

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



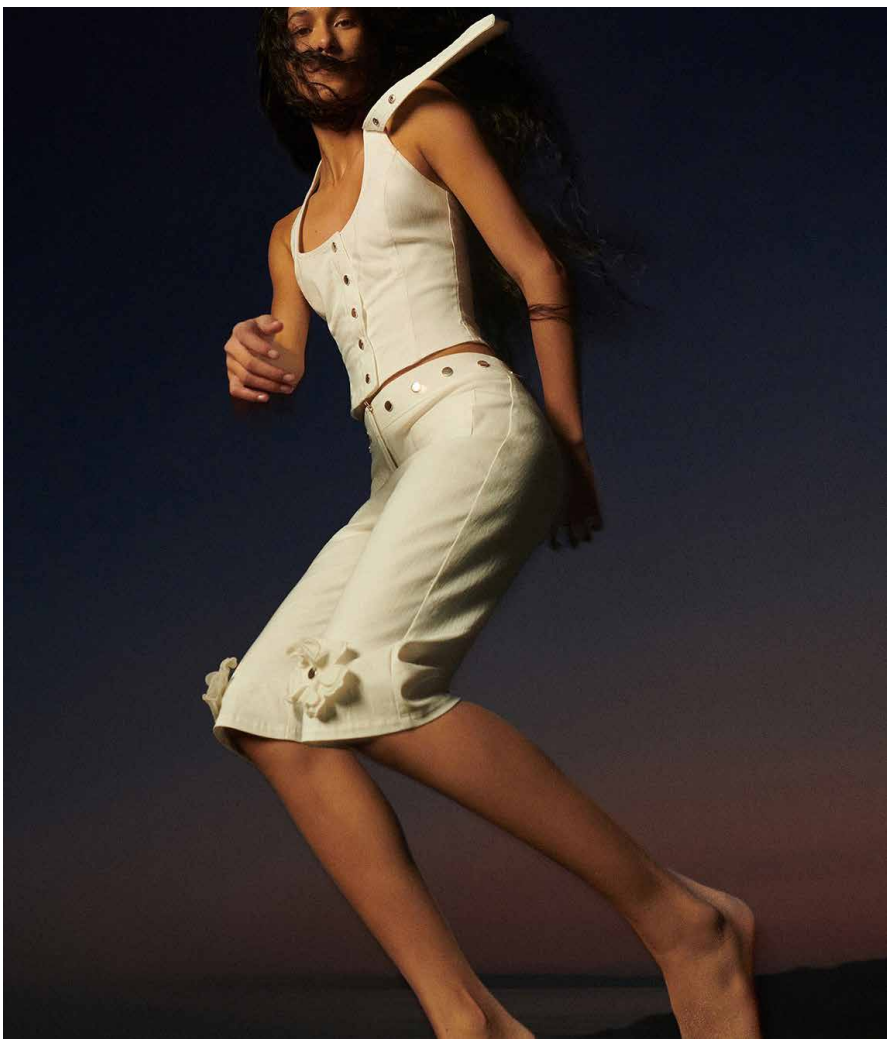
A Human Touch

Mango believes that inspiration and creative drive can only excel when they stem from the human sensitivity of its teams.



Unique Know-how

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



Freedom

Mango promotes everyone's freedom to choose and shape their own unique identity through its creative and versatile vision.



Sense of Responsibility

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

3.4. Value Proposition

Brand
Personality



Inspirational

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



Authentic

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



With style

At Mango, everything that is made exudes an aesthetic taste that connects the brand's creations with the spirit of the times.

3.5

Our Lines

MANGO WOMAN

Fashion x Quality x Versatility x Femininity

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

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

Since 1984, Mango's main line has offered a versatile wardrobe that accompanies women worldwide, both on special occasions and in everyday life. Its collections explore the latest trends to project a genuine interpretation of contemporary fashion.

With versatile and quality designs, the company inspires women to confidently express who they are and who they want to be at any given moment. With

this goal, Mango has collaborated with prestigious personalities from the industry such as supermodels Claudia Schiffer, Naomi Campbell, Kate Moss, and Kendall Jenner, influencers like Sofía Sánchez de Betak (Chufy), Pernille Teisbaek, and Camille Charrière, and celebrities like Victoria Beckham, Penélope Cruz, and Milla Jovovich.

Furthermore, continuing with its commitment to quality, Mango has developed special collections such as Selection and Capsule, characterised by the quality of their materials and finishes, as well as the exclusivity of their garments.





3.5. Our Lines

MANGO MAN

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

In its Barcelona atelier, Mango Man creates collections to inspire and assist the modern man in enjoying fashion and expressing his unique character through versatile and quality fashion and style.

For 15 years, Mango Man has been supporting the contemporary man in the continuous challenges of daily life: from casual Streetwear trends to the smart requirements of formal occasions.

Born in 2008, the line represented a significant milestone for Mango by diversifying its product offering and reaching, for the first time, a new segment beyond the female market. Mango Man has succeeded in covering a market niche and positioning itself as a global brand, a paradigm of in-house design, quality, and innovation. The division accompanies men, moving away from classic stereotypes, with high-quality, durable, and timeless pieces that allow their use to extend across several seasons. Mango Man, always in constant transformation, has collaborated over the years with cultural and sports figures such as actor Adrien Brody, artist and entrepreneur André Saraiva, and footballers Zinedine Zidane and Antoine Griezmann. It has also partnered with the Italian tailoring brand Boglioli on a Premium capsule collection.

3.5. Our Lines

MANGO KIDS

Quality x Style x Versatility x Value for Money

In its Barcelona atelier, Mango Kids designs fashion collections that grow with the little ones at home. The perfect blend of unique style, versatility, and quality creates pieces that complement every moment of their journey, all at a price that perfectly suits the lifestyle of its customers.

Since 2013, Mango Kids has been providing comfort, functionality and style to boys and girls of all ages and for every occasion: from school to holidays, playtime, or more formal events.

The birth of the line, more than a decade ago, marked a turning point for the company that allowed it to inspire and bring a passion for fashion to children and young people, consolidating a global offering that caters to all segments.

Through an offering that spans from birth to age 14, Mango Kids accompanies the little ones at home in their growth with designs carefully crafted to meet their desire to explore the world around them.

The inspiration for the first collections came from a French chic style for girls' clothing and an American casual style for boys' clothing. A distinctive design that has evolved over the years, adapting to new trends, and has been complemented by various limited edition collections consisting of formalwear, swimwear, and for special occasions such as Halloween.

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



3.5. Our Lines

MANGO TEEN

Fresh and youthful style x Versatility
x Value for money

Mango Teen creates versatile and qualitative fashion collections that allow teenagers to express their individuality and embrace their personal style. With a perfect blend of timeless basics and modern pieces, the creations of Mango's Teen line offer a fresh and youthful style at affordable prices.

At this important stage of life, Mango Teen creates versatile and quality fashion collections that empower teenagers to express their individuality and embrace their personal style. Sifting through trends to build a unique personality, the line celebrates youth through an optimistic narrative where positive experiences and friendships are key.

The Mango Teen line was created with the aim of satisfying Mango customers who fall between the target audience of Mango Kids and the adult audience of Mango Woman and Mango Man. After three years, the line has experienced significant growth and has been very well received by customers.



Teen Expansion

Mango continues to grow its young people line, Mango Teen, with fifteen openings in Spain in 2024 and its international expansion. Three years after its launch, the teenage line ends the fiscal year with more than 40 points of sale.

Among the openings in Spain's major cities, it is worth highlighting the arrival in Ibiza and Malaga for the first time, where the company has opened a two-storey store on the pedestrianised street Calle Nueva, right in the historic centre of the Andalusian city. The line also makes its debut in autonomous communities such as Galicia, Asturias, and Murcia. Specifically, on Calle Príncipe in Vigo and Calle Uría in Oviedo, among others.

Mango Teen also increases its presence in the Basque Country, Andalusia, and Catalonia, where it already has its own stores. Specifically, in Bilbao, Seville, and Barcelona, where the teen line has taken over number 65 on Paseo de Gracia, where Isak Andic opened the first Mango store in 1984.

Mango Teen also makes its international debut with its first stand-alone store outside the Spanish market. Specifically, with a 230 m2 point of sale in London, in Foubert's, one of the most vibrant districts in the city centre. The line has also opened a store in Andorra, in the Illa Carlemany shopping centre in Escaldes.

3.5. Our Lines

MANGO HOME

Quality x Contemporary Style
x Uniqueness

Mango Home helps create unique spaces where every detail reflects personality and makes you feel at home. The contemporary style and quality are the essence of the brand. The line offers iconic pieces that elevate the home.

Mango Home was born in 2021 as a response to new consumer habits, with a focus on sharing, celebrating, and relaxing.

With natural textures, relaxed colours, and sustainable materials at the core of its offering, its standards of excellence and quality, along with its contemporary designs, interpret interior design trends to inspire creating spaces with personality.



Home Growth

Mango Home continues to expand and diversify its commercial offerings and is currently consolidating and expanding its points of sale network. The company is extending the online presence of its home line to new markets such as Turkey and plans to open physical stores with its new concept for the first time by 2025. With its entry into the Turkish market, Mango Home is now available in 33 markets including Spain, France, Germany, the United Kingdom, Portugal, Italy, Belgium, Switzerland, Greece, Romania, Croatia, Austria, Ireland, Sweden, Czech Republic, Denmark, and the United States, among others.

Special Collaborations

2024



Victoria Beckham

Mango promotes aspiration, quality, and fashion with the capsule collection designed in collaboration with Victoria Beckham, a partnership aimed at strengthening the company's unique value proposition based on quality. Victoria Beckham x Mango draws inspiration from the style of the 70s in its most sophisticated version to update wardrobe essentials and offer versatile attire for both day and night. At the heart of the collection, tailoring stands out with impeccable cuts, along with slip dresses featuring fluid silhouettes.

VICTORIA BECKHAM X MANGO



Boglioli

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

MANGO DESIGNED BY BOGLIOLI



Siedrés

Mango launches Siedrés x Mango, a spring/summer 2024 capsule collection designed in collaboration with the Turkish brand Siedrés. Combining the style of these two Mediterranean cultures, the result is a truly stylish summer collection that is heavily inspired by the Y2K style. The collection features casual looks and is dominated by dresses, sets of t-shirts and trousers in vibrant colours.

SIEDRÉS X MANGO

3.6

A Global Company

Since its inception, Mango has had a clear international vocation driven by the dream of Isak Andic, the company's founder: "To have a store in every city in the world".

The name of the brand was already a statement of intent. On a trip to the Philippines, Isak Andic discovered the mango fruit and decided to name his company after it "because mango is mango in all languages".

In 1992, less than a decade after its inception, Mango had already reached one hundred stores in Spain and began its international expansion by opening points of sale in Portugal. France, currently one of the group's largest markets, was Mango's second international destination.

Three years later, the company expanded into Asia with stores in Singapore and Taiwan, and by 1997, the business volume generated in international

markets surpassed the domestic one, a figure that has continued to grow until, by the end of 2024, 78% of Mango's business came from outside Spain. In 2002, Mango entered China and Australia, bringing its brand to all five continents.

Throughout its international journey, Mango has balanced its focus on mature fashion markets such as Germany, Italy, and the United States with others like Aruba (where it opened its first store in the Caribbean) and the Maldives. In 2022, coinciding with the 30th anniversary of its international expansion, Mango fulfilled the dream of opening a flagship store over 2,000 m² on Fifth Avenue in New York, one of the global fashion meccas.

In 2024, Mango has presented its Strategic Plan 2024-2026, focused on strengthening its unique value proposition, commitment to innovation and sustainability, and boosting sales through a signifi-

cant expansion of its store network and the growth of all its channels.

Through the second pillar of the Strategic Plan, Expand,the company will continue to focus on the growth of its stores, setting a target of more than 500 new openings by 2026, primarily in the firm's strategic markets. The Plan 4E (Elevate, Expand, Earn, Empower) will intensify its presence in markets such as Spain, France, Italy, Germany, the United Kingdom, Poland, India, Canada, and the United States.

Throughout 2024, Mango has strengthened its commitment to physical retail with 265 openings and over 140 renovations. Some of the most notable openings carried out in 2024 include the store at Plaza España in Madrid and the one at Galleria Alberto Sordi in Rome. This year, several flagship stores of the company have also been renovated,

such as the one at Galleria del Corso in Milan and the store on Istiklal Avenue in Istanbul. Furthermore, the company has expanded its online sales to twelve new countries, primarily in Africa, with the aim of spreading its passion for fashion globally.

Present in over 120 markets, Mango concludes the 2024 fiscal year with approximately 2,850 points of sale, with a total sales area of more than 850,000 m².

Europe is the heart of the company's business, with 72% of the total distribution network by the end of 2024. Mango has opened new points of sale throughout the year in Madrid, London, and Rome, reaching cities in Northern Ireland and central and southern England for the first time. Asia, with presence in markets such as Singapore, Indonesia, and India, accounts for 14% of the company's total points of sale worldwide. America represents 12% and Africa 2%.

As part of its Strategic Plan, the company has an ambitious expansion plan in the United States, with an opening rate exceeding expectations and aiming for the country to become one of the top five markets in terms of revenue. With the opening of a point of sale in El Paso, Texas, the company achieves its goal for the end of 2024 ahead of schedule, and Mango closes the year with 42 stores in the region. In 2025, Mango will continue to increase its presence in the country with more than twenty new stores, closing the year with nearly 65 own stores, and will double its workforce to over 1,200 employees.

Some of its most iconic stores are located in cities such as Barcelona (Passeig de Gràcia), Madrid (on Calle Serrano and Calle Preciado), Paris (Haussmann), New York (Fifth Avenue and Soho), and London (Oxford Street), among others.

3.6.1. Mango Worldwide

OWN POINTS OF SALE

(2023: 779)

844

FRANCHISED POINTS OF SALE

(2023: 1,907)

2,000

TOTAL POINTS OF SALE

(2023: 2,686)

2,844

Europe	○	●	◐
GERMANY	49	409	458
SPAIN	239	165	404
FRANCE	118	138	256
BELGIUM	14	93	107
ITALY	71	34	105
SWITZERLAND	10	90	100
RUSSIA	0	97	97
UNITED KINGDOM	49	32	81
TURKEY	66	0	66
PORTUGAL	31	19	50
AUSTRIA	11	37	48
NETHERLANDS	15	23	38
POLAND	23	0	23
LITHUANIA	0	21	21
IRELAND	7	13	20
UKRAINE	8	9	17
ROMANIA	16	0	16
GREECE	4	10	14
CROATIA	12	1	13
LATVIA	0	11	11
ANDORRA	4	5	9
ESTONIA	0	9	9
CZECH REPUBLIC	7	0	7
CYPRUS	0	7	7
DENMARK	6	0	6
LUXEMBOURG	2	4	6
BULGARIA	5	1	6
HUNGARY	5	0	5
GEORGIA	0	5	5
MONTENEGRO	0	5	5
SWEDEN	5	0	5
AZERBAIJAN	0	5	5
MALTA	0	4	4
BELARUS	0	4	4
NORWAY	3	1	4
FINLAND	3	0	3
SLOVAKIA	2	1	3
SLOVENIA	2	0	2
ALBANIA	0	2	2
MACEDONIA	0	2	2
MOLDAVIA	0	1	1
BOSNIA-HERZ.	0	1	1
TOTAL	787	1,259	2,046

America	○	●	◐
CANADA	0	66	66
UNITED STATES	42	20	62
MEXICO	0	59	59
CHILE	0	45	45
PERU	0	44	44
COLOMBIA	0	42	42
ECUADOR	0	6	6
COSTA RICA	0	4	4
PUERTO RICO	0	3	3
VENEZUELA	0	3	3
GUATEMALA	0	3	3
CUBA	0	3	3
BOLIVIA	0	2	2
SURINAM	0	2	2
PANAMA	0	2	2
PARAGUAY	0	2	2
URUGUAY	0	2	2
DOMINICAN REPUBLIC	0	1	1
EL SALVADOR	0	1	1
TOTAL	42	310	352

Africa	○	●	◐
EGYPT	0	6	6
MOROCCO	0	5	5
TUNISIA	0	4	4
MAURITIUS	0	4	4
DEMOCRATIC REPUBLIC OF THE CONGO	0	3	3
NIGERIA	0	3	3
LIBYA	0	2	2
CAMEROON	0	2	2
KENYA	0	2	2
ANGOLA	0	2	2
ALGERIA	0	2	2
IVORY COAST	0	2	2
SOUTH AFRICA	0	1	1
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	43	43

Asia	○	●	◐
INDIA	0	101	101
ISRAEL	0	48	48
PHILIPPINES	0	40	40
SAUDI ARABIA	0	29	29
INDONESIA	0	25	25
KAZAKHSTAN	0	21	21
CHINA	2	16	18
THAILAND	0	15	15
UNITED ARAB EMIRATES	0	15	15
VIETNAM	0	13	13
SINGAPORE	12	0	12
MALAYSIA	0	11	11
QATAR	0	8	8
KUWAIT	0	6	6
IRAQ	0	6	6
JORDAN	0	5	5
SOUTH KOREA	1	3	4
LEBANON	0	4	4
MONGOLIA	0	3	3
SRI LANKA	0	3	3
UZBEKISTAN	0	3	3
ARMENIA	0	2	2
MYANMAR	0	2	2
MALDIVES	0	2	2
KYRGYZSTAN	0	2	2
BAHRAIN	0	2	2
OMAN	0	1	1
LAOS	0	1	1
CAMBODIA	0	1	1
TOTAL	15	388	403

3.7

The Mango Channel Ecosystem

To respond to the needs of its customers at any time, place, and format. This is Mango's objective. A pioneer in Europe in online fashion distribution, Mango boasts a comprehensive ecosystem of channels and partners which has led it to become one of the most significant companies in the sector by the number of countries in which it operates.

Mango's business model stands out and is distinguished by this centralised activity in Barcelona, as well as an ecosystem of integrated distribution channels that combines its own stores, franchises and corners, retail and wholesale sales, and a significant online activity through its own e-commerce platform (Mango.com) and presence in third-party marketplaces.

This combination of channels and formats, which relies on an extensive network of international partners, sets the company apart in the sector. The in-

tegration of channels aims to meet the customer's needs at any given moment, regardless of the point of contact. To achieve this, Mango uses various tools to ensure a genuine and robust user experience across all its distribution channels.

Great Commitment to Stores

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

The momentum of the physical channel at Mango is not solely driven by the opening of new points of sale, but also the growth of comparable sales area (LxL) at constant exchange rates, which, in the case of Mango, in 2024, maintains double-digit growth. True to its roots and attention to detail, Mango's points of sale showcase a refined aesthetic under



3.7. The Mango Channel Ecosystem

the New Med concept, inspired by the Mediterranean, aiming to reflect the spirit and freshness of the brand. Warm tones and neutral colour bases dominate, blending with traditional, artisanal, sustainable, and natural materials. Sustainability and architectural integration are fundamental pillars of this concept, so the new stores feature elements such as eco-efficient lighting and climate control, along with a design that incorporates sustainable materials like natural paints.

As part of the channel integration strategy, it is essential for Mango that the stores are connected with its online business, headquarters, and customer service centre to provide value to the customer and empower staff, facilitating their sales work.

The digitalisation of stores involves the application of new technologies that, although not visible, enable the implementation of continuous improve-

ment initiatives in garment availability, collection distribution, and store traffic, among others.

Furthermore, the stores feature spacious fitting rooms and a designated area for click & collect, and services and facilities such as the concierge station, a point where staff can address any need the customer may have, and tailoring services in some stores.

Strategic Partners

Mango has various store formats that are tailored to each location, needs, and role of the point of sale. The opening of stores in strategic locations is complemented by a franchise and corner strategy in shopping centres, which represents one of the fundamental pillars of Mango's model.

Since the opening of the first Mango franchise in 1987, the company has grown alongside an extensive network of local and international partners, allowing it to adapt its strategy to operational complexity, territorial characteristics, and the required expansion rate.

This collaboration makes Mango one of the most significant international franchising companies. Partners such as El Palacio de Hierro in Mexico, Myntra in India, and Azadea in the United Arab Emirates provide market insights and assist Mango in understanding the customer and adapting its operations to the country.

In franchise management, Mango provides a comprehensive team that offers everything from space selection and staff training to the launch and opening of the point of sale, as well as subsequent advice and support in its management.

A Pioneering Online Channel

Mango is one of the European fashion companies with the highest penetration of the digital channel in its business. With innovation as a key strategic focus and as a result of the company's internationalisation, in 1996 the company launched its corporate website with the aim of making the brand known worldwide. Subsequently, in 2000, ten years ahead of other major competitors, it ventured into online sales by launching its e-commerce platform, being one of the first fashion companies to pave the way in online commerce in Europe.

The launch of Mango e-commerce was initially carried out in the fifteen countries that formed the European Union in 2000 and in four languages: Spanish, English, French, and German. In just 4 years, the channel expanded to 10 more countries, reaching all 25 countries that had joined the EU. In fact, the

first decade of the 2000s was crucial for the growth of the online business. In 2006, Mango crossed the Atlantic to launch online sales in the United States and, subsequently, in 2008, also added Canada.

Online, the company combines retail (Mango.com) with presence in third-party marketplaces. True to its trust and commitment to creating a solid channel ecosystem, in 2009 it signed the first major international agreement with an online partner, Asos, to start selling beyond its own channel.

In 2024, Mango strengthens the growth of its online business by entering twelve new markets, primarily located on the African continent. Specifically, the company started to operate online for the first time in countries such as Angola, Belize, Brunei, Gabon, Gambia, Equatorial Guinea, Honduras, Laos, Mongolia, New Zealand, Papua New Guinea, and Togo.



3.7. The Mango Channel Ecosystem

By the end of 2024, the platform is present in over 120 markets across five continents and in 25 languages. Furthermore, payment, shipping, and return methods (among others) vary depending on each location.

In 2024, Mango's website received over 1 billion visits (a 4.30% increase compared to 2023). Online sales concluded the 2024 fiscal year with nearly 1.1 billion euros in revenue, representing more than 32% of the company's total revenue.

The reach of physical points of sale and the significant digital business provide Mango with extensive knowledge of its customer through data that allows for quick and agile adaptation of offerings, prices, and services. Technology and innovation are two of the pillars of Mango, a company historically renowned for its ability to adapt to the environment with new lines, collections, and services.

Furthermore, the group's dense distribution structure (with both retail and wholesale) and the extensive and rapid international expansion have led Mango to become one of the European companies with the most advanced logistical organisation, with centres that fulfil orders for online, stores, and wholesale, that is, B2B and B2C.

3.8

One of the Most Advanced Logistical Systems in Europe

Isak Andic started by transporting stock in a bag. The bag turned into a suitcase, then transformed into a car trunk, until it became a warehouse. The first one was in the basements of the store on Las Ramblas, in Barcelona, but soon it was necessary to expand both in the Catalan capital and in the surrounding areas.

In 2008, the dynamic distribution centre in Parets del Vallès (Barcelona) began operations, and 11 years later, due to the company's growth, the logistics centre in Lliçà d'Amunt (Barcelona) opened at full capacity. It is one of the largest in Europe and currently coordinates all of Mango's logistics activities worldwide. The Lliçà distribution centre receives all garments and accessories from various production sites and distributes them to all points of sale and online customers globally. Additionally,

this logistics centre services the different satellite centres that the company has in countries with a strong expansion of its digital channel. Mango has decentralised centres to meet the speed required by the online channel and international presence.

By the end of 2024, the company's decentralised centres are located in Palau-solità i Plegamans, Turkey, Poland, Mexico, and the United States, with which the company supports both the online business and the international growth of the business.

Mango launched its second offshore logistics centre in the United States in 2024, located on the West Coast near Los Angeles. With an area of 12,000 m² and a capacity for 20,000 daily operations, the centre employs around one hundred people and is expected to supply 13 states on the East Coast and

central part of the country. These facilities are in addition to the offshore logistics centre that Mango inaugurated in 2022 on the East Coast, in the state of Pennsylvania. The facilities, which serve the company's online business in most of the country, have an area of 30,000 m², handle 50,000 daily operations, and employ 300 people.

Lliçà d'Amunt Logistics Centre

Equipped with the most advanced technologies, the logistics centre in Lliçà d'Amunt can manage over 500,000 garments daily to supply the entire Mango distribution network. The centre has been expanded to continue accommodating the growth of logistics linked to e-commerce and to send orders directly to the end customer. This expansion has added another 90,000 m², reaching a total area

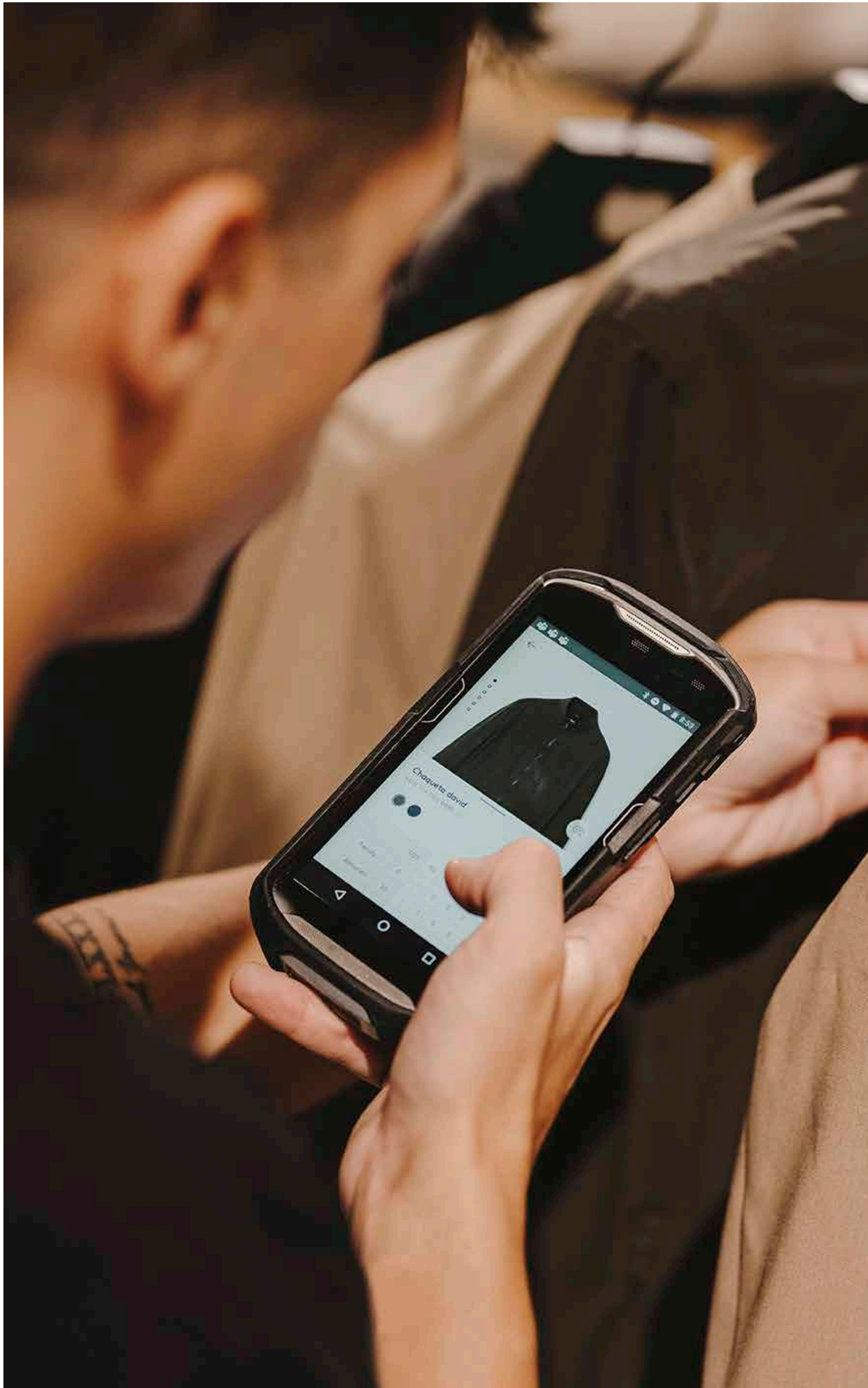
of 280,000 m² -equivalent to more than 40 football fields- and has increased the capacity to manage garments by up to 10,000 more per hour, up to 85,000 garments per hour. In 2024, the company continued to make improvements to the logistics centre with the aim of further addressing its growth and expansion, based on the roadmap outlined in its Strategic Plan 2024-2026.

Over the last five years, the company has strengthened its logistics model to prepare Mango for its new growth phase until 2026. In this way, the company has simplified its in-store delivery operations system, concentrated and streamlined operations at its centre, and standardised operations at the various satellite warehouses it has to supply the retail and online channel; and has implemented a technological transformation through a new dis-

tribution system, platforms to manage stock more efficiently, the incorporation of RFID technology in garments, etc.

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





3.9

Technology and Data

Mango is committed to building a phygital ecosystem of experiences, services, and products that synchronize and converge the capabilities and opportunities in the physical world and the digital world, always with the aim of providing the best service to its customers.

The company is focused on digitalising the behaviour of the main players in the industry—customers, stock and product—to maximise customer data insights and connect them with the physical store and online. In this context, Mango's commitment to technological innovation and advancements in digitalisation is framed within the Earn pillar of the company's Strategic Plan 2024-2026*, which aims to create value through technological development, efficient data management, and operational excellence.

Mango no longer talks about physical stores, but about stores connected with communication gateways and hybridisation between customers and stores, stores and Mango.com, designers and customers. One of the major challenges the company faces in advancing operational excellence is having an integrated and real-time vision of sales stock, maintaining a high level of inventory accuracy. To achieve this, Mango is digitising its stock through Radio Frequency Identification (RFID) technology to equip all its garments with sensors from manufacturing and logistics to their arrival at the stores and the Order Management System (OMS).

This unique real-time stock system will enable the company to offer a comprehensive and consistent experience by providing the customer with the product they are looking for, at the right time and place, for a better experience with the brand.

* Mango has a Strategic Plan comprised of four pillars represented by four "E's" -Elevate, Expand, Earn and Empower.

Aware that technology is an essential tool to achieve its sustainability goals, Mango has established a working group dedicated to developing projects that help the company advance these objectives. Among these projects, efforts have been increased in initiatives previously developed such as Collection Life, a platform designed to comprehensively digitise the product life cycle, from the initial briefing of the collection, design and pattern making, to sales, transportation, and distribution. Collection Life provides a comprehensive view of the product's behaviour, both in its digital and physical dimensions, and establishes a communication gateway between its designers, points of sale, and customers. With this technology, Mango is transforming the paradigm towards human-to-human platforms, driving sustainability and efficiency throughout the product life cycle.

3.9. Technology and Data

Another key tool developed by Mango is Ada+, a platform designed to mobilise and digitise in-store operational processes, thereby optimising points of sale. With this tool, Mango connects the visual merchandising of pilot stores with other stores, which allows for uniform and efficient management across the entire network. Furthermore, by simplifying operational tasks, it enhances productivity, satisfaction, and motivation among employees, creating a more agile and fulfilling work environment.

Finally, one of Mango's most recent initiatives in its digitalisation process is the development of the Interactive Product Catalogue. In 2024, through the UPA platform, the company has created a centralised repository, integrating data from various databases to create a comprehensive digital catalogue. This catalogue not only provides detailed infor-

mation about each product, such as its attributes, compositions, and sustainability, but also allows for semantic searches, making it easier to identify similar products. This initiative will facilitate compliance with new European regulations such as the Ecodesign for Sustainable Products Regulation (ESPR), the Corporate Sustainability Due Diligence Directive (CSDDD), and the Digital Product Passport (DPP), contributing to greater transparency and sustainability in the industry.

All these technological innovations allow Mango to improve integration with its manufacturers and gain a better understanding of the behaviour of its products, 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.

Uses of AI in Mango

In its commitment to technology as a support tool, since 2018, Mango has developed more than fifteen machine learning (MLE) platforms that apply artificial intelligence at various points in its value chain, such as pricing and personalisation.

Among the most notable is Lisa, the internal conversational generative AI platform designed to address use cases for its employees and partners. This tool, which features Mango's own interface and allows its teams to quickly access information and resources, assists the company at various stages in business processes. On the other hand, Mango has Inspire, the generative AI image platform to help the design and product team get inspired by viewing different concepts to co-create prints, fabrics,

and garments, and to find inspiration for window displays, architecture, and interior design. This tool acts as a co-pilot for its designers to enhance their capabilities and creativity, inspiring and co-creating prints, fabrics, and garments by combining different concepts. Other notable platforms include Gaudí, designed to personalise product recommendations and improve each customer's experience, and Iris, present in more than sixty countries and in over twenty languages, focused on enhancing customer service and responding to the company's customers.

In customer service, Mango has highlighted the launch of its WhatsApp chat for resolving inquiries. This conversational intelligence technology, which is currently available in six countries and five different languages, allows customers to interact with the brand in a direct and personalised manner.

On the other hand, Mango has also started working with the Fashion Assistant on Instagram, a platform driven by machine learning which facilitates customer interaction with the brand through automated responses. This assistant answers questions on topics such as the environment, product composition, and store hours, among others. Mango will use the collected conversations to analyse customer needs, distinguishing between pre-sale inquiries and complaints, in order to further enhance the experience and personalisation of customer service on its digital channels, including Mango.com.

Artificial Intelligence has contributed to operational excellence at Mango by enhancing efficiency, accuracy, and strategic decision-making across various functions. The company views generative artificial intelligence as an extended intelligence, that is, a

3.9. Technology and Data

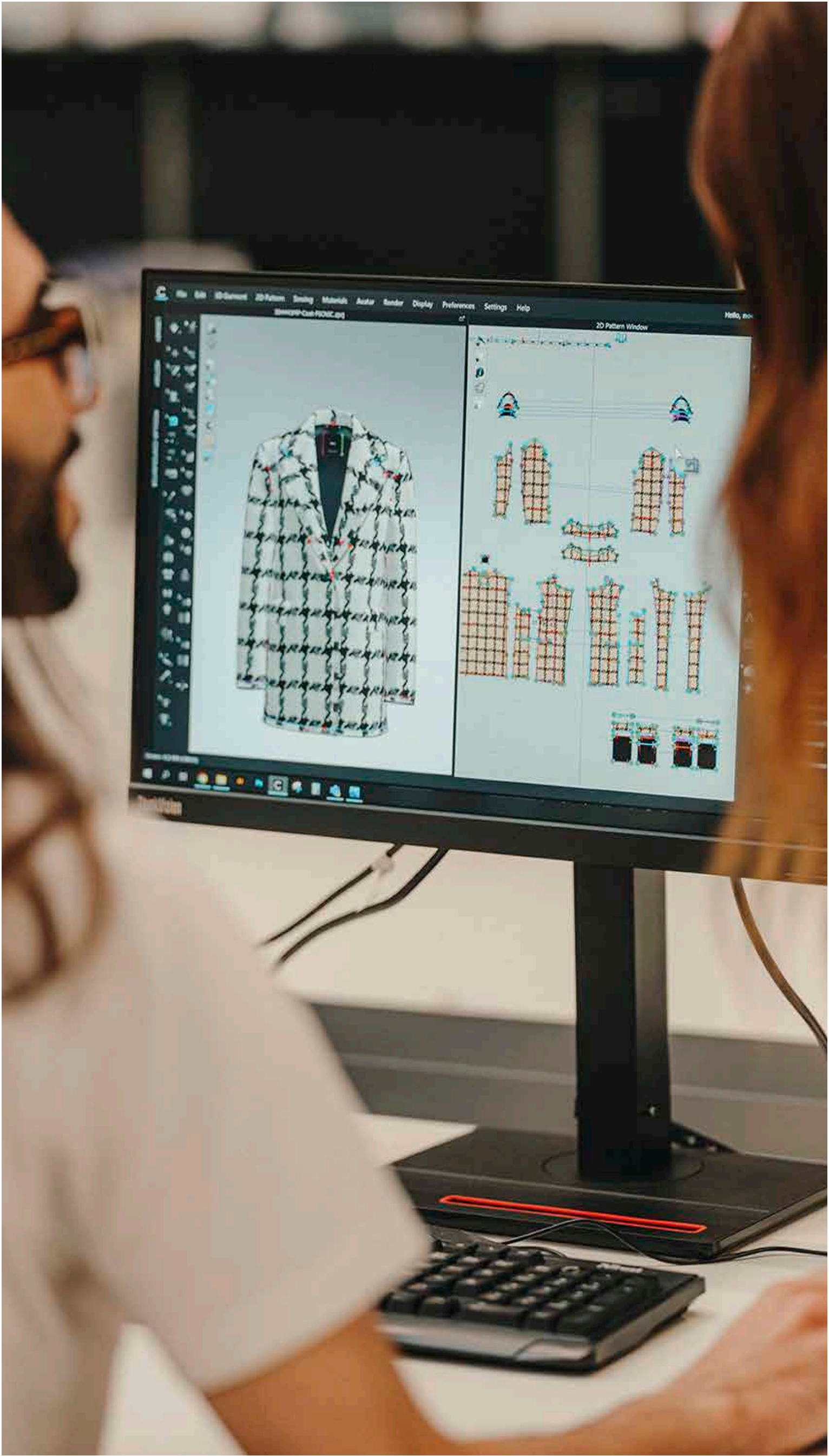
technological revolution with great opportunities that can serve as a co-pilot and/or agent for its employees, helping them to enhance their capabilities. Because technology will either make us more human or it won't.

The implementation of generative AI for content and conversational purposes is part of the transformation process in which the company is currently immersed, focusing on the digitalisation of the life cycle of the industry's main informational assets: customer, points of sale, stock and product.

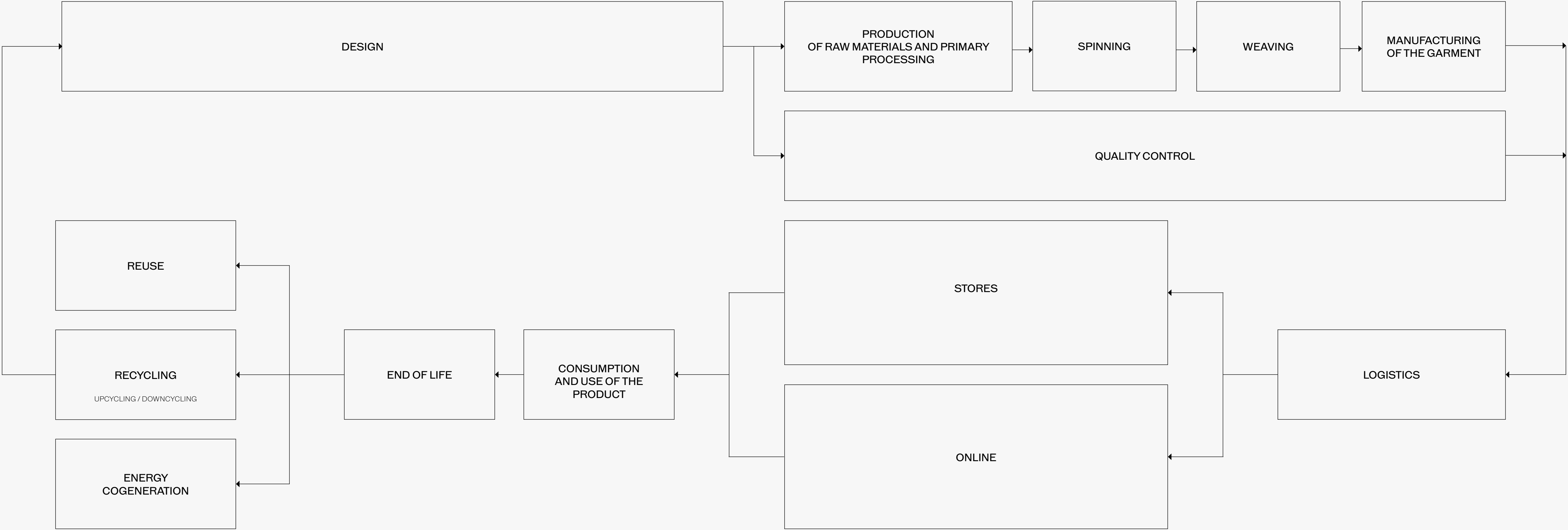
In 2024, Mango has reaffirmed its commitment to innovation by creating, for the first time, campaigns generated with Artificial Intelligence in its youth line, Mango Teen. The multidisciplinary collaboration of various Mango teams has been essential to suc-

cessfully carry out this project. On one hand, the artistic direction was handled by the design team of the Teen line, along with the artistic direction and styling teams of Mango. Once the artistic lines of the editorial were developed, Mango's Generative Artificial Intelligence technology team and the artists from Mango's studio worked together on the campaign development using manufacturer-trained generative AI models with their innovative line of algorithms and using only their own dataset. An generative AI model is trained to learn to generate images. Once the images are generated with AI, the art team makes the selection to retouch, edit, and master the images in the photographic studio. In this context, AI is presented as an innovative tool that offers design and art teams new possibilities to explore and enrich their visual proposals, creating a very interesting synergy and hybridisation between creativity, people, and technology.

Furthermore, in line with its innovative spirit, in 2024Mango has also joined Roblox, the global immersive platform for communication and connection that boasts over 70 million daily active users. Specifically, the company is opening its first immersive store on the platform, located in the virtual Outfit Shopping Mall, where users can purchase clothing and digital products from Mango Teen for their avatars.



3.10. Value Chain



Our Sustainable Vision

4

- 4.1 | Our Sustainable Model
- 4.2 | Double Materiality Analysis
- 4.3 | Our Roadmap
- 4.4 | How We Measure Ourselves
- 4.5 | Third-Party Partnerships

4.1

Our Sustainable Model

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

For Mango, sustainability is not merely a goal to be achieved, but a dynamic and continuous process that guides decision-making and the execution of projects aimed at developing its activities and products responsibly, enhancing the environmental and social impact of its entire value chain.

Aware of the climate challenges and environmental impacts associated with its activities, Mango actively integrates these challenges into its corporate strategy, ensuring their management and monitoring in the short, medium, and long term in the markets where it operates. This approach is structured through a management system centred around the company's sustainability department, whose strategic decisions are aligned with the Board of

Directors, the Executive Committee, and the Sustainability Committee.

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

Sustainable Vision 2030

In 2022, Mango launched its 2030 sustainability strategy, reaffirming its commitment to creating more responsible garments and operations. Under the name Sustainable Vision 2030, this roadmap sets more ambitious objectives and rigorous measurement systems, aligned with the most demanding international standards.

The strategy is structured around four key areas of

action: commitment to the circular product, reduction of environmental impact, care and development of our team, and collaboration with our value chain to generate a positive social impact. These initiatives are implemented innovatively and in close collaboration with strategic partners, with the aim of achieving the ambitious goals set for 2030.

Commitment to the Circular Product

Mango strengthens its commitment to sustainability by integrating principles of circularity and reducing our environmental impact at all stages of the product life cycle. The company has defined circular design as a key pillar of its strategy, structuring it into three fundamental lines of action: Give it Back to the Loop, Extended Life, and No Waste.

- Give it Back to the Loop promotes the creation of highly recyclable garments through the use of unique fibres, minimising trimmings and accessories, and adopting finishes that preserve the integ-



4.1. Our Sustainable Model

rity of the material to facilitate its recycling.

- Extended Life focuses on extending the lifespan of garments through timeless designs, durable materials certified by independent textile laboratories, and reinforced constructions that ensure their quality over time.
- No Waste aims to maximise the utilisation of materials by reintegrating textile waste into the production process and significantly reducing the waste generated.

These initiatives reinforce Mango's transition towards a circular model, based on materials with lower environmental impact and designs created according to circularity criteria, promoting recyclability, focusing on durability, and reusing patterns that result in a lower volume of waste. With the aim of ensuring these principles predominate in all its collections, Mango is working to ensure that by 2030, 100% of the fibres used in its garments will

be sourced from materials with a lower environmental impact.

In line with its Sustainable Vision 2030 strategy, and to achieve this goal, Mango sets intermediate milestones in the incorporation of lower-impact fibres, prioritising the most commonly used materials: cotton, polyester, and cellulosic fibres. These objectives include the exclusive use of cotton from low-impact sources, 100% recycled polyester, and cellulose fibres of controlled and traceable origin. Furthermore, the company aims to integrate these practices across all its collections, ensuring that sustainability is a cross-cutting attribute, not limited to specific collections.

Mango also connects its customers with this commitment through QR codes on its garments, which provide detailed information about the manufacturing origin and the fibres used from the website, anticipating future regulations. At the same time, in 2024, Mango invested in training its teams in

eco-design, in collaboration with the Universidad Politécnica de Madrid (UPM), strengthening skills in recycling processes, innovative materials, certifications, and circularity criteria. As a result, 28.5% of the collection now integrates eco-design strategies, promoting fashion with a lower impact and reflecting significant progress in adapting to sustainable challenges.

Packaging is another fundamental pillar of Mango's commitment to circular products. The company develops innovative solutions to promote the adoption of materials with lower environmental impact and to minimise the use of plastics throughout its supply chain. Under the principles of simplicity, flexibility, and control, Mango aims to balance operational agility with the reduction of waste and materials. Its initiatives include specific projects aimed at replacing plastic components with lower-impact alternatives, thus consolidating its commitment to a more responsible and environmentally friendly business model.

Reducing Our Environmental Impact

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

The company has set a goal to achieve net zero emissions by 2050, with interim targets set for 2030: to reduce greenhouse gas (GHG) emissions by 80% for scopes 1 and 2, and by 35% for scope 3, based on 2019 levels. These commitments, validated by the initiative Science Based Targets (SBTi), ensures its alignment with international climate science.

In terms of responsible water and chemical management, Mango is committed to reducing water usage by 25% in material extraction and its supply chain by 2030, compared to 2024 indicators. Furthermore, the company works exclusively with

factories that employ wet or chemically intensive processes, requiring full compliance with the Manufacturing Restricted Substances List (MRSL) within the same timeframe.

Regarding the protection of biodiversity and animal welfare, Mango implements policies that promote the ethical treatment of animals and the responsible use of resources. Through its Animal Welfare Policy, the company rejects any practice that involves animal mistreatment or suffering. This commitment is reinforced by its participation in the programme Fur Free Retailer by the Fur Free Alliance, which prohibits the use of fur, rabbit hair, angora wool, and materials from exotic or vulnerable animals. Additionally, Mango promotes a sourcing policy that prioritises the use of materials with lower environmental impact and seeks to ensure the traceability of resources of animal and plant origin. These actions aim to lead the transformation towards a more environmentally respectful textile industry.



4.1. Our Sustainable Model

Care and Development of Our Team

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

As part of its roadmap, Mango aims to achieve 100% Living Wages before the end of 2025. Through the WE CARE Plan, the company reinforces its commitment to the physical and mental health of its team. Furthermore, Mango promotes mobility and internal promotion, strengthening leadership and professional development within the organisation. In this vein, it has launched the action plan derived

from the Global People Survey (GPS), with the aim of increasing employee satisfaction and engagement, establishing Mango as a Best Place to Work.

True to its commitment to diversity, equality, and inclusion, Mango strives to ensure a respectful, inclusive work environment free from any form of discrimination. The company recognises diversity as a strength and promotes work relationships based on mutual respect, equity, and collaboration. In this regard, as part of the Working Together Plan, Mango has set out to increase the direct hiring of people with disabilities in Spain until 2027, including its headquarters, stores, and logistics centre.

Continuous training and comprehensive well-being are key elements of its strategy. Through innovative training programmes, Mango prepares its teams to face current and future challenges, driving their professional development. At the same, it is imple-

menting measures to ensure a safe and healthy environment, thereby consolidating its leadership in responsible talent management and strengthening its commitment to its employees.

Collaborating with the Value Chain to Generate a Positive Social Impact

Mango's Sustainable Vision 2030 strengthens its commitment to the supply chain through solid and transparent relationships with its suppliers, based on traceability and strategic collaboration. With these initiatives, Mangoseeks to build a resilient and responsible network, fully aligned with the company's values and sustainability objectives.

At the centre of this approach lies respect. Mango is committed to human rights and the continuous improvement of working conditions in its supply chain. In this regard, in 2024, Mango has strength-

ened its commitment by implementing a Human Rights Policy and updating a Code of Conduct for product suppliers and manufacturers. Additionally, the company is consolidating its due diligence processes, in line with the United Nations Guiding Principles, working to identify and mitigate risks related to human rights, while ensuring compliance with key regulations in all the regions where it operates.

Mango also contributes to social development through partnerships with academic institutions, promoting education and research through donations and specific programmes.

At the same time, it reinforces its commitment to local communities, prioritising initiatives and supporting social action projects that drive socioeconomic development in the areas where it operates. These actions are designed under principles of

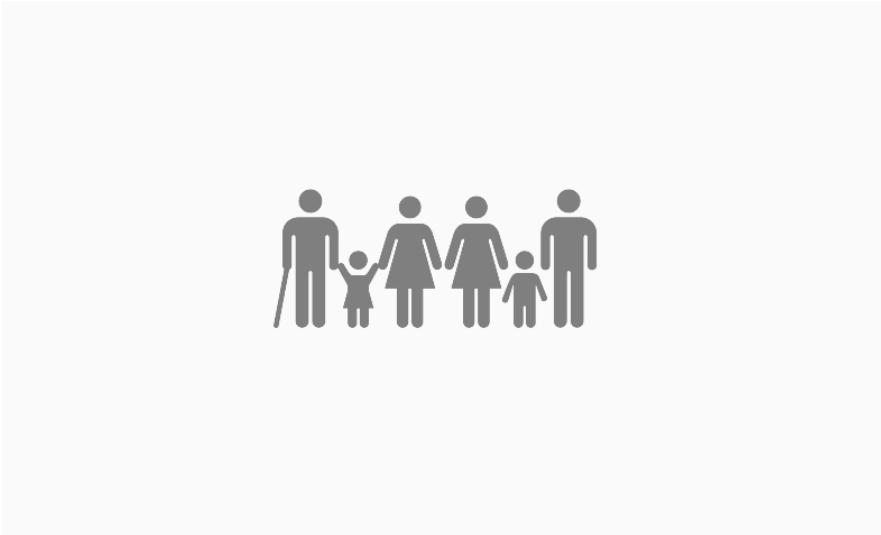
traceability and transparency, generating a positive and measurable impact on the communities.

Finally, Mango places its customers at the centre of its strategy, ensuring that every decision is focused on satisfying their needs and expectations. The company fosters a close and inclusive relationship, integrating the voice of its customers in the design of products and services. This approach allows Mango to adapt its collections and experiences to the lifestyles and interests of its customers, strengthening a bond based on shared values and aspirations.

4.1.1

Objectives

Sustainable Development Goals (SDGs) that guide Mango’s Sustainable Vision 2030



01
End poverty in all its forms everywhere in the world.



02
End hunger, achieve food security and improved nutrition, and promote sustainable agriculture.



03
Ensure healthy lives and promote well-being at all ages.



04
Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.



05
Achieve gender equality and empower all women and girls.



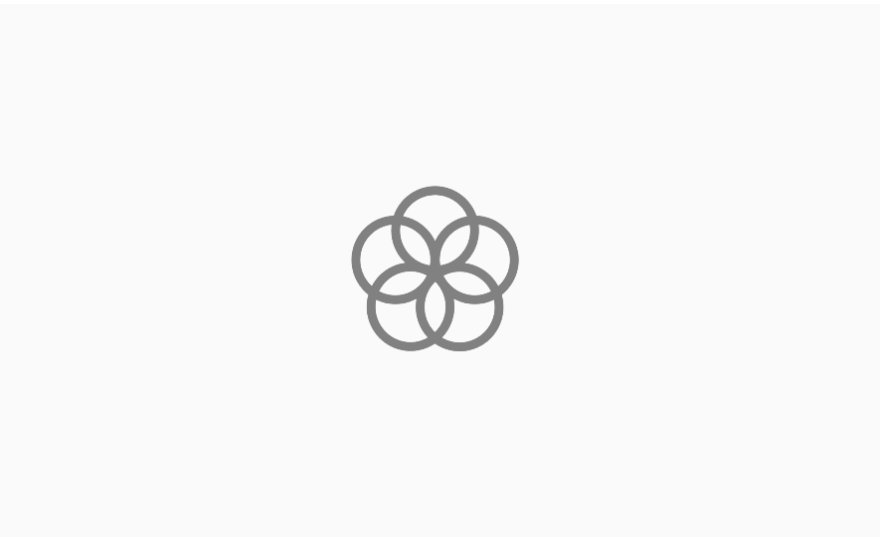
08
Promote sustained and inclusive economic growth, full and productive employment and decent work for all.



12
Ensure sustainable consumption and production patterns.



13
Take urgent action to combat climate change and its impacts.



17
Revitalize the global partnership for sustainable development.

4.2

Double Materiality Analysis

In 2024, Mango conducted its first double materiality analysis, reinforcing its commitment to transparency and sustainability as pillars of its business strategy. This innovative approach provides a structured framework for determining the sustainability topics that are most relevant both to the company and to stakeholders, ensuring they are included in the sustainability report.

Double materiality integrates two complementary perspectives:

• **Impact Materiality:** from the inside out. It examines how the company's activities affect the environment and society, generating significant, real or potential impacts on people, the environment, and society, whether in the short, medium, or long term. This assessment includes both direct operations and their value chain.

• **Financial materiality:** outside-in. It analyses how sustainability issues can impact the economic and financial performance of the company. This includes identifying and evaluating the risks and opportunities that influence or may influence the company's value in the short, medium, or long term in terms of access to key resources and necessary relationships.

A sustainability issue is considered material from a double materiality perspective, if it meets the criteria of relevance from the impact perspective, the financial perspective, or from both perspectives simultaneously.

The following actions have been carried out to review the material aspects:

1. Identification of Impacts, Risks and Opportunities

An analysis of the internal and external context was conducted, utilising necessary qualitative and quantitative information sources to identify potentially material sustainability issues and establish relevant stakeholder groups for Mango. Subsequently, the possible impacts, risks, and opportunities (IROs) arising from the company's activities and associated with each sustainability issue were identified, resulting in a list of IROs aligned with the company's reality and covering the entire value chain.

2. Evaluation of Impacts, Risks and Opportunities

To determine the materiality of the identified impacts, risks, and opportunities, various key pa-

rameters are evaluated to ensure an objective prioritisation aligned with the principles of double materiality.

The assessment of impacts considers their relative importance, as determined by the severity of each identified impact, and depends on whether it is a current impact, where the importance is based solely on the severity of the impact, or a potential impact, which is evaluated based on its severity and likelihood of occurrence.

Severity is defined as the severity of the impact and includes the following parameters:

- **Scale:** measures the magnitude of the impact, that is, how broad, extensive, or significant the effect of the impact is from the inside to the outside of the company.

- **Scope:** assesses the extent of the impact in geographical terms and in relation to the affected stakeholders.

- **Irremediable character:** applies only to negative impacts and refers to the degree of difficulty or impossibility in reversing or remedying the impact. Furthermore, in the case of potential impacts, their likelihood of occurrence is also considered, that is, the possibility of the impact materialising. This probability is assessed by considering the time frame in which the impact could occur.

For the assessment of risks and opportunities, the methodology proposed in the EFRAG Double Materiality Implementation Guide has been followed. This approach assesses risks and opportunities based on:

4.2. Double Materiality Analysis

- Magnitude of the financial effects: analyses the potential economic impact, both positive and negative, that could affect the company's financial performance.

- Probability of occurrence: measures the likelihood that the risk or opportunity will materialise in a specific context.

3. Prioritising Material Topics

The methodological approach employed allows Mango to accurately identify and prioritise the most relevant material topics for its sustainable strategy.

This process ensures a balance between external impacts and the risks and opportunities with financial repercussions, thus facilitating informed decision-making that aligns with the company's

sustainability objectives and the expectations of stakeholders.

Once the materiality thresholds have been defined, the information obtained is analysed in relation to the identified impacts, risks, and opportunities. The results of the evaluation are aligned with the ESG topics defined by EFRAG, which allows for structuring and prioritising the key issues. From this analysis, the following list of material topics for Mango is obtained, considering the perspectives of impact materiality and financial materiality.

Material topics include the environmental issues related to Climate Change, Circular Economy, and Biodiversity, and on the social side, Workers in the Value Chain.



4.2. Double Materiality Analysis

2024 MATERIAL TOPICS

TOPIC	SUBTOPIC	IMPACT MATERIALITY	FINANCIAL MATERIALITY
Climate change	Climate Change Adaptation	●	●
	Climate Change Mitigation		●
	Energy	●	●
Pollution	Pollution of air		●
	Pollution of water	●	●
	Pollution of soil	●	●
	Contamination of living organisms and food resources	●	●
	Microplastics	●	●
Water and marine resources	Water	●	●
Biodiversity and ecosystems	Direct impact drivers of biodiversity loss	●	●
	Impacts on the state of species	●	
	Impacts on the extent and condition of ecosystems	●	●
	Impacts and dependencies on ecosystem services	●	

4.2. Double Materiality Analysis

2024 MATERIAL TOPICS

TOPIC	SUBTOPIC	IMPACT MATERIALITY	FINANCIAL MATERIALITY
Resource use and Circular Economy	Resources inflows, including resource use	●	●
	Resource outflows related to products and services	●	
	Waste	●	●
Own Workforce	Working Conditions	●	
	Equal treatment and opportunities for all	●	
Workers in the value chain	Labour Conditions	●	●
	Equal treatment and opportunities for all	●	●
	Other work-related Rights		●
Consumers and End Users	Information-related impacts for consumers and/or end-users	●	●
	Personal security of consumers and/or end users		●
Business Conduct	Corporate culture		●
	Protection of whistle-blowers		●
	Management of relationships with suppliers including payment practices	●	●

4.3. Our Roadmap

Mango Sustainable Vision 2030

Sustainable Vision 2030 was created with the purpose of reducing the environmental and social impact of the company and is comprised of four key areas of action: commitment to circular products; reducing environmental impact; care and development of our team; and collaborating with the value chain to generate social impact, each of which sets specific goals and concrete projects for their achievement.

Commitment to the Circular Product

- 100% lower-impact fibres in garments by 2030
 - 100% lower-impact cotton by 2025
 - 100% recycled PES by 2025
 - 100% cellulosic fibres of traceable origin by 2025
- Collections crafted with circular economy criteria
- 100% responsible packaging by 2030

Reducing Our Environmental Impact

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

Care and Development of Our Team

- Achieve 100% Living Wages for all employees by the end of 2025 to ensure a salary competitiveness that is higher than the market.
- Promote comprehensive health of the company’s employees through the WE CARE Plan
- Increase the direct hiring of people with disabilities in Spain until 2027, at the headquarters, stores and logistics centre, within the Working Together Plan
- Promote mobility and internal promotion, driving professional development and strengthening leadership within the company
- Implement the action plan derived from the Global People Survey (GPS) to improve satisfaction and commitment of employees, positioning Mango as a Best Place to Work

Collaborating with the Value Chain to Generate Social Impact

- Safeguard and enhance the well-being of workers in the supply chain
- Extend the Living Wages’ commitment to workers in the supply chain
- Provide proper training to workers and suppliers in the supply chain
- Develop effective whistleblowing mechanisms for workers and relevant redress mechanisms
- Increase human rights impact assessments in all geographies in which Mango operates in the medium term

4.4

How We Measure Ourselves

Measuring impact and performance is essential for setting ambitious and achievable sustainability goals. As part of its Sustainable Vision 2030, Mango has adapted its criteria and commitments to the most recognised and demanding international standards in the sector.

To assess the impact of its operations, the company employs specialised and widely recognised tools. Among them is the international Cascale partnership, which allows for the analysis of the global impact of its activity; the Environmental Impact Measuring (EIM) Score of the Spanish company Jeanologia, used to measure and reduce the environmental impact of denim, especially in terms of water consumption; and the standards of the initiative Zero Discharge of Hazardous Chemicals (ZDHC), focused on minimising the use of harmful chemicals in the supply chain. Additionally, Man-

go calculates its carbon footprint according to the Greenhouse Gas (GHG) Protocol and the Science-Based Targets initiative (SBTi) guidelines, ensuring rigorous monitoring in the decarbonisation of its operations.

In this way, the company measures its performance in sustainability through rankings and evaluations aligned with international standards, such as the Carbon Disclosure Project (CDP) in its Climate, Forests, and Water modules; Cascale's Brand Retail Module (BRM); Textile Exchange's Materials Benchmark Survey, and the Fashion Transparency Index, among others. These tools not only help Mango establish key performance indicators (KPIs) and monitor the progress of its objectives, but also allow it to compare its performance with other companies in the textile sector and even related industries. This comprehensive approach

With the Sustainable Vision 2030, Mango updates its criteria and commitments, aligning them with the most demanding international standards

reinforces Mango's commitment to transparency and continuous improvement, ensuring that every step towards sustainability is backed by reliable data and meaningful metrics.

Fibre Measurement

Mango guarantees the veracity of the minimal environmental impact of all its fibres by demanding total traceability and transparency from its suppli-

ers regarding the materials and processes used in the manufacturing of its products. 100% of the garments designed with circularity criteria undergo an exhaustive review by the company's circularity team, ensuring they meet the established standards. As for the garments developed with a strategy oriented towards durability, these are evaluated and certified by accredited laboratories, guaranteeing their compliance with the highest standards of sustainability and quality.

Performance Evaluation in Sustainability with Cascale

With the aim of identifying opportunities for continuous improvement in sustainability management and performance, Mango participates annually in the evaluation conducted using the Higg BRM (Brand & Retail Moduletool), developed by Cascale

and specifically designed for fashion brands and retailers.

The Higg BRM evaluates the company's sustainability performance through 11 priority impact areas, distributed across three pillars: E (environment), S (social), and G (governance). This tool aligns with relevant regulatory frameworks and other industry initiatives, such as Textile Exchange and ZDHC (Zero Discharge of Hazardous Chemicals), with the aim of establishing a global industry-specific ESG standard.

Since 2020, Mango has participated in this evaluation, which allows it to measure its performance in sustainability in relation to the most relevant ESG issues,compare its progress with that of other market players and standardise reporting and metrics aligned with the regulatory frameworks.

4.4. How We Measure Ourselves

As a member of Cascale, Mango uses various assessment tools developed by this organisation, such as the Higg Index, for both products (Higg Product Module) and the supply chain (Higg Factory Tool: Higg FEM and Higg FSLM). The Higg Index tools include the Higg Product Tools, which allows for measuring the environmental impact of the materials used and the final products, and the Higg Factory Tools, which evaluates the environmental and social performance of factories in the supply chain. These tools are essential for measuring and setting goals for sustainable collections.

Through the Higg Product Module, Mango can make informed decisions about the design and prioritisation of materials for its final products, considering their entire life cycle. Through factory tools, such as the Higg Facility Environmental Module (FEM) and the Higg Facility Social Labour Module (FSLM), the

Mango asks its suppliers to provide total traceability and transparency regarding the materials and processes used in the manufacturing of its products

company assesses the environmental and social performance of the factories in its supply chain.

These tools enable factories to explicitly state their social and environmental impacts, identify opportunities to improve their performance, compare their results with other industry players, and efficiently share their outcomes with brands and other partners in the value chain. For Mango, this provides

standardised quantitative and qualitative data from the factories, helping to monitor progress.

To achieve this objective, Mango works closely with its suppliers, encouraging them to use these tools and promoting a more responsible value chain with a lower impact, both socially and environmentally.

Measurement of Impact and Environmental Strategy with the Carbon Disclosure Project (CDP)

For the third consecutive year, Mango is participating in the Carbon Disclosure Project (CDP), an international non-profit organisation that assists companies in measuring and managing their environmental impact. CDP is a global leader in collecting data on carbon footprint, providing rankings that demonstrate the progress of organisations towards a future with a temperature increase limited to 1.5 degree Celsius.

Mango uses the results of the CDP questionnaire not only to ensure that its strategy is aligned with the global objectives of the industry, but also to identify areas for improvement in its processes and update its sustainability approach according to international standards.

In 2024, Mango participated for the second time in the Water and Forest questionnaires, which allows the company to continue improving its strategies related to water and biodiversity.

4.5

Third-party Partnerships

Mango is committed to building partnerships with stakeholders and key entities in the industry.



Since 2001, Mango has maintained a collaboration with the Textile Industry Research Association (Aitex), a non-profit entity dedicated to the research and certification of textile products and materials. Its mission is to generate technological knowledge and transfer it to companies in the sector, contributing to the development and innovation in the textile industry.



Mango has been a member of Amfori since 2017. Amfori, under the motto "Trade with Purpose", is an association that provides comprehensive services in the commercial, social, and environmental areas, with the aim of enhancing the resilience and sustainability of global sourcing strategies.



Mango is a founding partner of the Spanish Retail Textile Association, which was established as an institutional representation partnership for the major textile retail companies operating in our country. ARTE also promotes its members' commitments to ESG criteria to make the sector a benchmark in this area.



A global non-profit organisation that evaluates purchasing practices through an anonymous and reliable approach. Using the Better Buying Purchasing Practices Index (BBPPI), Mango collects data from finished product suppliers. In 2024, it participated for the second consecutive year, evaluating key categories such as planning, costs, and order management, with the aim of identifying areas for improvement and optimising the relationship with suppliers.



Since 2023, Mango has been collaborating with Bureau Veritas, a private research and certification entity. Thanks to its durability protocol, which represents the market procedure that most closely aligns with what the European Union will request in the short/medium term, this collaboration ensures high-quality, durable products that are in line with future European regulations.



In 2021, Mango joined the Canopy initiative. Canopy is an organisation that collaborates with the leading consumers and suppliers in the forestry industry to develop effective forest protection solutions and promote more sustainable practices in the use of forest resources.



Mango joined Cascale in 2020 with the aim of driving the collective transformation of the textile industry. This coalition was created to bring together the various players in the sector, recognising that no single entity, whether a brand or a factory, can tackle the major challenges facing the industry on its own.



In 2018, Mango signed a groundbreaking agreement with the General Secretariat of CCOO de Industria, through which the company committed to strengthening and protecting the rights of workers who manufacture the company's products worldwide.

4.5. Third-Party Partnerships



Since 2022, Mango has been part of the Carbon Disclosure Project (CDP), an independent non-profit organisation that hosts the world's largest database on corporate climate change disclosure.



In 2024, Mango has partnered with the *Centro Superior de Diseño de Moda* of the *Universidad Politécnica de Madrid* (UPM). This collaboration aims to train Mango's designers and buyers, as well as members of the quality team, in recycling processes, the latest innovations in low-impact materials and fibres, certifications and labelling, and the application of circularity criteria.



Mango joined the European Branded Clothing Association in 2023, the main business association of the EU representing more than 75 clothing brands, grouped into 14 member companies worldwide. The EBCA envisions a Europe where the fashion sector contributes to shared prosperity and is supported by global standards that enhance sustainability and trade, creating a level playing field for all stakeholders.



In 2024, Mango joined the Employment Injury Scheme (EIS) in Bangladesh, strengthening the social protection of workers in the ready-made garment (RMG) sector through an injury compensation system that ensures monthly pensions and complies with the standards of the International Labour Organisation (ILO).



In 2022, Mango joined the network of the Ellen MacArthur Foundation, an international charity dedicated to promoting the circular economy. This vision aims to eliminate waste and pollution, encourage the circulation of products and materials, and regenerate nature, with the goal of transforming the economic system towards a more sustainable one.



In 2006, Mango signed a collaboration agreement with *l'Escola Superior de Comerç Internacional de l'Universitat Pompeu Fabra* (ESCI-UPF) thus creating the Mango Chair of Corporate Social Responsibility. The main objective of this chair is to generate knowledge around the sustainability of economic and business activity.



Since 2018, Mango has been an active member of the *Fashion Social Forum*, an international platform created to defend the fundamental rights of workers in the textile industry. This network works to ensure fair working conditions and improve the well-being of those who are part of the fashion supply chain.



In 2021, Mango joined Fur Free Alliance, a global coalition that brings together more than 55 organisations with the aim of ending the exploitation and killing of animals for their fur.



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



Mango has been collaborating with IESE since 2012. This partnership focuses on leadership and entrepreneurship, preparing students to innovate in the business field, from start-ups to global corporations.

4.5. Third-Party Partnerships



In 2023, Mango joined as a founding member of the Institute for Sustainability Leadership (ISL), an initiative driven by the IESE Business School, which was created with the aim of facilitating the exchange of knowledge and experiences between the academic world and the business sector.



Mango has been a signatory of the International Accord for Health and Safety in the Textile and Garment Industry since 2021, although it had already participated in the Bangladesh Accord since 2013. This binding agreement aims to ensure safety in textile factories, promoting better working conditions and a safe working environment.



Since 2021, Mango has been collaborating with this company to develop technologies that enhance productivity, reduce water and energy consumption, and eliminate waste and emissions. Through suppliers that utilise these innovations, Mango minimises the environmental impact in the washing and finishing processes of denim.



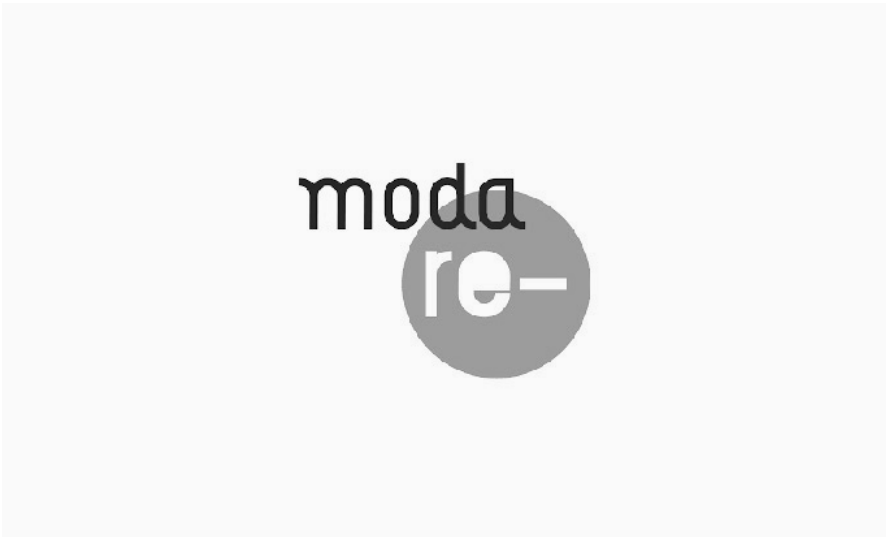
Mango became a member of the Leather Working Group (LWG) in 2024, a non-profit organisation that promotes best practices and positive social and environmental change for responsible leather production.



In 2023, Mango partnered with Matteredra, a British-Indian company specialising in regenerative cotton, to incorporate this material into products starting in 2024. This partnership supports Mango's goal of achieving 100% sustainable fibres by 2030.



Mango joined the cluster in 2022, a leading entity in promoting the competitiveness of the fashion industry in Catalonia. Its mission is to boost the economic, social, and environmental value of the sector through various initiatives. The entity acts as a catalyst for change in a constantly evolving sector, promoting collaboration and innovation.



Since 2015, Mango has been collaborating with Moda re-, an entity linked to Cáritas and Koopera that manages used clothing. Through this collaboration, the collection, classification, reuse, recycling, social donation, and sale of garments are carried out, promoting the circular economy and positive social impact.



Since 2023, Mango has been part of the Textile and Fashion Observatory, a key instrument for the transformation of the textile and fashion sector in Spain. The Observatory's approach is based on the principles of sustainability and circularity, aligned with European and Spanish strategies for the industry for 2030.



Since 2024, Mango has registered its list of factories in OS Hub, a non-profit organisation that assigns unique identifiers to factories from various industries. This enhances transparency and facilitates traceability in its supply chain, in addition to optimising the internal management of its database.



The Pact for Circular Fashion is an initiative promoted by the Government of Catalonia with the aim of transforming the textile industry towards a more sustainable and circular model. Mango signed this voluntary agreement in 2022 to promote practices that reduce the environmental impact of the sector, encouraging reuse, recycling, and the implementation of strategies that extend the lifespan of textile products.

4.5. Third-Party Partnerships



Mango has been a member of the Spanish Network of the Global Compact since 2003. This network brings together Spanish companies that have joined the United Nations Global Compact, and it is the largest voluntary corporate social responsibility initiative worldwide, promoting ethical and sustainable principles in business management.



In 2022, Mango strengthened its collaboration with Parsons through an agreement led by Toni Ruiz, CEO of Mango, and Ben Barry, dean of the institution. The agreement promotes global leadership in design and retail through scholarships and training, supported by a fund.



Since 2023, Mango has been collaborating with Policy Hub, an entity that brings together the textile industry and its stakeholders to provide clear and ambitious policy direction. Its goal is to address the systemic challenges of the clothing and footwear industry in Europe, with a special focus on sustainability.



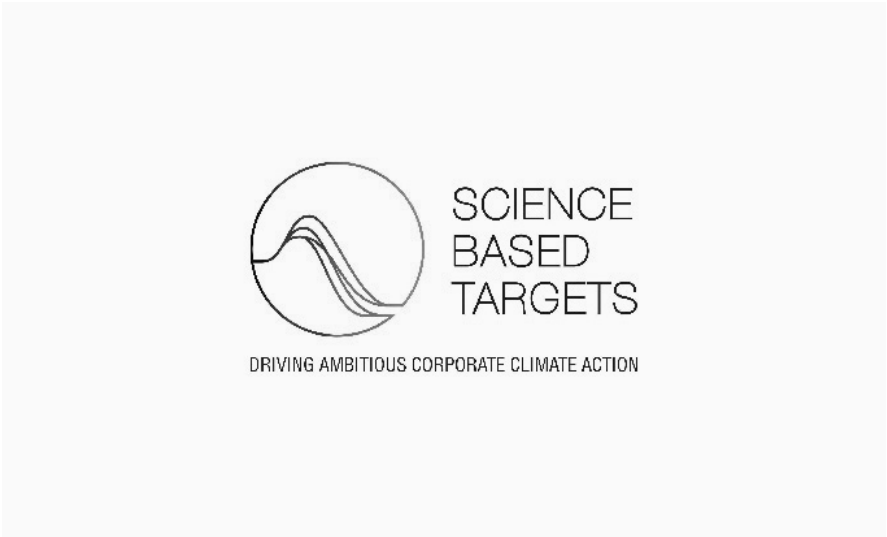
Mango joined ReHubs in 2023, an association aimed at creating a synergistic collective based on recycling centres in Europe to recycle textile waste and industrially expand the collection, sorting, processing, and recycling of pre-consumer and post-consumer materials.



In 2023, Mango, along with other major brands such as Decathlon, H&M, IKEA, Inditex, Kiabi, and Tendam, created the Association for Textile and Footwear Waste Management. In October 2024, the association made progress with the launch of RE-VISTE, the new name under which SCRAP will operate, with the addition of new key players such as Primark, El Corte Inglés, and Sprinter/JD.



Since 2021, Mango has collaborated with the programme Zero Discharge of Hazardous Chemicals (ZDHC), a collaborative industry initiative committed to eliminating the use of hazardous chemicals in the textile supply chain.



Mango has collaborated with the Science Based Targets initiative (SBTi) since 2022. The initiative defines and promotes best practices in the field of emission reduction and net-zero targets in line with climate science, offering various resources to the private sector.



Mango has been collaborating with Sedex since 2018. Sedex is an organisation that provides an online platform designed to help companies manage and improve labour conditions in their global supply chains, promoting responsible and sustainable practices worldwide.



Mango joined the Textile Exchange in 2023, a non-profit organisation that promotes positive environmental impact within the textile industry, with a special focus on the fibres and materials used. In 2024, Mango continued to align itself with this leading organisation to integrate the adoption of materials with lower environmental impact into its strategy.



In 2024, Mango joined the working group The Centre for Child Rights and Business (CRIB), a platform that brings together companies from various industries to collaborate, share best practices, and access updated information on child labour, children's rights in the supply chain, and human rights due diligence.

4.5. Third-Party Partnerships



In 2024, Mango established a new partnership with The Good Cashmere Standard® (GCS), an independent standard for cashmere developed by the Aid by Trade Foundation (AbTF), which aims to improve the welfare of Cashmere goats, the working conditions of shepherds and to protect the environment.



In 2019, Mango joined The Fashion Pact, the first major global movement in the fashion industry that aims to join forces to tackle climate change and move towards a more sustainable industry. The Fashion Pact focuses on three key pillars: climate, biodiversity, and oceans. These pillars are fully integrated into Mango's new sustainability strategy, Sustainable Vision 2030.



In 2024, Mango began to implement Textile Genesis, a tool to ensure complete traceability of products. The platform allows mapping the supply chain, tracking the origin of materials, and integrating all stages of production, with the goal of achieving full traceability by 2027. Mango also initiated internal training and onboarding from their suppliers to ensure effective implementation.



Mango has been a member of The Microfibre Consortium (TMC) since 2023, a private organisation that works to eradicate the fragmentation of microfibres from textiles into the environment. TMC connects and translates in-depth academic research with the reality of production in the commercial supply chain, driving effective solutions to mitigate this issue.



Mango complies with this standard, which promotes transparency in the textile and footwear industry by publishing information about its factories. Since 2018, in line with the Global Agreement with CCOO Industria, Mango annually updates the list of factories in its supply chain, strengthening traceability and trust, despite not owning any factories exclusively.



In 2020, Mango signed the Fashion Industry Charter for Climate Action, driven by the United Nations Framework Convention on Climate Change (UNFCCC), whose goal is to bring the fashion industry to net zero emissions by 2050, aligning with the global goal of keeping global warming below 1.5 degrees Celsius.



In 2024, Mango established a collaboration with UPC, which organised the 2024 UPC Datathon, an event that tackled real challenges presented by the company. This gathering fostered innovative solutions and strengthened ties with the next generation of technological talent.



In 2024, Mango established a collaboration with Wage Indicator, a certified global provider specialising in the measurement and analysis of living wages, enabling the company to obtain precise data on Living Wages and identify the basic economic needs of its partners.

Good Governance

5

- 5.1 | Governing Bodies
- 5.2 | Strategic Plan 4E 2024 -2026
- 5.3 | Stakeholders
- 5.4 | Risk Management

5

Good Governance

Mango, one of the leading international groups in the fashion industry, has a solid and stable corporate governance model, aligned with market standards and evolving with the incorporation of independent directors. The Board of Directors and the Management Committee of Punto Fa S.L. embody the differentiation between ownership and management, as well as the professionalisation of the company.

Board of Directors

Mango is a company whose highest supervisory body is the Board of Directors, responsible for validating the company's strategic decisions as well as its medium and long-term planning.

At the beginning of 2024, the Board was composed of: Isak Andic, Non-Executive Chairman of Mango;

Toni Ruiz, Chief Executive Officer; Jonathan Andic, Chief Mango Man Officer (as a member) and Daniel López, Chief Expansion & Franchise Officer of the company (as secretary). With the aim of strengthening best practices in corporate governance, in March 2024, Mango expanded and reinforced its Board of Directors, increasing from four to nine members and incorporating independent directors of recognised prestige in corporate and business fields for the first time. At that time, the Board of Directors was composed of: Isak Andic, Non-Executive Chairman; Toni Ruiz, Chief Executive Officer; Jonathan Andic, Daniel López, and Margarita Salvans, as Executive Directors; and four Independent Directors: Jordi Canals, Professor and Chairman of the Centre for Corporate Governance at IESE Business School; Jorge Lucaya, Founding Partner of AZ Capital; Jordi Constans, Director and Former

Director of various national and international companies; and Marc Puig, President and CEO of Puig. Eugenia Jover, Director of Mango's legal affairs, is the non-director secretary of the board itself.*

Following the passing of Isak Andic in December 2024, Toni Ruiz assumed the role of President in his capacity as Vice President of the Board of Directors and CEO of the company. Consequently, at the end of 2024, the Board of Directors was composed of Toni Ruiz (through his company Ionian Investments), CEO and Vice President of the Board; Jonathan Andic, Daniel López, and Margarita Salvans, as executive directors; and four independent directors: Jordi Canals, Jorge Lucaya, Jordi Constans, and Marc Puig. Eugenia Jover, Director of Mango's legal affairs, serves as the non-director secretary of the board itself.*

* In January 2025, the Board of Directors of Punto Fa S.L., the company that encompasses Mango's business, unanimously approves the appointment of the current CEO of the company, Toni Ruiz, as Chairman of the fashion firm. Toni Ruiz will maintain his responsibility as CEO and will also assume the role of Chairman of the Board of Directors. Additionally, the Board unanimously approved the appointment of Jonathan Andic as Vice Chairman of the Board of Directors of Punto Fa S.L. The Board of Directors also appointed Manel Adell as the new Independent Director of Punto Fa S.L.

Furthermore, in December 2023, Mango saw its executive team's long-term commitment strengthened with the entry of the company's CEO, Toni Ruiz, into the group's shareholding. This operation was proposed by Isak Andic and supported by Mango's Board of Directors.

Mango has an Audit and Control Committee responsible for overseeing the implementation of the crime prevention plan, audit processes, and the preparation and presentation of financial and non-financial information. Additionally, this committee ensures the correct application of policies, the functioning of internal control, and, in general terms, guarantees the effective compliance with the compliance model. Although the company is specifically exempt from having independent directors on its Audit and Control Committee, the Board's intention is for the Audit and Control Committee

to be predominantly composed of independent directors. Currently, this Committee is composed of Jorge Lucaya, serving as Chairman, and Jordi Constans, both appointed as independent directors. Additionally, Margarita Salvans, a member of the Company's Board of Directors, is part of the Committee. Eugenia Jover, non-director secretary of the Board of Directors, serves as the non-member secretary of the Audit and Control Committee.

Steering Committee

The business management of the group is in the hands of the Steering Committee, which is composed of eleven members who represent the main areas of the company and are responsible for managing and coordinating the daily operations of the company.

5. Good Governance

By the end of 2024, the Steering Committee is composed of Toni Ruiz as the Chief Executive Officer of the company, Jonathan Andic, Chief Mango Man Officer; Luis Casacuberta, Chief Product and Sustainability Officer; César de Vicente, Chief Global Retail Officer; Elena Carasso, Chief Online and Customer Officer; Daniel López, Chief Expansion and Franchise Officer; Blanca Muñiz, Chief Brand Officer; Jochen Grosspietsch, Chief Supply Chain Officer; Jordi Álex Moreno, Chief Information Technology Officer; David Payeras, Chief People Officer; and Margarita Salvans, Chief Financial Officer.

Other Committees

Below the Steering Committee, Mango has other committees responsible for defining strategies and making decisions in key areas.

In 2021, Mango established the Sustainability Committee, responsible for overseeing the implementation of sustainable development policies globally within the company. The committee is composed of Toni Ruiz, CEO; Margarita Salvans, CFO; Jonathan Andic, Chief Mango Man Officer; Luis Casacuberta, Chief Product and Sustainability Officer; Elena Carasso, Chief Online and Customer Officer; Blanca Muñiz, Chief Brand Officer; Josep Estol, Mango Man Executive Director; Andrés Fernández, Sourcing and Sustainability Executive Director; Berta Moral, Mango Kids Executive Director; Nuria Font, Director of Mango Home; Luis Maseres, Mango Woman Executive Director; Nuria García, Woman Creative Design Executive Director; Paula Rico, Social Impact Senior Manager; Teresa Pérez, Environment Senior Manager; Silvia Ruiz, Circularity Manager; Doris Casares, Director of External Communications, Institutional Relations and Public Affairs; Eugenia Jover, Director of Legal Affairs.

Another prominent committee is the Assurance Committee, established in 2024, whose main objective is to verify the functions related to the controls established in the first line of defence of the corporate risk map. Its functions include the supervision and audit of the whistleblowing channel, the internal control system of financial and non-financial information, as well as the monitoring of Mango's regulatory radar. The committee is composed of Margarita Salvans, Chief Financial Officer; Eugenia Jover, Director of Legal Affairs; César de Vicente, Chief Global Retail Officer; Carlos Madrona, Director of Compliance and Internal Control; Jordi Álex Moreno, Chief Information Technology Officer; Elena Carrasso, Chief Online and Customer Officer; David Payeras, Chief People Officer. Furthermore, Mango has a Cybersecurity and Privacy Committee, established in 2019, whose main function is to assess the company's level of protection against

cybersecurity risks and ensure compliance with applicable privacy regulations. The committee is composed of Toni Ruiz, Chief Executive Officer; Jordi Álex Moreno, Chief Information Technology Officer; Enrique Mere, Director of Information Security and Data Protection; Elena Carraso, Chief Online and Customer Officer; Margarita Salvans, Chief Financial Officer; Eugenia Jover, Director of Legal Affairs; Carlos Madrona, Director of Compliance and Internal Control.

Finally, Mango has an Executive Committee composed of approximately 50 executives from various corporate and business areas of the company, including the group's senior management. This committee does not have an executive function; rather, it is responsible for executing and implementing the decisions of the Steering Committee.

5.1

Governing Bodies

*Following the passing of Isak Andic in December 2024, the Board of Directors of Punto Fa S.L., the company that encompasses Mango's business, unanimously approved on January 23, 2025, the appointment of the current CEO of the company, Toni Ruiz, as Chairman of the fashion firm. Toni Ruiz will maintain his responsibility as CEO and will also assume the role of Chairman of the Board of Directors. Additionally, the Board unanimously approved the appointment of Jonathan Andic as Vice Chairman of the Board of Directors of Punto Fa S.L.

** In January 2025, the Board of Directors appointed Manel Adell as the new Independent Director of Punto Fa S.L.

Isak Andic*

NON-EXECUTIVE CHAIRMAN

Toni Ruiz*

VICE PRESIDENT AND CEO

Jonathan Andic*

EXECUTIVE ADVISOR

Daniel López

EXECUTIVE ADVISOR

Margarita Salvans

EXECUTIVE ADVISOR

INDEPENDENT ADVISORS OF MANGO**

Jordi Canals

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

Jordi Constans

ADVISOR AND FORMER ADVISOR TO VARIOUS NATIONAL AND INTERNATIONAL COMPANIES

Jorge Lucaya

FOUNDING PARTNER OF AZ CAPITAL

Marc Puig

PRESIDENT AND CEO OF PUIG

5.1

Governing Bodies

Board of Directors

INDEPENDENT DIRECTORS

Jordi Canals

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

Doctor in Economics from the University of Barcelona, Jordi Canals is a professor and chairman of the Centre for Corporate Governance at IESE Business School. Furthermore, he was the general 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. Additionally, he has served on the boards of various public and private companies.

Jordi Constans

ADVISOR AND FORMER ADVISOR FOR VARIOUS NATIONAL AND INTERNATIONAL COMPANIES

Bachelor's degree in Economics from the University of Barcelona. ADE programme 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 an executive in the commercial and marketing areas, 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 Directors of Puig and Fluidra.

Jorge Lucaya

FOUNDING PARTNER OF AZ CAPITAL

Lucaya holds a degree in Geography and History from the University of Navarra and graduated from the Institute of Economics at the University of Colorado (USA), with an MBA from IESE Business School. He 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 for 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, where he has been the founding partner and CEO since then. Since that time, Lucaya has originated and executed a significant number of complex, transformational, and value-creating transactions for his firm's clients.

Marc Puig

PRESIDENT AND ADVISOR CEO OF PUIG

Marc Puig holds a degree in Industrial Engineering from the Polytechnic University of Catalonia (UPC) and an MBA from Harvard University. He is currently the Chairman 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 the director of R&D for new product development until he was promoted in 1996 to president of Puig in the USA, simultaneously overseeing the fashion company Carolina Herrera Ltd. In 2000, he returned to Barcelona to become the president of the Fashion division and vice president of corporate development until he was appointed CEO of Puig in 2004 and three years later, chairman of its Board of Directors. He was awarded the Kellogg Family Enterprise Leadership Award (2015) and inducted into the Hall of Fame of the Fragrance Foundation of America (2017). He has also served as president of the Instituto de la Empresa Familiar (IEF) and vice president of the Círculo de Economía; he is a member of the European Advisory Board of Harvard Business School and the International Advisory Board of IESE Business School.

5.1

Governing Bodies

Steering Committee



Toni Ruiz

CEO



Jonathan Andic

CHIEF MANGO MAN OFFICER



Elena Carasso

CHIEF ONLINE AND CUSTOMER OFFICER



Luis Casacuberta

CHIEF PRODUCT AND SUSTAINABILITY OFFICER



Jochen Grosspietsch

CHIEF SUPPLY CHAIN OFFICER



Daniel López

CHIEF EXPANSION AND FRANCHISE OFFICER



Jordi Álex Moreno

CHIEF INFORMATION TECHNOLOGY OFFICER



Blanca Muñoz

CHIEF BRAND OFFICER



David Payeras

CHIEF PEOPLE OFFICER



Margarita Salvans

CHIEF FINANCIAL OFFICER



César de Vicente

CHIEF GLOBAL RETAIL OFFICER

5.1

Governing Bodies

Sustainability Committee

Toni Ruiz	Andrés Fernández	Blanca Muñoz
CEO	SOURCING AND SUSTAINABILITY EXECUTIVE DIRECTOR	CHIEF BRAND OFFICER
Jonathan Andic	Nuria Font	Teresa Pérez
CHIEF MANGO MAN OFFICER	DIRECTOR OF MANGO HOME	ENVIRONMENT SENIOR MANAGER
Elena Carasso	Nuria García	Paula Rico
CHIEF ONLINE AND CUSTOMER OFFICER	WOMAN CREATIVE DESIGN EXECUTIVE DIRECTOR	SOCIAL IMPACT SENIOR MANAGER
Luis Casacuberta	Eugenia Jover	Silvia Ruiz
CHIEF PRODUCT AND SUSTAINABILITY OFFICER	DIRECTOR OF LEGAL AFFAIRS	CIRCULARITY MANAGER
Doris Casares	Luis Maseres	Margarita Salvans
DIRECTOR OF EXTERNAL COMMUNICATIONS, INSTITUTIONAL RELATIONS AND PUBLIC AFFAIRS	MANGO WOMAN EXECUTIVE DIRECTOR	CHIEF FINANCIAL OFFICER
Josep Estol	Berta Moral	
MANGO MAN EXECUTIVE DIRECTOR	MANGO KIDS EXECUTIVE DIRECTOR	

5.1

Governing Bodies

Assurance Committee

Elena Carasso

CHIEF ONLINE AND CUSTOMER OFFICER

Eugenia Jover

DIRECTOR OF LEGAL AFFAIRS

Carlos Madrona

DIRECTOR OF COMPLIANCE AND INTERNAL CONTROL

Jordi Álex Moreno

CHIEF INFORMATION TECHNOLOGY OFFICER

David Payeras

CHIEF PEOPLE OFFICER

Margarita Salvans

CHIEF FINANCIAL OFFICER

César de Vicente

CHIEF GLOBAL RETAIL OFFICER

5.1

Governing Bodies

Cybersecurity and Privacy Committee

Toni Ruiz

CEO

Elena Carasso

CHIEF ONLINE AND CUSTOMER OFFICER

Eugenia Jover

DIRECTOR OF LEGAL AFFAIRS

Carlos Madrona

DIRECTOR OF COMPLIANCE AND INTERNAL CONTROL

Enrique Mere

DIRECTOR OF INFORMATION SECURITY AND DATA PROTECTION

Jordi Àlex Moreno

CHIEF INFORMATION TECHNOLOGY OFFICER

Margarita Salvans

CHIEF FINANCIAL OFFICER

5.2

Strategic Plan 4E
2024-2026

Elevate

Expand

Earn

Empower

Coinciding with its fortieth anniversary, Mango presented its Strategic Plan 4E 2024-2026, which aims to achieve a turnover exceeding 4 billion euros by 2026, through a unique value proposition, with a strong push for expansion and improved sales within the existing store network and its online channel.

This new Strategic Plan consists of four pillars, each of which begins with the letter "E".

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

Through the second pillar, Expand, the company will continue to focus on the growth of its stores, setting a target of more than 500 new openings by 2026, primarily in the firm's strategic markets. The 4E Plan will intensify its presence in markets such as Spain, France, Italy, Germany, the United Kingdom, Poland, India, Canada, and the USA. Additionally, the growth of the lines will be crucial in the coming years.

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

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



5.3

Stakeholders

Customers

Customers are the core of Mango, and their satisfaction is the primary objective of the company. To achieve this, Mango offers fashion products with its own high-quality designs, available at retail locations designed to provide an optimal shopping experience. The company continues to work to meet the needs of its customers, offering products aligned with the fashion tastes of the various countries in which it operates and seizing every opportunity to strengthen communication with them and build trust.

Employees

The employees are the foundation of the company, forming a team of highly qualified, motivated professionals who are capable of adapting to new situations. The promotion of talent and training, along with the creation of an environment of constant dialogue, are key to maintaining a committed team, eager to grow both personally and professionally within the company.

Franchisees

Franchisees are one of the key pillars of Mango's business model. The company offers its franchisees a team of highly skilled professionals who provide a comprehensive service, covering everything from space selection and staff training to launch, opening, and subsequent support in managing the point of sale. The relationship with franchisees is based on constant dialogue through various channels.

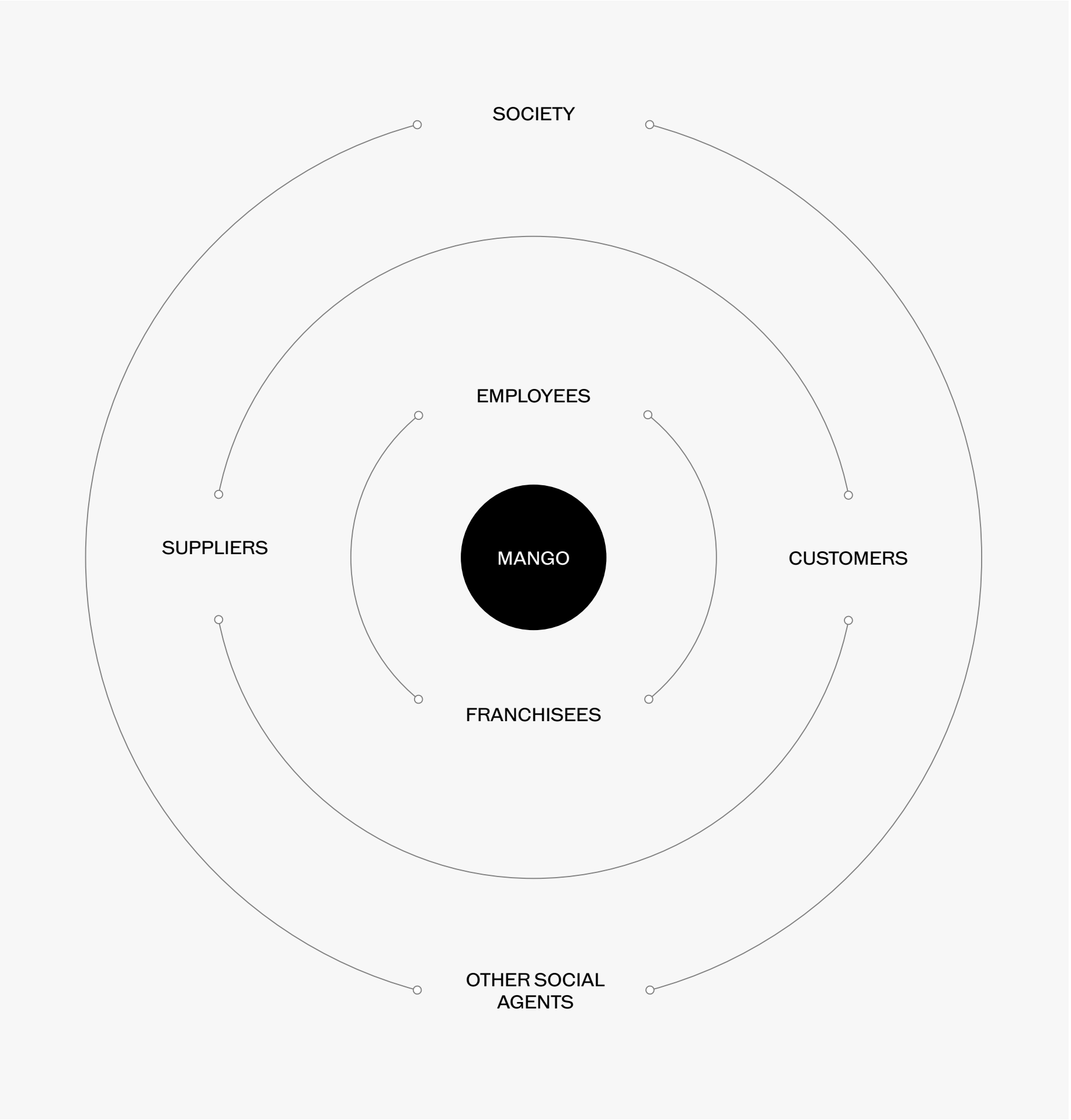
Thanks to this collaboration, Mango has experienced significant growth alongside its franchisees, establishing itself as one of the leading franchising companies worldwide.

Suppliers

Suppliers are an essential part of Mango's value chain. The company recognises the importance of maintaining strong relationships, based on mutual trust and close collaboration. Continuous training and constant support from the various teams are fundamental to efficiently managing the chain, ensuring quality products committed to social responsibility. Responsible management of the chain, along with the involvement of diverse stakeholders, fosters transparency and contributes to continuous improvement in this area.

Society and Other Social Agents

Mango's relationship with society is based on a commitment to collaboration with all social groups, fostering a fluid connection through regular interactions. The company works closely with the academic, business, public, and third sectors, actively participating in cooperation and development aid projects. This approach strengthens Mango's ongoing commitment to society and its continuous progress in this area.



5.4

Risk Management

To ensure that Mango considers all relevant aspects for its activity, the company implements a comprehensive approach to managing impacts, risks, and opportunities, as outlined in section "4.2 Materiality Matrix" of this Sustainability Report. This approach allows Mango to focus on priority issues while maintaining a global perspective in managing its strategy. The company considers it essential to ensure ethical and responsible behaviour, as this is a fundamental pillar of its organisational culture.

The management bodies continuously assess the risks associated with the various aspects of sustainability that impact the company's activities, adopting all necessary measures for their monitoring and control. This process is carried out directly, with constant dialogue between the different departments of Mango.

The internal control and compliance function coordinates the necessary actions to ensure the proper functioning of the Corporate Defence model. Each department is responsible for implementing and managing the risks and internal controls that ensure compliance with current regulations. The Compliance function is responsible for overseeing compliance with established regulations, policies, and standards, while internal auditing is responsible for providing an objective level of oversight and offering advice on risk management and compliance. Additionally, both internal control and governing bodies analyse risks related to corruption and other risk situations, adopting measures to prevent potential incidents. To achieve this, preventive and reactive mechanisms are in place to evaluate the situation and implement corrective actions in the areas that require them.

To improve and ensure the effectiveness of the internal control procedures implemented, Mango has a risk map that is updated annually and approved by the Board of Directors. This map aims to identify both the internal and external risks to which the company is exposed, allowing them to be prioritised and measures to be adopted to minimise their potential impact. Additionally, the risk map protects the company from possible criminal liabilities. In summary, the purpose of the risk map is to prevent, detect, and respond to potential risks, generating value and security for the company.

Throughout 2024, Mango has worked on updating its corporate risk map, grouping the risks into 5 categories aligned with the Strategic Plan 4E until 2026, following a top-down strategy to simplify and make the identification and management of risks

more understandable. These advancements have improved the efficiency of the Corporate Defence model and the defined controls.

- Strategic: risks associated with management and planning, influenced by external factors or internal strategic decisions that may jeopardise the achievement of long-term objectives.
- Compliance: risks associated with non-compliance with criminal or ethical regulations, which may result in economic or criminal sanctions, affecting the company's reputation.
- Financial: risks related to financial management, which may jeopardise the stability and economic health of the company.

- Technological: risks arising from the use, developmentand management of technology, including those related to privacy and cybersecurity.
- Operational: risks related to managingthe company's activities and resources, which may affect its ability to operate efficiently and continuously.



5.4.1

Compliance Policy

In 2024, Mango updated its Compliance Policy, which establishes the model for organisation, prevention, management, and control of criminal risks within the company. The main objectives of this policy are to optimise and promote the continuous improvement of the risk management system, as well as to identify the types of offences that could generate criminal liability for legal entities, in accordance with the current Penal Code.

In response to regulatory changes in criminal matters and aligned with its culture of ethics and compliance, Mango has implemented a comprehensive plan to prevent the commission of crimes. This plan includes the compilation of existing procedures and controls, focused on the prevention and mitigation of risks, especially criminal ones, and has led to the creation of a robust Compliance model.

For the development of this Policy, a detailed analysis of the criminal risks that could arise in the various areas of Mango has been carried out, taking into account both the policies and controls already established and the vulnerability of the processes, depending on the sector and the activities performed by the company.

The central objective of this policy is to consolidate an ethical and compliance culture within Mango, ensuring the effectiveness of rules and control procedures that minimise the risk of illicit behaviour by executives and employees.

To complement the Compliance Policy and ensure compliance with the current Penal Code, as well as the European Directive on the Protection of Whistleblowers (Directive EU 2019/1937) and

other applicable regulations, Mango has a Whistleblower Channel Regulation, a Code of Ethics, a Whistleblower Protection Policy, and a Corporate Policy on the Internal Reporting and Whistleblower Protection System. These documents are publicly available on its [corporate website](#).

5.4.2

Code of Ethics

All of Mango's commitments and values are reflected in its Code of Ethics and Responsible Conduct, which is an integral part of the company's business strategy, and is included in its objectives and action plans. Mango's Code of Ethics establishes the fundamental principles for acting and making decisions correctly at all times, based on the values that guide the company's commercial activity.

Pillars of the Code of Ethics

Mango's Code of Ethics and Responsible Conduct define the principles of responsible business in key areas such as working conditions, health and safety, equal opportunities, professional development, relationships with third parties, fair competition, intellectual and industrial property, compliance with legal regulations, data protection and privacy, environment and sustainability, as well as financial and

fiscal responsibility. Transparency is the foundation of all the company's actions and professional relationships.

All Mango employees are committed to maintaining ethical, transparent, and integral conduct in their daily performance and interactions with the stakeholders identified by the company. For this reason, an exclusive communications channel has been established for the proper management of complaints, inquiries, and comments related to situations that contravene the code of ethics or violate legislation.

The Code of Ethics provides information about the existence of this whistleblowing channel and the procedure to follow, allowing both employees and other individuals associated with the company to report actions or situations that are contrary to the law, the Code of Ethics, or internal regulations.

In 2024, a total of 216 inquiries (478 inquiries in 2023) were received through this channel, of which 95.83% (207 cases) were resolved according to law 2/2023. The remainder are in the process of being managed in accordance with established procedures. Additionally, Mango has received 40 reports categorised as cases of unethical nature, according to the informant's description. Following the corresponding investigation, only 8 of these cases have been proven. In response, Mango has adopted the necessary disciplinary and control measures to prevent similar situations in the future.

Furthermore, Mango has an Assurance Committee, composed of members of the Steering Committee and the Chief Compliance Officer, which reports to the Audit and Control Committee, which acts as the highest body responsible for ensuring proper compliance and ethics management within the company.



5.4.2. Code of Ethics

Whistleblower Channel

Mango's whistleblowing channel allows anyone associated with the company to easily report potential misconduct that may violate Mango's Code of Ethics or the current legislation in each country. This channel ensures anonymity, as well as confidential treatment, and protection from retaliation for all reports made in good faith.

The Code of Ethics regulations outline the procedure to be followed, including the different phases of investigation following the receipt of a complaint. Furthermore, Mango ensures smooth and confidential communication with the Compliance department for the proper monitoring of the reported events.

The implementation of this channel also complies

with the European Directive on the Protection of Whistleblowers (Directive EU 2019/1937), highlighting Mango's commitment to international standards in transparency and good corporate governance.

- Through Mango's corporate website, within the section Corporate Documents-Compliance-Whistleblowing Channel.

- Via the URL: mango.edenuncias.com

- Postal address: Calle Mercaders 9-11, Polígon Industrial Riera de Caldes de Palau-solità i Plegamans 08184 (Barcelona). For the attention of the whistleblowing channel.

- Verbally to the managers of the whistleblowing channel or through the business partner from the department corresponding to the affected area.

Action Protocol

When an incident is received through the whistleblowing channel, the established action protocol is activated:

- Incident verification: ensure that the incident falls within the scope of the Code of Ethics. If this is not the case, the reasons for its exclusion from this channel must be justified.

- Acknowledgement of receipt: The individuals responsible for the whistleblowing channel, such as the internal control department and the legal department, among others, must acknowledge receipt within a maximum period of seven days, recording the incident for subsequent management.

- Incident management: The relevant department is

responsible for managing the incident. Its manager will conduct an investigation, draft a report, and communicate with the accused, the complainant, and the member of Mango's Steering Committee responsible for the area.

- Incident resolution: the incident management must be completed within a maximum period of three months from the acknowledgement of receipt.

- Report and communication: A final report will be drafted, which will be communicated to the compliance committee and, if necessary, to other governing bodies of Mango. In the event that a sanction must be applied, the company's People department will always be involved.

The aforementioned procedure, along with information about the individuals responsible for each

area and other details, is described in the Mango whistleblowing channel manual. All reports are submitted to the company's Compliance Committee.

The Code of Ethics is applicable to all Mango employees, both internal and external, as well as to business partners. Mango's Code of Ethics is a public document available on the company's corporate website.



Circular Product

6

- 6.1 | 2024 Milestones
- 6.2 | Reducing Our Environmental Impact and Applying Circularity Criteria to the Product Life Cycle
- 6.3 | Circular Design
- 6.4 | Product Safety
- 6.5 | Reducing the Impact of Our Packaging

6.1

2024 Milestones

In 2024, Mango strengthens its commitment to a more responsible fashion future with lower environmental impact, working garment by garment to integrate materials and production processes that minimise their effect on the environment. In recent years, the company has redefined its supplier portfolio, opting for partners with established recycling structures and circuits, which has significantly increased the use of recycled fibres in its products. Furthermore, Mango has intensified its efforts to maximise the use of materials with lower environmental impact in its garments, consolidating its commitment to circular fashion. Below are the key milestones related to its circular product strategy.

Circular Design

In 2024, Mango continued to strengthen its commitment to incorporating circular design into its collections, based on the three key circular design strategies previously defined (Give it Back to the Loop, Extended Life and No Waste). These initia-

tives support the company's goals towards more sustainable and circular fashion.

Give it Back to the Loop focuses on creating highly recyclable garments, prioritising the use of a single fibre, minimising trimmings and accessories, and using finishes that respect the integrity of the material. Extended Life aims to extend the lifespan of garments and prioritise their quality through materials selected for durability, timeless designs, and reinforced construction, endorsed by independent textile laboratories; No Waste promotes the maximum use of materials, encouraging the reuse and reintegration of textile waste in the production process.

As a demonstration of Mango's effort to integrate these design principles into its products, one of the key milestones of 2024 is the eco-design training promoted by the company in collaboration with the Polytechnic University of Madrid. This initiative aims to equip Mango's employees, particularly

those in the product area, with essential knowledge on topics such as recycling processes, the latest developments in materials and fibres with lower environmental impact, certifications and labelling, and the application of circularity criteria in collection design.

Lower-Impact Fibres

In 2024, Mango strengthened its commitment to sustainability by integrating lower-impact fibres into its garments, focusing on its three main materials: cotton (CO), polyester (PES), and manufactured cellulosic fibres (MMCF). The company promotes the use of recycled cotton, organic cotton, and regenerative cotton, highlighting their environmental benefits such as reducing water consumption and improving soil health. For polyester, Mango prioritises recycled versions, aligning with the Recycled Polyester Challenge and aiming to use exclusively recycled polyester by 2025. Regarding cellulosic fibres, the company is working to ensure that 100%



6.1. 2024 Milestones

come from controlled sources by 2025, guaranteeing that they do not contribute to deforestation or illegal logging practices.

Furthermore, Mango extends this strategy to other fibres, prioritising recycled versions in synthetic materials such as polyamide and acrylic, as well as in natural fibres like wool, promoting animal welfare. For materials like leather and polyurethane, it opts for plant-based alternatives, ensuring that each element of its value chain addresses environmental challenges and reinforces its circular model.

In 2024, 94% of the cotton used by the company comes from sources with lower impact compared to conventional cotton, increasing the use of recycled and organic cotton by 10% compared to the previous year. Furthermore, Mango has intensified its efforts to increase the use of recycled polyester, contributing to reducing the pressure on non-renewable resources and promoting a circular econ-

omy. In this area, in 2024, 68% of the polyester used in its collections is now recycled.

Regarding the use of cellulosic fibres, Mango acknowledges the importance of ensuring the traceability of the origin of artificial cellulosic fibres (viscose, lyocell, modal, etc.) used in all its collections. By 2024, 78% of the cellulosic fibres Mango uses in its garments will be of traceable origin. Finally, at the end of the fiscal year, 24.7% of the fibres used in the company's collections are recycled.

Promoting Durability and Quality

Mango collaborates with external laboratories such as Bureau Veritas, reinforcing its commitment to durable and quality garments, aligning with aspirational standards integrated into the most demanding regulatory frameworks. This partnership strengthens the Extended Life strategy, through

implementing rigorous evaluation protocols, promoting more durable and circular products.

Textile Waste Management

- Post-industrial waste

With the aim of advancing towards a more sustainable model, in 2024, Mango initiated a process to deepen its understanding of operational flows and local dynamics in textile waste management in production countries. The company aims to better understand regional regulations, identify local managers and recyclers, and assess existing infrastructures to promote responsible waste management. This approach will facilitate traceability and a better management of flows in the coming years, aligned with the waste hierarchy, working closely with its suppliers to improve their practices and lay the foundations for more responsible waste management.

- Recycling Box

With the aim of reducing textile waste and to promote the circular economy in the textile industry, in 2024 Mango has the Recycling Box in all of its own stores in 19 countries.

- RE-VISTE

In 2024, Mango, along with other key players in the textile sector, drove the development of RE-VISTE, a pioneering project that positions Spain as a leader in the circular management of textile and footwear waste. This milestone includes the launch of a pilot project supervised by RE-VISTE and the *Federación Española de Municipios y Provincias* (FEMP), which will test selective collection and recycling models in six representative municipalities. The initiative aims to establish an efficient system that promotes reuse and recycling, aligned with the principles of

the circular economy and regulatory demands, consolidating Mango's commitment to sustainability and innovation in textile waste management.

- Packaging

Mango remains committed to reducing and replacing the packaging of its products with lower-impact materials, substituting single-use virgin plastic bags with recycled plastic bags and paper bags. By 2024, the company has ensured that all of its factories have access to this packaging, reinforcing the goal of eliminating single-use virgin plastic by 2030.

6.1. 2024 Milestones

CIRCULAR PRODUCT

Objectives

In 2024, Mango strengthened its commitment to circular design, aligning its objectives with the best global sustainability practices. The company prioritises the use of materials with lower environmental impact and design based on circularity criteria. In line with the Textile Exchange guidelines, Mango is working to increase the use of recycled materials, such as recycled polyester, committing to achieve 100% recycled polyester in its products by 2025. Furthermore, the company aims for 100% of the cotton used to come from sources with lower environmental impact by 2025 and for cellulosic fibres to be traceable and from controlled origins.

Within the framework of its Sustainable Vision 2030, Mango focuses on the fibres that make up its collections, adopting a comprehensive approach to sustainability at all levels of the company. In this regard, besides concentrating its strategy on incorporating fibres with lower environmental impact in its capsule collections, the company shifts its focus by expanding this practice across its entire product portfolio. With this approach, Mango aims to ensure that sustainability is not an exclusive attribute of certain lines, but a transversal characteristic in all its collections.

To inform Mango customers about the sustainable features of the garments, they include a QR code that redirects to the company's website, providing details about the manufacturing origin and the fibres used, anticipating future legislative regulations.

Furthermore, Mango continues to make progress in the ongoing improvement of its three strategic lines of circular product: Give it Back to the Loop, Extended Life and No Waste. The company is firmly committed to training and capacity development as key tools for integrating eco-design principles into the decision-making processes of its creative and commercial teams. This effort is not limited to the internal sphere but extends throughout the entire supply chain.

CIRCULAR PRODUCT

Key Partnerships

Through a philosophy based on mutual support and collaborative learning, Mango strengthens its partnerships with strategic partners, driving significant and sustainable changes that contribute to the advancement of a more responsible textile industry.

Aitex

Since 2001, Mango has been associated with the *Asociación de Investigación de la Industria Textil* (Aitex), a non-profit organisation dedicated to the research and certification of textile articles and materials, with the aim of generating technological knowledge and transferring it to companies.

Association for Textile and Footwear Waste Management

In 2023, Mango joined Decathlon, H&M, IKEA, Inditex, Kiabi, and Tendam to create the Association for Textile and Footwear Waste Management, with the aim of managing textile and footwear waste generated in the Spanish market through a Collective System of Extended Producer Responsibility (SCRAP). In 2024, the association made progress with the launch of RE-VISTE, the new name under which SCRAP will operate, incorporating key players such as Primark, El Corte Inglés, and Sprinter/JD.

Ellen MacArthur Foundation

Mango joined the Ellen MacArthur Foundation in 2022, an international charity committed to creating a circular economy, an economy that eliminates waste and pollution, circulates products and materials, and regenerates nature.

Jeanologia™

Mango collaborates with this company in the transformation of the textile industry through the development of technologies that enhance productivity, reduce water and energy consumption, and eliminate waste and emissions. Mango works with suppliers who use these technologies to minimise the impact of washing and finishing processes for denim production.

Leather Working Group

By 2023, Mango already had certifications focused on production processes with lower environmental impact, which included, as an example, leathers with tanning processes of lower impact that follow the Leather Working Group (LWG) certification standards.

Mango has become a member of Leather Working Group (LWG) in 2024, a non-profit organisation that promotes best practices and positive social and environmental change for responsible leather production.

6.1. 2024 Milestones

CIRCULAR PRODUCT

Materra

Mango has established a partnership with Materra, a British-Indian company specialising in designing solutions for regenerative cotton cultivation and supply, with the aim of starting to use, for the first time, cotton from regenerative agriculture in products for sale in 2024. The partnership with Materra from 2023 will help the company accelerate its path to ensuring that 100% of the fibres it uses are more sustainable by 2030.

ReHubs

In 2023 Mango joined ReHubs, an association dedicated to promoting the creation of a synergistic collective based on recycling centres in Europe. Its goal is to boost textile waste recycling and industrially develop the collection, classification, processing, and recycling of pre-consumer and post-consumer materials.

Textile Exchange

Mango became a member of the Textile Exchange in 2023, a non-profit organisation focused on promoting positive environmental impact within the textile industry, concentrating on the fibres and materials used. In 2024, the company continues to align itself with this leading organisation to incorporate the adoption of lower-impact materials into its strategy.

The Good Cashmere Standard

The Good Cashmere Standard® (GCS) is an independent standard for sustainable cashmere, developed by the Aid by

Trade Foundation. In 2024, Mango has established a new partnership with this standard, which aims to improve the welfare of Cashmere goats, the working conditions of shepherds and to protect the environment.

Certifications

Mango works with the most recognised certifications in the industry throughout its entire supply chain to ensure the sustainability of its products. All Mango products that contain materials with a lower environmental impact or have been manufactured through production processes with a lower impact have their corresponding certificate that accredits the origin and traceability of the raw material, thus ensuring the environmental attribute (recycled, organic, or best practice for animal welfare).

The certificates used are based on international standards aligned with the Textile Exchange. The certificates are issued by external entities that verify their authenticity.

Having certifications provides Mango with greater security and reliability when communicating its progress. In addition to validating the company's continuous efforts to improve its environmental practices, they also ensure the integrity of its production processes and its commitment to the highest standards currently in the industry.

The most commonly used certificates for lower-impact fibres, and which have also been verified in 2024, are the Global Recycled Standard (GRS), Organic Content Standard (OCS), Global Organic Textile Standard (GOTS) Recycled Content Standard

(RCS) Leather Working Group (LWG), Responsible Animal Fibre (RAF) Responsible Down Standard (RDS) Responsible Wool Standard (RWS), registered trademark of Lenzing, Forest Stewardship Council (FSC®), and European Flax®, among others.

In the case of production processes with lower environmental impact, these may involve water savings, energy savings, use of renewable energies, reduced use of chemicals, etc. For example, the production of denim with lower environmental impact has Environmental Impact Measuring (EIM) reports from Jeanologia® and leathers with lower-impact tanning processes adhere to the Leather Working Group (LWG) certification standards.

To reinforce Mango's commitment to the standards it has implemented over the years, it has been certified as the final link in the supply chain, enhancing reliability and security in all its processes.



Key Figures

Circular Product

72%

Lower-Impact Fibres

25%

Recycled fibres

29%

Garments designed
with circularity criteria

99%

Donations from pre-consumer
stockfor reuse

163.3

Tonnes of collected textiles*

78%

Decrease in the use of
paper bags in stores**

100%

Factories with access to recycled
plastic or paper bags

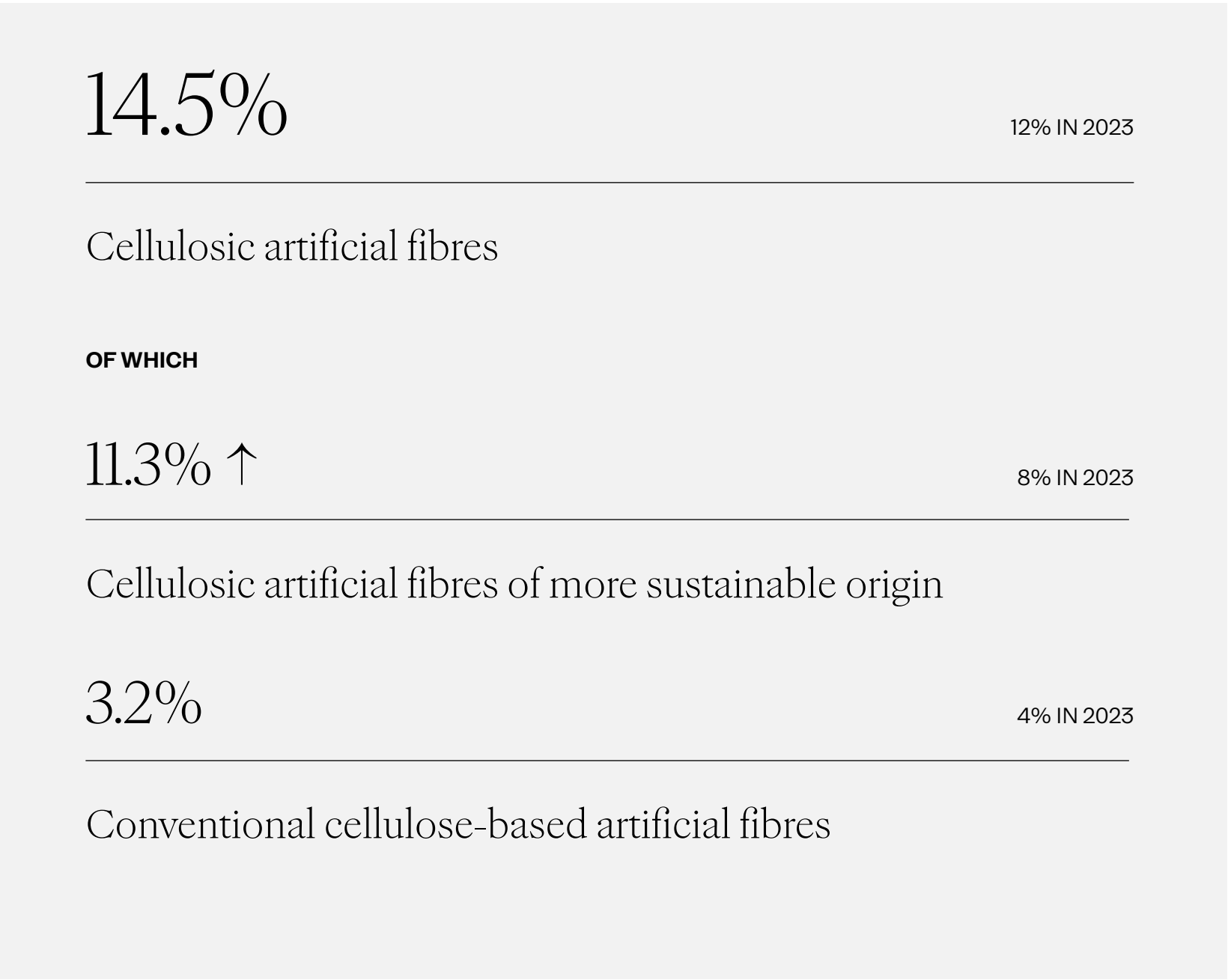
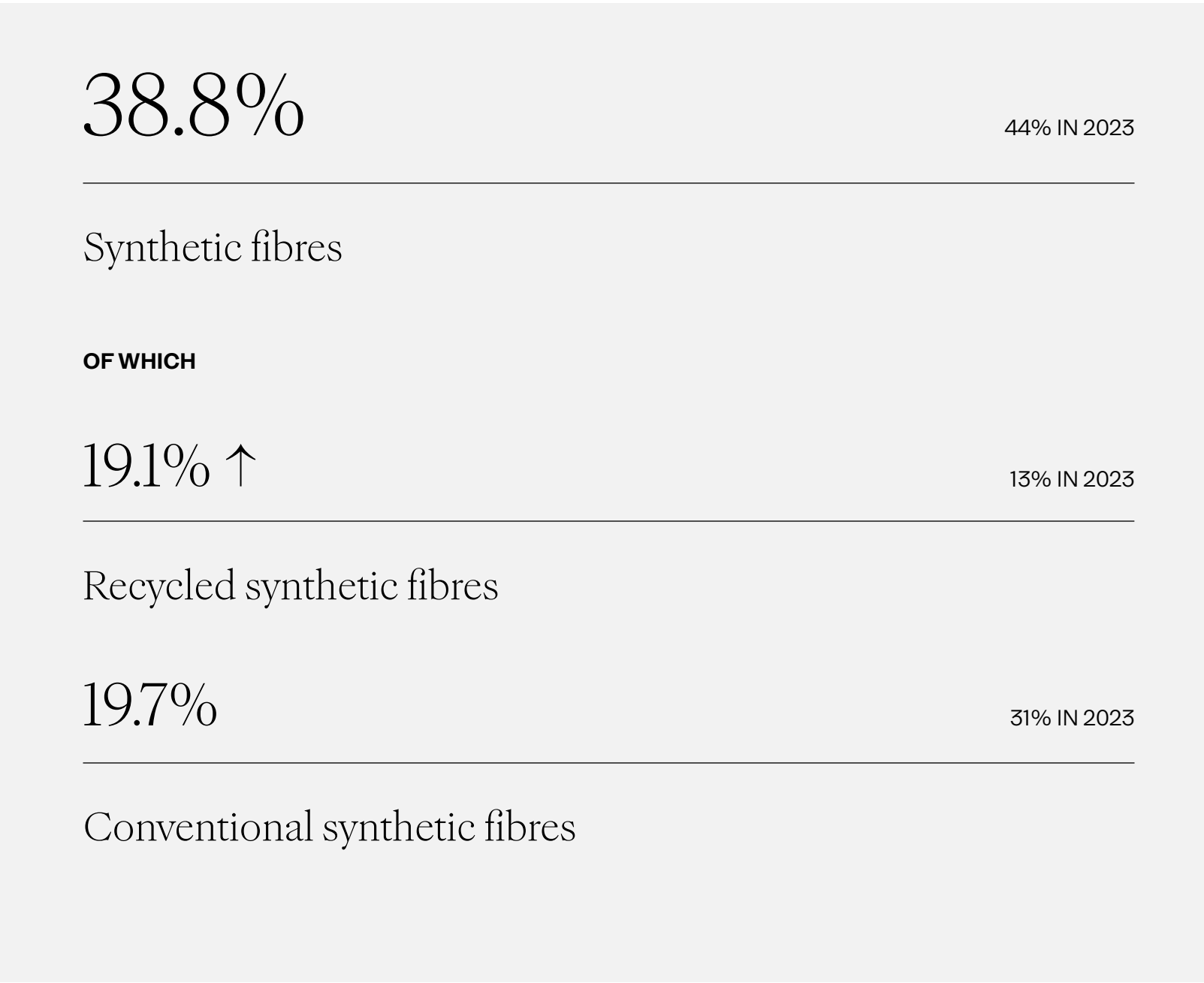
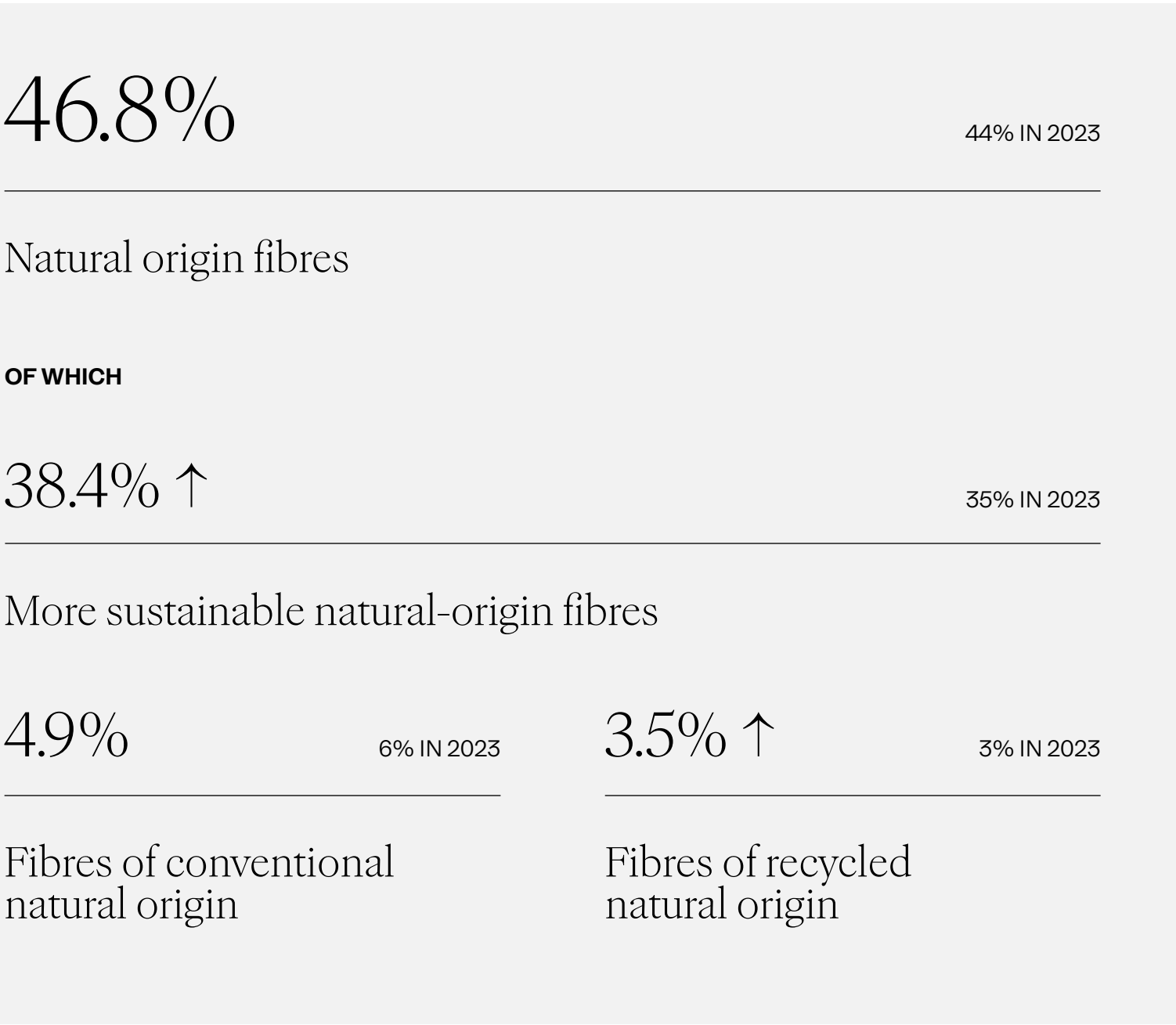
* Waste classified in accordance with the waste hierarchy
** 2022 baseline

Key Figures on Sustainable Fibres 2024

Breakdown by fibre typology



Of materials used



Key Figures on Sustainable Fibres 2024

Objective and milestones achieved

* The percentage of recycled fibres is obtained from the total fibres used in Mango.
** The percentage of lower-impact natural fibres is the result of the sum of the percentage of more sustainable natural fibres (38.4%) and the percentage of recycled natural fibres (3.5%).

2030 Objective

100% more sustainable materials

72.3% ↑

60% IN 2023

Lower-impact fibres



24.7% ↑

16% IN 2023

Recycled fibres*

41.9% ↑

38% IN 2023

Natural origin fibres with lower impact**

19.1% ↑

13% IN 2023

Recycled synthetic fibres

11.3% ↑

8% IN 2023

Cellulosic artificial fibres of more sustainable origin

6.2

Reducing Our Environmental Impact and Applying Circularity Criteria to the Product Life Cycle

Tier 4 - Production of raw materials with lower impact under internationally recognised certifications

- Cotton - Global Organic Textile Standard (GOTS) Global Recycled Standard (GRS) Recycled Claim Standard (RCS) and Organic Content Standard (OCS)
- Polyester - Global Recycled Standard (GRS) and Recycled Claim StandardRCS
- Wool - Responsible Wool Standard (RWS) Global Recycled Standard (GRS) and Recycled Claim Standard (RCS)
- Registered trademark cellulosic fibres such as TENCEL™ Lyocell and LENZING™ ECOVERO™
- Wood-derived products - FSC® (Forest Stewardship Council)
- Linen - European Flax®

- Leather - Leather Working Group (LWG)
- Other synthetic fibres (polyamide, acrylic): GRS and RCS

Tier 3 and Tier 2 - Transformation of raw materials into low-impact yarn/fabric

Mango focuses on the stages of production where the greatest environmental impacts occur, such as water and energy consumption, and pays special attention to evaluating the environmental performance of factories in these areas. It promotes improvements in resource use efficiency, aiming to reduce dependence on high-impact energy sources, such as fossil fuels, especially coal.

Tier 1 - Promoting the eco-design of our garments

Under the circularity strategy, Give it Back to the Loop, eco-design principles are integrated into

the company's collections, such as the creation of highly recyclable garments, prioritising the use of a single fibre, minimising trimmings and accessories, and employing finishes that respect the integrity of the material.

Furthermore, Mango is working to understand the operational flows of textile and post-industrial waste management in production countries, in order to better understand the regulations and improve responsible management and traceability of waste.

Tier 0 - Elimination of plastic bags

The project to eliminate plastic bags, aligned with the objectives of the Oceans pillar of The Fashion Pact, replaces the use of plastic bags in product packaging with alternatives that have a lower environmental impact, such as paper bags. Mango was

a pioneer in this solution, which was later integrated into the global initiative of The Fashion Pact.

Furthermore, the reusable Tote Bag project from Mango, made with 100% recycled materials, aims to reduce the use of single-use paper bags, promoting the circular economy and responsible waste management.

Consumption - Extended Life

Mango strengthens the Extended Life strategy which involves a commitment to the durability and quality of the garments. To achieve this, it collaborates with external experts such as Bureau Veritas and aligns with aspirational standards integrated into various regulatory frameworks.

Furthermore, through videos posted on platforms

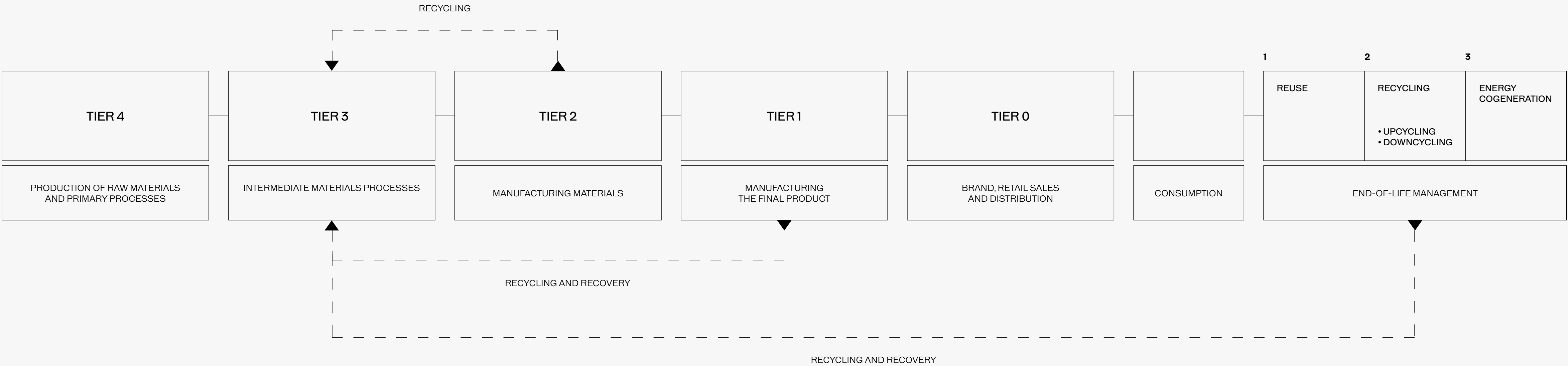
such as YouTube, Mango releases educational videos related to the care of garments made from different materials.

End-of-Life Management – Initiatives for Waste Management

Mango promotes various strategies to minimise the environmental impact of its products at the end of their life cycle. Reuse extends the life of garments, while recycling, both through upcycling and downcycling, transforms materials into new resources, thereby helping to reduce dependence on natural resources.

6.2. Reducing Our Environmental Impact and
Applying Criteria Circularity to the Product Life Cycle

INFOGRAPHIC OF THE PRODUCT LIFE CYCLE



6.3

Circular Design

The circular economy offers an alternative to the traditional and linear model of production and consumption. This new approach aims to decouple economic development from the use of natural resources. When implemented correctly, the transition towards a circular economy can help mitigate climate change, nature degradation, and resource scarcity, while simultaneously reducing social inequality¹.

In this context, given that the majority of the impacts a product will have throughout its life cycle are determined from the design phase, the proper integration of circular design principles plays a key role in achieving Mango's objectives.

The company designs its products with their end-of-life in mind, whether by ensuring they are recyclable through appropriate composition and construction, focusing on durability, or using patterns that minimise textile waste.

The company is based on three specific circular design strategies, defined in 2022, to advance towards its circularity objectives:

Give it Back to the Loop: includes garments designed with a single type of fibre, minimal trimmings, and finishes that respect recyclability.

Extended Life: opts for more durable designs thanks to reinforced constructions and timeless styles.

No Waste: focuses on maximising the use of materials and reintegrating textile waste into the production cycle.

In 2024, 28.5% of garments were designed under one of these strategies. In the last fiscal year, Mango focused on individually analysing all its products to identify specific improvements that can be implemented at scale in its collections and drive greater circularity in its portfolio. This approach re-

inforces the company's commitment to promoting more sustainable fashion, adapting the design of each garment to the unique challenges posed by circularity.

1. Source: "Global Circularity Protocol for Business" (World Business Council for Sustainable Development, 2024).



6.3.1

Give it Back to the Loop

As part of Mango's recyclability strategy, the company is committed to initiatives focused on mono-materials, which play a key role in eco-design and in optimising the recyclability of garments. One of the main initiatives developed within this strategy is denim, due to its high cotton content, which makes it a key material for maximising its reintegration into the production cycle. To realise its full potential, the company's denim product teams are designing garments that prioritise the use of unique fibres, such as 100% cotton, simplifying their decomposition and recycling, and ensuring their compatibility with material recovery processes.

Furthermore, components that currently hinder the proper separation and preparation of waste for reintegration into the cycle, such as trims and jacron labels, are being removed and replaced with more integrated solutions. An example of this approach is Mango's Teen line, where in some cases the labels

have been replaced by embroidery, simplifying the design and facilitating its circularity.

Another example of this is the elimination of rivets, as they are components that interfere with recycling technologies. By dispensing with these elements, it is not necessary to further disassemble the components, which optimises the process and increases the amount of fabric that can be recycled.

These actions not only allow for an increase in the amount of fabric available for recycling but also support the company's vision of closing the life cycle of garments, integrating eco-design principles that reduce environmental impact and promote sustainability in the business model.

In line with the previously stated philosophy of circularity and recognising that there are still many challenges in this field, Mango remains fully committed to researching and understanding current

challenges. The company continues to work on incorporating improvements in the design of its collections, with the aim of optimising their recyclability and ensuring that each garment can be easily recovered, maximising its potential for reintegration into the production cycle.

Training in Eco-Design

In 2024, Mango reaffirmed its commitment to sustainability by expanding training courses through a programme in collaboration with *Centro Superior de Diseño de Moda de Madrid* (CSDMM) fashion school, affiliated with the Universidad Politécnica de Madrid (UPM). The aim of this project is to train over 250 employees, particularly from the product area, in key subjects such as recycling processes, the latest developments in materials and fibres with lower environmental impact, certifications and labelling, and applying circularity criteria in collection design. Additionally, this initiative aims to enhance

the lower-impact attributes of Mango's products. The programme includes conferences, round tables, and practical workshops, featuring the participation of prominent experts in sustainability and fashion. Additionally, it focuses on strengthening the skills of designers, buyers, and quality teams, promoting the integration of more sustainable practices throughout the value chain.

This initiative is part of the Sustainable Vision 2030 strategy by Mango, which prioritises materials with a low environmental impact, circular design, and complete transparency in the supply chain. Furthermore, it strengthens its strategy for attracting and retaining talent by enhancing skills and the continuous development of its team. In this regard, Mango seeks not only to move towards a more sustainable model but also to contribute to the sector's progress through partnerships and relationships with prestigious educational institutions involved in improving education and generating knowledge.



6.3.2

Lower-impact Fibres

Aware of the environmental impact resulting from the intensive use of raw materials and natural resources in the production of its collections, Mango has set a goal for 100% of the materials used in its garments to be of lower environmental impact by 2030. To achieve this aim, the company has implemented a materials strategy aligned with its vision and the DNA of its products, prioritising sustainability without compromising the quality and durability that characterise its garments.

Mango's strategy is based on the definition of a Preferred Fibre and Materials Matrix (PFMM) that prioritises materials with lower environmental impact in aspects such as carbon emissions associated with their extraction, water usage, and effects on land use and biodiversity. This tool classifies materials into the following categories: recycled fibres, organic and regenerative origin fibres; preferred fibres and materials according to the Textile Exchange; and innovative fibres.

- Recycled fibres: These are fibres, whether natural, synthetic, or artificial, that are obtained through recycling processes of textile waste or other sources, with the raw material for this process being textile waste or from another origin.

- Organic or regenerative origin fibres: are fibres derived from crops or livestock practices that adhere to organic or regenerative agriculture principles, contributing to the improvement of soil health, protection of ecosystems, and biodiversity.

- Preferred fibres: in accordance with the Textile Exchange (Preferred Fibre and Materials Matrix), in addition to other recognised sources within the industry, these include materials such as trademarked cellulosic fibres and animal-derived materials that comply with animal welfare standards.

- Innovative fibres: encompass newly created materials, such as circulose® and infinna™, which are designed to replace traditional fibres and significantly reduce environmental impact.

With the purpose of advancing towards the goal of having 100% of its materials with lower impact in its garments by 2030, Mango prioritises the use of materials based on the review of their environmental impact. At the same time, quality and durability are prioritised to ensure that the garments meet the company's standards of excellence.

Tools such as the Preferred Fibre and Materials Matrix (PFMM), the Higg MSI index, developed by Cascale, and the life cycle analyses of each material, enable Mango to make data-driven decisions. These tools not only help evaluate and select fibres that reduce environmental impact, but also ensure

6.3.2. Lower-impact Fibres

that materials are traceable and have robust verification mechanisms. Furthermore, they guarantee strong governance and promote effective collaboration among various stakeholders involved in the creation of the programme, thus ensuring its integrity.

Within the framework of the objectives established for 2030 regarding the use of lower-impact fibres in its products, Mango has intermediate goals that prioritise the use of alternatives for the three most used fibres in its collections, which represent 76% of the total materials used. The objectives for 2025 are:

- 100% of the cotton used is of lower impact
- 100% of the polyester used is recycled
- 100% of artificial cellulosic fibres (viscose, lyocell, modal, etc.) are traceable and from controlled sources

Collective Promotion to Accelerate the Use of Lower-impact Materials

Dissemination and Internal Team Training

To ensure the integration of lower-impact materials in its collections, Mango holds follow-up meetings where the percentage of lower-impact fibres in each purchasing department and division is analysed. This monitoring allows to identify areas for improvement and ensures the achievement of objectives. Furthermore, the company links the performance objectives of product teams with the selection of lower-impact fibres, encouraging decision-making by those responsible.

As part of this approach, Mango integrates continuous training sessions to keep the sustainability, design, and purchasing departments updated with the best fibre options available, in addition to encouraging a proactive search for more sustainable alternatives in the market. These trainings are part of the onboarding process and the ongoing training of the company's employees, ensuring that the teams possess the necessary knowledge to make

informed decisions aligned with Mango's sustainability strategy.

Collaboration and External Partnerships

Mango also maintains a prominent presence in international sustainability forums, such as the Textile Exchange, where it updates on the latest trends and advances in low-impact materials and maintains a constant dialogue with other industry players. Mango also promotes supporting new initiatives through Mango Start-up Studio, the company's fashion start-up accelerator, where alternative fibres are a priority criterion for selecting the start-ups that will be part of the acceleration programme.

Collaboration with Suppliers and Supply Chains

These meetings are an opportunity to understand the barriers and challenges faced by suppliers when attempting to incorporate lower-impact and innovative fibres into products. Through these collaborative spaces, Mango works alongside its partners

to identify solutions and improve the viability of more sustainable materials within its production processes, ensuring that advances in sustainability translate into concrete and scalable practices throughout the supply chain.

Production Traceability

Mango acknowledges that traceability is a fundamental pillar for the success of its sustainability objectives. The ability to trace the origin of materials and verify their sustainability is not only essential to meet environmental goals but also to respond to a legal and international reporting context that demands greater transparency in supply chains. The increase in demand for transparency and traceability has led to the need for Mango to find a support and management tool for all this information. In this regard, the company has begun to implement Textile Genesis, a tool designed to ensure complete traceability of products, recording supplier transactions and the origin of materials. In 2024, Man-

go began integrating this platform with the aim of achieving full traceability, including raw materials, by 2027. (For more details, see chapter "9.2. Suppliers in the Supply Chain" of this Sustainability Report).

Progress in the Fibre Traceability Objectives

To efficiently manage this information, Mango started working with an external platform in 2024 that facilitates the collection of data regarding the supply chain, from the purchase order to the origin of the raw material. This tool will allow for the unification of communication between Mango and its suppliers, ensuring that all necessary information is available to effectively track the materials used in each product. In this way, Mango will be able to obtain a clearer and more precise view of its supply chain and ensure that each material used in its products meets the sustainability standards established by the company.

6.3.2. Lower-impact Fibres

Lower-impact Cotton

Mango considers lower-impact cotton to be that which comes from an organic, recycled, transitional, and regenerative source.

By the end of 2024, 94% of Mango's cotton had a lower environmental impact. Furthermore, the company in 2024 increased the use of recycled cotton and organic cotton by more than 10% compared to the previous year, promoting cotton options with a lower environmental impact.

With the aim of further reducing the environmental impact associated with the use of cotton in its products, Mango will focus on expanding and diversifying the use of alternatives with lower environmental impact. This includes increasing the incorporation of recycled, organic, in-conversion, and regenerative cotton, consolidating these options as standard qualities within the company.

These initiatives are aligned with Mango's sustainability strategy, as these varieties of cotton offer significant environmental benefits. Among them are the reduced use of water, reduced carbon emissions, limited use of pesticides, more efficient soil management, and the promotion of biodiversity thanks to the implementation of good agricultural practices during cultivation.

As part of its strategic objectives, Mango is part of the 2025 Sustainable Cotton Challenge, led by the non-profit organisation Textile Exchange. This programme aims for participating brands to commit to using 100% cotton from more sustainable sources by 2025, reinforcing Mango's commitment to advancing towards a more responsible and sustainable textile industry.

Types of Cotton

Cotton can be classified into various types according to its characteristics and production methods,

each offering specific benefits for the environment and sustainability.

Among these categories is **organic cotton**, which is cultivated without the use of chemicals or genetically modified seeds. This approach promotes environmental protection, encourages biodiversity, and improves soil health, contributing to a more environment-friendly agriculture.

Another type is recycled cotton, which is made from textile waste regenerated into new cotton fibres. This material is crucial for reducing the use of natural resources and promoting the circular economy by giving a new life to materials that would otherwise be discarded.

In-conversion cotton refers to the material that is cultivated using organic methods but has not yet received official certification, as it is in the process

of transitioning from conventional to organic. The use of this material encourages support for farmers who are investing with the aim of becoming producers of organic fibres, helping ensure they do not abandon this process due to demand issues.

Finally, **regenerative cotton** uses more advanced cultivation practices to promote biodiversity, beyond standard organic agriculture.

CIRCULAR PRODUCT

100% OBJECTIVE

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

94% 2024

Is the percentage of Mango's more sustainable cotton and/or that supports more responsible cotton options. (2023: 95%).



6.3.2. Lower-impact Fibres

Regenerative Cotton: Mattered Project

Mango maintains a partnership with Mattered, a British-Indian company specialising in solutions for regenerative cotton cultivation and supply. Thanks to this collaboration, Mango has reaffirmed its commitment to advancing towards a fashion industry that is more respectful of the environment and people, and in 2024, it incorporated, for the first time, cotton from regenerative agriculture into its products. This partnership allows Mango to accelerate its transition towards the use of fibres with lower impact, with the goal that by 2030, 100% of the fibres it uses will be of sustainable origin.

The inclusion of this type of cotton in its collections marks a significant milestone in Mango's sustainability strategy, as for the first time, the brand will use cotton grown through regenerative practices. This

commitment not only contributes to biodiversity and the well-being of farming communities but also allows progress towards neutralising the negative environmental impact.

Cotton is currently the most widely used natural fabric by the fashion industry, and fibres from regenerative agriculture not only benefit the environment but also farmers, by incorporating local knowledge and contextualised approaches that aim to restore biodiversity, reduce resource use, and improve the well-being and livelihoods of growers. Furthermore, having result-based incentives and long-term shared risk partnerships helps support farmers in transitioning to regenerative practices.

Mango will also have a comprehensive traceability system for the value chain of its cotton, from seed to garment. To achieve this, farmers in India will collect soil and crop data through Mate's digital platform-

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 usage, machinery and pesticides, and the size of the plot used, among others.

Mattered, based in London (United Kingdom) and Ah-Medabad (India), assists farmers in implementing a climate-resilient system for cotton cultivation by providing customised cultivation and sourcing programmes. Additionally, their mobile and web applications offer agronomic support to farmers while collecting real-time data on the impact of raw material extraction during the process, thereby providing brands with the opportunity to access truly traceable raw materials.

In 2025, Mango will continue to explore and collaborate with other regenerative cotton sources as part of its commitment to sustainability.

Mattered Project

CIRCULAR PRODUCT

In 2024, 70 tonnes of cotton was harvested within the Mattered project, cultivated in two fields located in India: GB/Vijapur and Jalna. The latter, incorporated into the project during the year, is in the process of transitioning towards regenerative agriculture. Mattered supports this transformation as part of its commitment to the continuous improvement of regenerative agricultural practices.

143.63

Hectares used

181

Farmers involved

DESCRIPTION OF PRACTICES ADOPTED BY FARMERS

100%

Of farmers use non-genetically modified seeds

68.40%

Of all the nutrients are natural (no chemicals)

77.42%

Of the pesticides used are bio-based

Based on the figures of natural nutrients and pesticides from the Jalna field, Mattered has designed specific programmes and objectives with the purpose of increasing this indicator over the next year.

6.3.2. Lower-impact Fibres

Recycled polyester

Polyester is one of the most widely used fibres in the fashion industry, derived from petroleum, a non-renewable resource. With the aim of alleviating the pressure on these resources and, at the same time, contributing to a circular economy that reduces waste, Mango is committed to increasing the use of recycled polyester in its collections. By 2024, 68% of Mango's polyester will be of recycled origin.

In 2024, Mango has made progress in incorporating recycled polyester into its collections, increasing its use by 27% compared to 2023. Furthermore, Mango also participates in the 2025 Recycled Polyester Challenge by the non-profit organisation Textile Exchange and the UN Fashion Industry Charter for Climate Action, initiatives aimed at promoting the use of 100% recycled polyester by the year 2025.

CIRCULAR PRODUCT

100%

OBJECTIVE

This is the percentage set by the company as the target for recycled polyester by 2025.

68%

2024

Is the percentage of recycled polyester present in Mango's collections. (2023: 41%).

Cellulosic fibres

Mango recognises the importance of ensuring the traceability of the origin of artificial cellulosic fibres (viscose, lyocell, modal, etc.) used in its collections. In 2018, the company took a significant first step towards controlling these fibres by signing a collaboration agreement with Lenzing, a leader in the sector. Lenzing's artificial cellulosic fibres, such as Tencel™Lyocell and Lenzing EcoVero™, originate from wood sourced from sustainably managed forests, and their production processes are more environmentally friendly compared to conventional methods.

Mango works collaboratively with its suppliers to ensure that these fibres do not contribute to deforestation or illegal logging. In 2021, the company formalised its policy on artificial cellulosic fibres, paper, and packaging in line with the criteria of the Canopy international initiative. In 2023, 74% of Mango's artificial cellulosic fibres were sourced from controlled origins through traceability certifi-

icates such as Forest Stewardship Council (FSC), and from trademarked fibres like Tencel™Lyocell, Livaeco™, and EcoTang®, among others.

In order to strengthen its commitment to sustainability, Mango has set a goal that by 2025, 100% of the artificial cellulosic fibres used in its products will come from sources with controlled origin. Furthermore, in line with its circular economy objectives, the company is working to develop garments made from cellulosic fibres obtained from textile waste rich in cellulose, such as cotton, and other waste, like agricultural waste.

In 2023, Mango acquired 28,000 units of viscose made from Circulose® pulp, produced from both pre-consumer and post-consumer textile waste.

In 2024, the company continues to promote the use of recycled fibres, including Refibra and Eco-JinLin, achieving an increase in the proportion of registered trademarks and reducing the use of FSC-certified fibres.

CIRCULAR PRODUCT

100%

OBJECTIVE

This is the percentage set by the company as the target for cellulose fibres of controlled origin by 2025.

78%

2024

The percentage of Mango's artificial cellulosic fibres that will be of controlled and traceable origin by 2023 (2023: 74%).

6.3.3

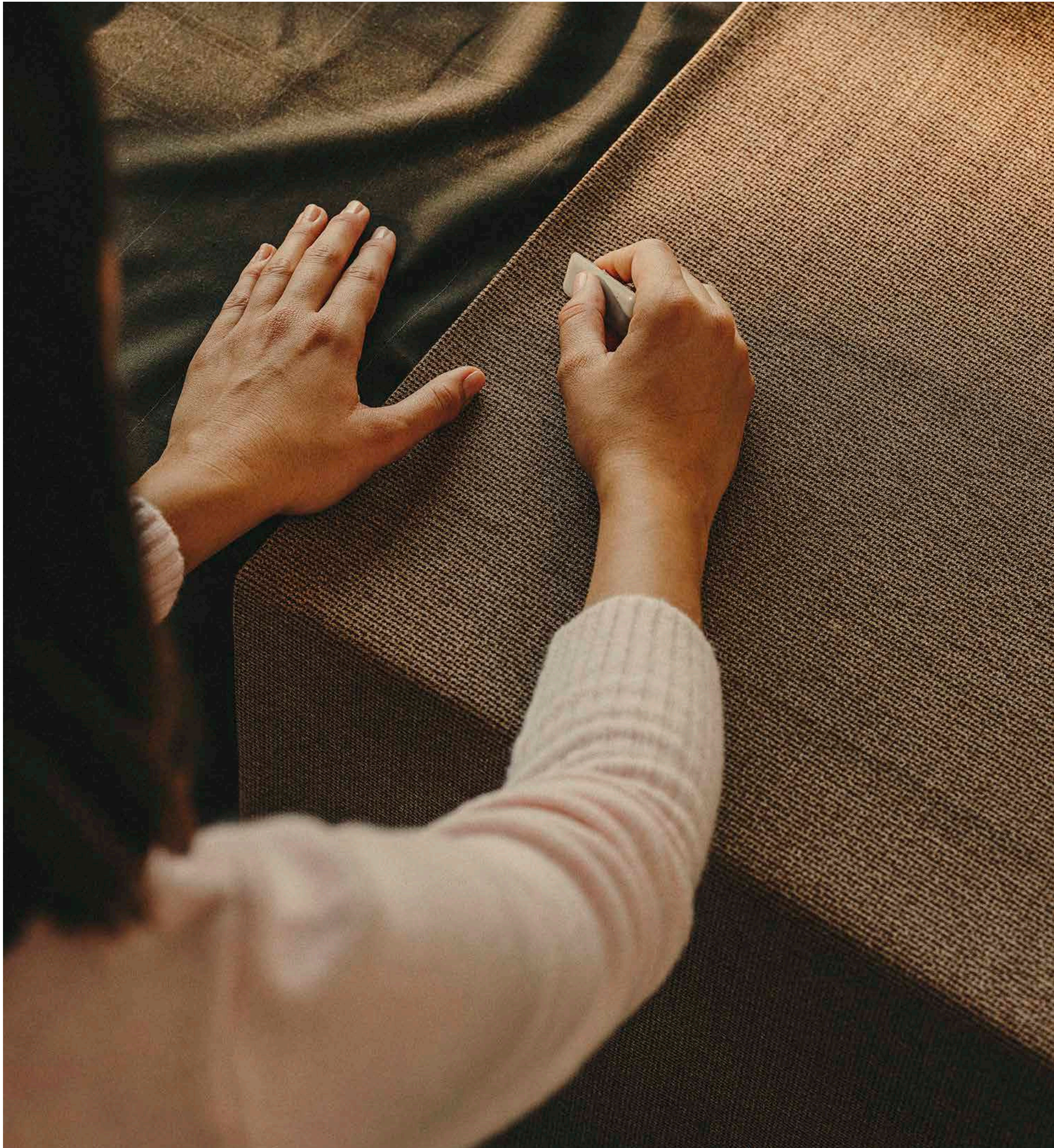
Promoting More Durable and Quality Garments (Extended life)

The Extended Life line of action reflects the company's commitment to sustainability through the creation of garments designed to be durable, both physically and aesthetically. This approach aims to maximise the ability of the garments to remain in good condition and relevant to users for as long as possible. The main objective of this strategy is to extend their lifespan, not only by improving their resistance and functionality but also by ensuring a timeless design that allows for continuous and versatile use, promoting more durable garments.

To achieve this, Mango is working in collaboration with Bureau Veritas, a global company that provides inspection and certification services to ensure quality and compliance with standards in its Extended Life strategy. This partnership focuses on understanding the current durability of Mango garments through durability tests that include wear tests via washing and analysis of resistance, colour

loss, and overall behaviour after different washing cycles. These tests, applied to each garment category (knit and woven), ensure that the company can implement improvement actions to guarantee that the products meet the highest standards of quality and durability, aligning with the most aspirational level integrated into regulatory frameworks.

With this initiative, Mango reaffirms its commitment to improving the sustainability, durability, and quality of its products, aligning with internationally recognised standards to guarantee longer-lasting products for its customers, and reinforcing Mango's commitment to promoting a more circular and responsible fashion.



6.3.4

End-of-Life Management

The company distinguishes three types of textile waste depending on where they are generated: post-industrial waste, which corresponds to production scraps and other waste left after manufacturing; pre-consumer waste, which refers to garments that do not reach customers due to quality or product safety issues; and post-consumer waste, which pertains to clothing discarded by customers after use and deposited in the Recycling Boxes that the company has located in its stores.

Post-industrial Waste

Mango aims to implement actions to reduce the generation of waste and scraps associated with the production of its products, directing them to other uses, recycling, and, in no case, to incineration or landfills.

With this purpose in mind, in 2022, Mango began working with its suppliers to establish responsible

management circuits for post-industrial waste. In 2023, Mango proceeded with the analysis, certification, and collection of evidence regarding the management of post-industrial waste by its main suppliers. The company consulted its finished garment suppliers about the origin of production and the destination of Mango's production waste to analyse and ensure responsible management. With the aim of achieving traceability and transparency of its textile waste, Mango redefined this procedure in collaboration with its main suppliers by signing an agreement that prohibits sending textile waste derived from its productions to landfills or incineration.

In 2024, Mango also conducted an analysis of the textile waste management carried out by its main suppliers, those who produce 49.8% of the company's total production volume. In the analysis conducted, a distinction was made between the volume produced by those suppliers who allocate cutting

waste to reuse or recycling (68.6%). The volume from suppliers who have not presented evidence of their textile waste management (31.4% of the total analysed). The percentages for this year have decreased because only suppliers who have provided evidence of waste management have been considered; this change in criteria is aimed at obtaining higher quality data.

With the aim of advancing in the implementation of this new model, in 2024 Mango begun to deepen its understanding of operational flows and local dynamics in textile waste management in production countries. The aim is to better understand the specific regulations of each region, identify local managers and recyclers, and assess existing infrastructures to promote more responsible waste management. This approach will enable the company, in the coming years, to progress towards the implementation of more structured, traceable flows aligned with the waste hierarchy. Furthermore, the

company continues to work with its suppliers to support them in improving their practices, laying the groundwork for more responsible waste management.

In this regard, Mango continues to make progress with its supplier portfolio, identifying and supporting those suppliers with established recycling structures and circuits, which allow the company to increase its percentages of recycled fibres. Furthermore, Mango has defined circular design criteria to begin designing No Waste models, that 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 optimise patterns.

Pre-consumer Waste

Mango strengthens its commitment to the responsible management of its unsellable stock, that is,

garments with defects or quality and safety issues, adhering to the waste hierarchy that prioritises reuse, followed by recycling (upcycling or downcycling), and finally, when there are no other options, energy cogeneration. To achieve this, Mango works closely with Formació i Treball, an NGO that allocates these garments to charity shops and recycling, ensuring an ethical and sustainable management of pre-consumer waste.

Following its circular economy strategy, Mango is committed to ensuring responsible management of all stockwith quality or safety issues,to ensure its reuse or proper recycling and to prevent it from becoming textile waste. In 2024, approximately 98.5% of the donations made were destined for reuse, while the rest was recycled or used for electricity cogeneration.

Mango categorises as unsellable stockgarments that present quality and/or chemical issues or pose

6.3.4. End-of-Life Management

safety concerns for consumers. Therefore, Mango does not have any unsellable stock for commercial reasons, since the stock not sold during the season at Mango stores is sold afterwards in the company's outlet stores. Additionally, Mango has an agreement with Coleo Recycling through which they manage stockthat is unsellable or not reusable to send it directly for recycling, as well as other textile waste generated at its headquarters, such as semi-finished garments and fabric flags.

Second Life for Fabrics

In line with its commitment to sustainability, Mango has launched initiatives to give fabrics a second life. As part of Mango StartUp Studio, in 2022 the company invested in Recovo, a start-upspecialised in the resale of surplus fabrics. In 2023, Mango consolidated this collaboration through a partnership that facilitates the management and commercialisation of its surplus fabric, promoting a circular

fashion model based on technology and traceability.

Post-consumer Waste

SCRAP and RE-VISTE

In 2022, the Congress of Spanish Ministers approved the Waste and Contaminated Land Law, which sets a maximum period of three years to develop extended producer responsibility schemes for textiles in Spain, ensuring the proper collection and management of textile waste.

The new Law 7/2022, of 8 April, on Waste and Contaminated Land for a Circular Economy (which is a consequence of the transposition process of Directive 2008/98/EC on waste into Spanish legislation) establishes the obligation for new separate collections starting from 31 December 2024, including textile waste. This law sets out the obligations to which producers will be subject: on one hand,

the general prohibition of destroying or disposing of unsold surplus products in landfills, as well as fulfilling the obligations of extended producer responsibility, either individually (through deposit, refund, and return systems) or through collective systems (SCRAP).

In this context and as part of its commitment to the proper management and recovery of textile waste, Mango is a member of and presided over the Association for Textile and Footwear Waste Management in 2023 and 2024. This entity is comprised of leading brands in the sector (Decathlon, H&M, IKEA, Inditex, Kiabi, Mango, Tendam, Primark, El Corte Inglés, and Sprinter) with the aim of complying with the law and promoting textile recycling in Spain. The main objective of the association is to advance towards a circular model through proper waste management in the textile and footwear sector.

The association was formally established in the National Register of Associations at the beginning of 2023, the presidency of the entity is rotational, beginning with Mango. Furthermore, the Governing Board of the entity includes a representative from each of the member companies. In July 2024, Juan Ramón Meléndez Agudín joined as the Association's general director, with the aim of providing the organisation with a proprietary structure that allows for greater dedication and development capacity.

Furthermore, in 2024, RE-VISTE, the Association for Textile and Footwear Waste Management, unveiled its new identity and announced its first pilot test for the selective collection of textile waste in Spain. This project, which will begin in 2025, will be conducted in collaboration with the Spanish Federation of Municipalities and Provinces (FEMP) and will encompass six municipalities representative of urban, rural, and semi-urban environments, reaching a population of approximately 300,000 citizens.

During the presentation event, heldon 10 October 2024, at Fundación Real Fábrica de Tapices, the objectives of this initiative were highlighted: to evaluate and refine a collection system that ensures traceability and prioritises the reuse and recycling of textiles, in line with the waste hierarchy. The project includes the installation of specific containers in public and private spaces, such as recycling points, shopping centres, and schools, to facilitate citizen participation.

This pilot is a key step in establishing an efficient and sustainable model that promotes circularity in the textile and footwear sector, ensuring collaboration among producers, municipalities, recyclers, and consumers. The experience gained will allow for the development of practical recommendations to extend this system nationally, contributing to progress towards a more effective and responsible circular economy.



6.3.4. End-of-Life Management

Recycling Box

With the aim of contributing to the reduction of textile waste and promoting the circular economy in the textile industry, Mango launched the Recycling Box project in 2015. It aims to facilitate the collection of used clothing and footwear. Textile collection containers have been placed in the main cities of Spain, with the aim of ensuring that consumers do not have to travel to municipal and/or local containers. Any citizen, not just the company's customers, can deposit textiles and footwear of any brand in the Recycling Box containers and, in this manner, help close the loop of textile waste.

Since then, the initiative has grown and currently has collection containers in 100% of Mango's own stores in 19 countries. (Germany, Andorra, Austria, Belgium, Croatia, Denmark, Spain, the United States, France, Hungary, Ireland, Italy, Luxembourg, Netherlands, Poland, Portugal, the United Kingdom,

Switzerland, and Turkey). Additionally, all franchised stores in these countries offer a used clothing collection service, whether or not they have a physical container. In this way, and in line with the Sustainable Development Goal of Responsible Consumption and Production (SDG 12), Mango extends its responsibility as a producer of textile waste and offers its customers the opportunity to give their used clothing and footwear a second life.

For Mango, it is very important to be able to guarantee the traceability and transparency of all textiles and footwear deposited in the Recycling Box containers, in order to ensure 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 are donated and processed for recovery and recycling by Moda Re-, a group of social initiative cooperatives and non-profit work integration social enterprise promoted by Cáritas. As previously indicated, Mango does not

6.3.4. End-of-Life Management

directly process the products deposited in the Recycling Box containers from its stores, but are only collected at its points of sale and delivered to Moda Re-.

At the Moda Re- plants, waste is always sorted in accordance with the waste hierarchy, prioritising reuse first and, if not possible, sending it to recycling (upcycling or downcycling) to be transformed back into raw material. Finally, anything that cannot be reused or recycled is sent for energy cogeneration.

The textile waste deposited in Mango containers is primarily intended for reuse, with a small portion remaining in Spain to give the garment a new life. The rest is exported, being classified beforehand for reuse or recycling, as will be established by the future European regulation that will not allow the export of unclassified textile waste. The Recycling Box project not only ensures the proper management and recycling of textile waste, but also contributes

to the creation of jobs, making a sustainable and solidarity-based economy a reality.

In addition to providing employment to socially excluded groups and dignifying the way in which clothes are received by those in need, Moda Re- is committed to environmental care 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.

With the collaboration of I:CO, Mango locally manages the garments collected in its Recycling Box containers, where consumers deposit garments they no longer use to give them a second life. The agreement with I:CO includes the markets of Germany, Austria, Belgium, Croatia, Hungary, Luxembourg, 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 (the garments can be transformed into textile fibres), or energy recovery.

The objective of the agreement with I:CO is to manage the textile waste collected in each country in collaboration with a local partner. Thanks to this partnership, Mango can process them locally, thereby reducing the carbon footprint and optimising reverse logistics.

In 2019, the Recycling Box project joined Mango's customer loyalty programme, Mango likes you. As part of the Mango likes you programme, customers who deposit their used clothing in the Recycling Box containers receive Likes to accumulate in their account and redeem for cinema tickets, discounts, or donate to social action projects.

6.3.4. End-of-Life Management

* Includes collection data from Koopera and I:CO.

Our Project for In-store Textile Recycling 2024

CIRCULAR PRODUCT

19

Countries with Recycling Box

19 IN 2023

163.3t ↑

Tonnes collected in 2024

140t IN 2023

835 ↑

Containers in own stores

778 IN 2023

Destination of collected garments/footwear*

58%

Reuse

36%

Recycling for new uses and materials

6%

Energy recovery

6.3.4. End-of-Life Management

Industrialisation Project of the Value Chain of Post-Consumer Textile Use

Circular Economy Projects and Initiatives

Mango has made a commitment to progress both collectively and individually on its path towards sustainability and towards an increasingly sustainable and circular scenario.

In its ongoing commitment to sustainability, in 2024 Mango continued to be part of the industrialisation project of the post-consumer textile value chain in Catalonia, called RETEXCAT. The aim of this initiative is to obtain products made from post-consumer recycled textile material with sufficient quality to be introduced into the market. Mango began this project under the framework of the Circular Fashion Pact in Catalonia, which aims to coordinate

the efforts of all actors in the textile value chain to address the challenges of the sector and promote the transition towards a circular economic model.

Downcycling Initiatives

Circular Economy Projects and 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 helps reduce the amount of textile waste generated and represents an alternative to textile to textile recycling. In 2023, Mango promoted innovation to create new products from textile waste that currently has no efficient solution for recycling into new fabrics. In this regard, in 2024, this initia-

tive successfully utilised a total of 2,000kg of textile waste to create furniture prototypes, as part of its commitment to more circular and sustainable solutions.

Charging for Paper Bags and Reusable Tote Bags

Circular Economy Projects and Initiatives

With the aim of advancing towards a more sustainable business model with less environmental impact, Mango started to charge for paper bags in its physical stores in 2023 and began offering its customers a more sustainable alternative such as reusable tote bags.

The objective of this measure is to reduce the use of single-use bags and to promote the use of reusable bags and reduce emissions to benefit the

planet. This measure is part of the progress already made by Mango in terms of sustainability, such as the elimination of plastic bags and their subsequent replacement with paper bags. In 2024, Mango reduced the use of paper bags in stores by 78% compared to 2022.

As a more sustainable alternative, customers have the option to purchase the reusable tote bag from Mango in-store, a bag made from 100% recycled materials. Specifically, it is made from pre-consumer and post-consumer recycled cotton, partially recovered from Mango's productions and waste from the company's headquarters, and polyester, obtained from recycled bottles. A portion of the proceeds collected from the sale of paper bags in-store is allocated to reforestation projects with various environmental organisations.

6.4

Product Safety

The use of chemical substances in production processes can have a significant impact on both the environment and human health. Therefore, in collaboration with the Spanish technological institute Aitex, Mango applies a rigorous standard of chemical substances and product safety, which is mandatory for all suppliers that are part of its supply chain, reinforcing its social and environmental commitment.

The Aitex institute, internationally recognised and a member of the Swiss organisation Oeko-Tex, certifies the safety of products and guarantees the absence of harmful substances through rigorous analyses. This institute, with the highest level of accreditations and recognitions, is equipped with technologically advanced equipment to offer laboratory and R&D&I services both nationally and internationally. To ensure the quality and safety of

its products, Mango sends samples of each item to Aitex, where exhaustive tests are conducted to standardise the testing methods and manage the results effectively. 100% of Mango's collections, including garments, accessories, footwear, and home items, are analysed and comply with the quality and safety required by legislation.

This control is applied in all stages of the production process, from the initial design to the acquisition of materials and manufacturing. Mango's standard, regularly reviewed in accordance with current legislation and mandatory in all countries where the company markets its products, is a manual that details each of the substances analysed. It includes detailed testing methods, toxicology, and applicable legislation, as well as the corresponding legal parameters for the safety of children's collections. Furthermore, it includes, among others, the require-

ments of the REACH regulation and the Annex of Substances of Very High Concern (SVHC).

The acquisition of raw materials (fabrics, threads, trimmings, etc.) for production is a key factor in the safety and final quality of the end products. Therefore, Mango ensures that all its suppliers receive the updated standard and are knowledgeable about all the key aspects of this procedure each season.



Mango’s

Chemical Standards (M-RSL)

PARAMETERS	APPLICABLE LIMITS	AREA OF APPLICATION	TESTING METHODS
Alkylphenols (1)	100 ppm	Textiles and leather	Solvent Extraction, GC-MS (AP) & LC-MS (APEO) analysis.
Antimony	30 ppm	Polyester textiles	ISO 105-E04 acid perspiration extraction & ICP analysis.
Arsenic	Not detected (0.2 ppm)	All products	ISO 105-E04/ acid perspiration extraction & ICP analysis.
Azo dyes (Arylamines) (2)	20 ppm	All products	EN 14362-1:2017. ISO 17234-1:2010; ISO 17234-2:2011 ® Leather. EN 14362-3-GB/T 17592- GB/T 23344 4-aminozobenzene
Benzenes and toluenes-carriers (3)	1.0 ppm	Polyester, silk, and wool textiles	Solvent Extraction & GC-MS analysis.
Biocides	Not detected (1.0 ppm)	Natural origin fibres	Extraction/Derivation followed by GC-MS analysis.
Cadmium	5 ppm	Textiles, excluding synthetic leather	DIN 53314-1996 UNE EN 17075:2017
	75 ppm	Natural synthetic leather, metal products	
Dimethyl Fumarate (DMFU)	Not detected (1.0 ppm)	Textiles and leather	Solvent Extraction & GC-MS analysis.
Allergic disperse dyes	50 ppm	Textile synthetic fibres	DIN 54231

PARAMETERS	APPLICABLE LIMITS	AREA OF APPLICATION	TESTING METHODS
Formaldehyde	16 ppm	All textile and leather products for babies	Textiles: JIS L1041: 2000/ EN ISO 14184-1:2011 Leather: ISO 17226-1
	75 ppm	All textile and leather products in direct contact with the skin	
	300 ppm	All textile and leather products that are not in direct contact with the skin	
Lead	5 ppm	Textile products excluding synthetic leather	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	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)	Not detected (0.5 ppm)	Textile products	Extraction/Derivation followed by GC-MS analysis.
Pesticides	Not detected (0.05 ppm)	Natural textile fibres and leather	Extraction/ Derivation followed by GC-MSMS and HPLC-MSMS analysis.
PFCs (Perfluorocarbons)	1 µg/m2 PFOS	Textile products	Solvent Extraction & HPLC-MSMS and GM-MS-CI Analysis.
	PFOA and its salts: (7) 0.025 ppm PFOA-related substances: 1ppm		

PARAMETERS	APPLICABLE LIMITS		AREA OF APPLICATION	TESTING METHODS
Phenolic compounds (PCP, TeCP)	0.05 ppm		Textiles and leather for babies	Solvent Extraction & GC-MS analysis.
	0.5 ppm		Textiles and leather > over 3 years	
Phthalates	One: 500 ppm		PVC articles, flexible plastic, and plastisol prints	CEN-ISO-TS 16181, TS 16181 EN 14372 UNE-EN ISO 14389:2014 Solvent Extraction & GC-MS analysis.
	Sum ≥ 1000 ppm			
Polycyclic aromatic hydrocarbons	1 ppm		Synthetic fibres, plastic articles, and coated materials.	Solvent Extraction & GC-MSMS analysis.
	0.5 ppm		Synthetic fibres, plastic articles, and coated materials for babies, in direct contact with the skin.	
Chlorinated short-chain paraffins	Not detected (100 ppm)		Textiles and leather	Solvent Extraction & GC-CE analysis.
Solvent waste	Benzene: 5 ppm Others (10): 3000 ppm		Textiles and leather	Solvent Extraction & GC-MS analysis.
Extractable heavy metals	Sb: 30 ppm	Se: 500 ppm	Textiles, leather, plastics, and coatings	UNE-EN 16711-2 :2016
	As: 0.2 ppm	Cr: 1 ppm		
	Hg: 0.02 ppm	Cd: 0.1 ppm		
	Ba: 1000 ppm	Pb: 1 ppm		

PARAMETERS	APPLICABLE LIMITS	AREA OF APPLICATION	TESTING METHODS
Soluble chrome	200 ppm	Textiles and leather for babies	Textiles: DIN 16711-2:2015 and EN ISO 17075-1:2017 if Cr is detected. Leather: UNE EN 17075:2017
Chromium VI	0.5 ppm	Baby skin	Textiles: DIN 16711-2:2016 Leather: UNE EN 17075-1:2017
	3 ppm	Skin for children and adults	
	1 ppm	Extraction in textiles	

6.4. Product Safety

* The figure for final incidents detected in 2024 corresponds to 0.12% of the total samples analysed in the Mango collection during the fiscal year.

** For more information, please refer to chapter “7, Environmental Impact”, of this Report.

*** In 2024, the commercialisation of 21 models (28 in 2023) were preventively blocked in Turkey due to the risk of arylamine detection.

Final Incidents Detected from the Total Mango Collection

SUBSTANCE	2024	2023	SUBSTANCE	2024	2023
Arylamines	0	0	Antimony	2	0
Lead	8	25	Cadmium	2	3
Phthalates	1	1	Formaldehyde	1	3
Phenolic compounds	1	0	Chromium VI	1	0
Nickel	1	0	TOTAL	20*	31
Arsenic	3	0			

Chemical Control in the Production Process

The use of chemical substances begins in the production of raw materials and extends throughout the entire production process, making supervision from the origin essential as well.

To strengthen this control and make progress in reducing environmental impact, in 2021 Mango joined the Zero Discharge of Hazardous Chemicals (ZDHC) initiative, as explained in more detail in this document.**

Labelling

In compliance with current regulations and with the aim of providing product information to its customers, Mango ensures that all its products are appropriately labelled. The labels include the country of origin where they have been manufactured, as well

as the composition, washing recommendations, and other necessary specifications. Furthermore, the company adheres to all labelling and product identification regulations, guaranteeing the right to information and the safety of its customers.

Incidents

All detected incidents are managed by taking appropriate measures in each case***. After detecting a concentration of a chemical substance that exceeds the legally permitted limits, suppliers are notified with the aim of carrying out the necessary actions to rectify this situation. Following the completion of additional chemical analyses in accordance with the relevant legislation, and if the incident persists in the same garment, the distribution of the garment is blocked for distribution.



6.5

Reducing the Impact of our Packaging

Packaging, along with climate change, water and chemical management, and the biodiversity protection strategy, constitutes one of the four fundamental pillars of Mango's sustainability strategy, Sustainable Vision 2030, which aims to reduce its environmental impact. Alongside initiatives focused on climate change, water and chemical management, and biodiversity protection, Mango is committed to minimising the use of plastics and adopting lower-impact materials in its supply chain.

In 2024, the company eliminated more than 76.7 million virgin single-use plastic bags (in 2023, 68 million), introducing paper and recycled plastic bags in the markets where it operates. In the last fiscal year, the company expanded the adoption of this packaging to new countries, ensuring that most factories have access to these alternatives. More than 66% of the folded product that arrives

at logistics centres and points of sale uses paper bags.

Reducing the Environmental Impact of Our Packaging

Mango has introduced key principles such as simplicity, control, flexibility, and sustainability to reduce both the use of materials and the waste generated throughout its value chain. Among the most notable actions are:

- Identification and elimination of unnecessary components, such as paper and plastic accompanying the garments.
- Substitution of plastics with materials that have a lower environmental impact, such as FSC/PEFC paper, cardboard, and recycled plastic.

- Online packaging optimisation to reduce waste associated with e-commerce shipments

This approach aims to fulfil the international commitments undertaken by Mango, such as the Fashion Pact and the UN Fashion Charter. The company has set the goal of making 100% of its packaging more sustainable by 2030. To achieve this, Mango focuses on three pillars: eliminate, reduce, and low impact.

Plastic Elimination Initiatives

In 2020, Mango launched a pilot project to replace plastic bags with paper bags in the distribution of folded products throughout its supply chain. By 2024, this project was implemented in all production countries, excluding Pakistan, which will be incorporated at the beginning of 2025, ensuring that

6.5. Reducing the Impact of our Packaging

our entire supply chain has access to paper bags.

The project aims to eliminate plastic bags throughout the entire supply chain, covering from the origin of the products to their delivery in stores and online orders. This transition involves a coordinated effort among various departments within the company, including quality, logistics, distribution centres, and stores, as well as close collaboration with suppliers across the supply chain. This initiative is aligned with the objectives of The Fashion Pact, a global agreement in which members commit to minimising plastic packaging and eliminating single-use plastics by 2030.

Over the past year, Mango has conducted working sessions with the purchasing, logistics, and retail teams to improve the paper bag, aiming to expand its use and include a wider variety of items. Man-

go's most sustainable packaging guide incorporates these decision flows and establishes the best practices to be followed in order to minimise the waste associated with Mango's product.

In 2023, Mango developed a paper bag certification guide, which outlines the technical and environmental criteria that must be met. This guide enables the company to standardise the quality and performance of paper bags to ensure efficient operations during their production, transportation, and handling.

In 2024, the company also made progress in integrating paper bags in Pakistan, with the aim of implementing this initiative starting in 2025. This project is already covered in 100% of the other production countries of the company.

In 2024, Mango has succeeded in implementing the paper bag in all production countries, excluding Pakistan, which will be incorporated in 2025.

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 cellulose pulp from trees that comes from sustainably managed forests according to the requirements of the international FSC standards. In this way, the company ensures that the production of these paper bags does not contribute to deforestation or the illegal logging of trees.

Gradual Elimination
of the Polybag

CIRCULAR PRODUCT

2020

Initiation 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.
Development and communication of the paper bag standardisation guide.

2024

Implementation of the paper bag in the remaining production countries, except for Pakistan, providing access to the paper bag to all factories.
Planning for the implementation of paper bags in Pakistan at the beginning of 2025.
Implementation of the individual recycled plastic bag in all production countries except Morocco.
Implementation of recycled plastic bags (minimum content 50%) in all production countries.

6.5. Reducing the Impact of our Packaging

Furthermore, paper is a material that can be recycled an average of four to six times, which means that by using this material, Mango is helping to promote the cycle of the circular economy. Additionally, this material presents fewer uncertainties than others when it comes to being placed in recovery containers for recycling.

Recycled Plastic Bags

As part of its plastic reduction strategy, Mango introduced recycled plastic bags in 2022 for certain products that cannot be packaged in paper, like hanging garments and bulky items.

In 2024, Mango has expanded the use of individual bags made from recycled plastic (50%) for these exceptional cases in all countries, excluding Moroc-

co, which will be incorporated in 2025. Additionally, the company has extended this practice to other bags used in the supply chain, such as pre-packs, twin packs and hanger covers, implementing recycled plastic bags (50%) in China, Vietnam, Cambodia, India, Pakistan, Portugal, and Morocco (with Bangladesh and Turkey already implemented since 2023).

Furthermore, Mango is working on aligning with regulations regarding recycled content in plastic (up to 70%) and improving the traceability of the materials used.

Standard Quality Project for Cardboard Boxes

Mango has standardised the use of cardboard boxes for product transportation, aiming to ensure that these come from sustainable sources and meet

quality and measurement requirements. This project is aligned with Mango's commitment to protecting forests and preventing illegal logging, in accordance with the Canopy Style initiative. It also promotes the reuse of boxes for store shipments, thereby reducing environmental impact.

Online Packaging Optimisation

In light of the exponential growth of its online sales, Mango acknowledges the importance of optimising the packaging used for shipping purchases made through e-commerce. Since 2018, the company made the decision to eliminate plastic mailing bags for online order deliveries, replacing them with paper and cardboard packaging. The boxes used for online order shipments contain a percentage of recycled cardboard and are PEFC certified cardboard,

which ensures they come from sustainable sources. In this way, Mango reinforces its forest protection policy, ensuring that the cardboard of all online order boxes comes from sustainably managed plantations.

On the other hand, Mango continuously evaluates its online packaging to optimise the different sizes and reduce the grammages of the variety of boxes for online orders with the aim of using the minimum amount of materials.

Waste Management

Mango collaborates with waste management systems in various countries (green point systems and SCRAP). Through these management systems, the company ensures the proper handling and recycling of all packaging and components associated with

the products placed on the market. In 2024, Mango's operations has placed on the market approximately 14,990 tonnes of paper/cardboard and 1,718 tonnes of plastic. The company also has a Business Plan for the Prevention of Packaging Waste (PEP) aimed at reducing and optimising the use of packaging. Additionally, it has signed a collaboration agreement with Ecoembes to implement a selective waste collection system for packaging at its facilities, and to properly manage the recovered material.



Environmental Impact

7

- 7.1 | 2024 Milestones
- 7.2 | Environmental Policy and Management
- 7.3 | Commitment to Climate Change
- 7.4 | Water and Chemical Management
- 7.5 | Relationship with Biodiversity
- 7.6 | European Green Taxonomy

7.1

2024 Milestones

As part of its commitment to the planet, Mango continues to advance its roadmap towards sustainability with some key milestones projected for 2024. The company focuses its efforts on areas such as climate change mitigation and adaptation, responsible water management, and biodiversity preservation. These initiatives include the development of analysis and evaluation tools in its supply chain, collaborating on international projects to improve sustainable practices in factories, updating strategies related to water footprint, and consolidating actions to ensure traceability and compliance with environmental standards in its materials.

In terms of the climate, Mango has conducted a risk analysis to identify the main climate challenges it faces. Regarding direct emissions, the company has made significant progress in energy efficiency with its new lighting model "NEW MED 1.0", reducing the electrical consumption of store lighting by between 54% and 70% compared to the 2014 lighting model.

During 2024, Mango's efforts have focused on the collection, analysis, and interpretation of the environmental impact of our supply chain. For this purpose, an internal tool for data analysis and interpretation has been developed, enabling the evaluation of the supply chain from an environmental perspective. Furthermore, progress has been made in collecting primary data from the supply chain through tools such as Higg FEM and other external collaborations that have been undertaken. Thanks to these advancements, the company has been able to update the impacts generated in the supply chain, particularly those related to carbon emissions. As a result, a recalculation of Scope 3 of the carbon footprint has been carried out, aiming for greater accuracy in the data to optimise decision-making and advance its decarbonisation strategy.

In line with its purpose of reducing its environmental impact, and aware that the transformation of the supply chain plays a fundamental role, Mango has participated in the Future Supplier Initiative

(FSI) project, developed in collaboration with other brands in the sector such as GAP, Bestseller, and H&M, which supports the financing of improvements in factories in Bangladesh. Furthermore, regarding the measures taken to decarbonise the company's direct emissions, Mango has committed to purchasing renewable energy and optimising lighting consumption in new stores.

Regarding water and chemical management, Mango has aligned the monitoring indicators with the reference frameworks in this field. In line with the objectives of Zero Discharge of Hazardous Chemicals (ZDHC), the company continues to work towards achieving zero discharge of hazardous chemicals by 2030. This strategy includes training actions aimed at its suppliers to ensure the effective implementation of the standards and necessary tools throughout the supply chain.

In the area of biodiversity, in 2024 Mango has reinforced its collaboration with Conservation In-

ternational to develop a strategy that will allow it to address the challenges currently faced in this area. Following the framework established by the Science Based Targets for Nature, Mango has initiated a key process to estimate its Land Footprint, which will provide it with an initial insight into the territorial impact of its raw materials. Furthermore, aware of the impact that some materials have on the ecosystem, Mango continues to participate in the Deforestation and Conversion-Free Leather project, aimed at ensuring the traceability of leather and compliance with standards on no deforestation, conversion, and animal welfare at supplier farms.

This collective effort, driven by initiatives such as the Textile Exchange, the Leather Working Group and the World Wide Fund for Nature (WWF), aims to audit and improve practices on these farms, contributing to the maintenance of healthy ecosystems.



7.1. 2024 Milestones

ENVIRONMENTAL IMPACT

Objectives

One of the main pillars of Mango's sustainability strategy, Sustainable Vision 2030, focuses on implementing concrete measures to reduce the company's impact on the environment in key areas such as climate change, water and chemical management, as well as developing a robust strategy for biodiversity protection.

Climate Change

In line with the objectives established by the Science Based Targets initiative, Mango aims to reduce its direct scope 1 and 2 greenhouse gas (GHG) emissions by 80% and its scope 3 GHG emissions by 35% by 2030, using 2019 as the base year, according to the Science Based Targets initiative (SBTi).

The decarbonisation of the supply chain presents itself as a key challenge in this process. Therefore, Mango is working on improving and strengthening collaboration with its suppliers. For instance, the company has already started investing in transportation alternatives with lower environmental impact, such as the duo-trailer, and promoting circular economy practices among its suppliers, thus contributing to a more efficient resource management. It is worth highlighting that, among these initiatives, the strategy of material substitution focused on reducing the impact of emissions from the extraction of raw materials plays a fundamental role in reducing the impact of its activities.

Water and Chemical Management

In 2024, Mango has set a new goal to reduce water usage by 25% in material extraction and the supply chain by 2030, based on the indicators of the current fiscal year.

In turn, within chemical usage and as part of its responsible management policy, Mango reaffirms its commitment to work exclusively with factories that engage in wet processes or intensive use of chemical substances that fully comply with the Manufacturing Restricted Substances List (MRSL), based on the best practices defined by Zero Discharge of Hazardous Chemicals (ZHDC), by 2030.

Biodiversity

As a member of The Fashion Pact and of the UN Fashion Charter, Mango reaffirms its commitment to advancing traceability and responsible sourcing of animal and plant-based materials, prioritising the use of alternative fibres with lower environmental impact. As part of this roadmap, the company has set the goal of ensuring that 100% of the bovine leather it uses comes from sources free of deforestation and conversion, in line with its biodiversity protection policy and its commitment to sustainability.

ENVIRONMENTAL IMPACT

Key Partnerships

The Fashion Pact

In 2019, Mango strengthened its commitment to biodiversity preservation and climate crisis mitigation by joining The Fashion Pact, a global initiative aimed at mobilising the fashion industry to tackle climate challenges and move towards greater sustainability. This agreement focuses on three fundamental pillars: climate, biodiversity, and oceans, which are an integral part of Mango's sustainability strategy, Sustainable Vision 2030.

Aware that the loss of biodiversity is one of the greatest global challenges, the company has invested, in years prior to the current fiscal year, in projects for the protection and conservation of key ecosystems such as oceans and forests. From this perspective, Mango is working on a business model that balances profitability and environmental responsibility, contributing to the transition towards a more sustainable future.

United Nations Fashion Industry Charter for Climate Action

In 2020, Mango signed the United Nations Fashion Industry Charter for Climate Action. This Fashion Industry Charter for Climate Action brings together sixteen principles aimed at jointly reducing the sector's climate impact. Among these principles, focused on combating climate change, are objectives such as

achieving net-zero emissions by 2050 and prioritising the use of materials with low environmental impact.

Cascale

Mango joined Cascale in 2020 with the aim of contributing to the collective transformation of the textile industry. This coalition was created to bring together the various players in the sector, recognising that no single brand or factory, can tackle the major challenges facing the industry.

As a member of Cascale, Mango has access to Higg Index tools, a set of tools developed by the organisation to standardise the measurement of environmental and social sustainability throughout the textile industry's value chain.

Zero Discharge of Hazardous Chemicals (ZDHC)

Since 2021, Mango has been part of the ZDHC programme, a collaborative initiative within the textile industry committed to eliminating harmful chemicals throughout the supply chain. This effort aims to establish stricter standards for sustainable manufacturing, contributing to the protection of employees, consumers, and global ecosystems. Through its participation, Mango reinforces its commitment to responsible production that minimises environmental impact and promotes safer practices to benefit all parties involved.

Future Supplier Initiative

An initiative developed in 2024 and framed under The Fashion Pact that promotes assistance in financing decarbonisation projects within the supply chain.

Key Figures

Environmental Impact

12.6%	2.9%	47%
Reduction in the intensity of emissions generated by the use of materials/produced garment*	Reduction in the intensity of total emissions per garment produced compared to 2019**	Reduced water consumption in materials***
100%	20% - 31%	7% - 10%
Renewable electric energy at headquarters and logistics centre	Reduction in electricity consumption with the lighting model New Med 1.0****	Reduction of the carbon footprint associated with materials due to the evolution to the model New Med MS360****

*2019 baseline. The intensity of emissions generated by the use of materials is calculated by dividing the CO₂ emissions originating from material extraction (tier 4) by the total number of garments manufactured in the SS24 and FW24 seasons.

**The intensity of carbon emissions is calculated by dividing the total carbon emissions (three scopes) by the number of garments produced.

***Reduction implemented since 2019, with a focus on cotton.

****Data compared to 2023.

7.2

Sustainability Policy and Environmental Management Model

For Mango, sustainability is not just a goal but an integral part of its business model. Therefore, the company acknowledges the climate and environmental risks associated with the development of its activities and considers it essential to manage them in the short, medium, and long term in all the regions where it operates.

This strategy is structured through a centralised management system within the sustainability department, governed by the company's environmental policy.

Environmental Sustainability Policy

Mango's environmental sustainability policy sets forth a series of commitments that form the framework for the company's actions in this area. Its scope encompasses the entire value chain, and therefore, this policy is mandatory for all Mango centres and teams, who must adhere to its principles and operate within the guidelines it establishes. This

ensures that actions aimed at improving environmental impact are implemented at every stage of its operations. The policy is publicly accessible on the company's corporate website to ensure maximum transparency.

In accordance with this policy, Mango's main environmental and sustainability commitments are:

- Ensure compliance with current legislation, guaranteeing that the company's practices align with applicable regulatory frameworks.
- Develop its activities respecting the environment, promoting circularity criteria, the conservation of biodiversity, and the responsible use of natural resources.
- Commit to protecting and conserving biodiversity throughout its entire value chain, working towards the elimination of deforestation and land conversion. Mango focuses on improving soil health and

reducing the impact of land use, promoting biodiversity restoration and contributing to global conservation goals.

- Promote decarbonisation projects and improve resource management as part of its 2030 Sustainability Strategy. The company is working to reduce dependence on virgin resources, supporting regenerative agricultural practices and contributing to climate resilience, while minimising its impact on ecosystems and promoting responsible biodiversity management.
- Demand that all members of its supply chain respect the environment and comply with local, national, and international regulations. This is achieved through a mandatory code of conduct that ensures its suppliers and manufacturers operate under the highest environmental standards.
- Recognise the importance of water as a limited resource and work to decouple its use from business

growth. Set clear goals to reduce its impact on water and adopt a progressive approach to chemical management, ensuring that the chemicals used do not pose a risk to health or the environment.

- Commit to the "fair transition" principle, ensuring that actions to mitigate the climate crisis, protect biodiversity, and reduce environmental impacts respect and promote human rights, understanding the connection between social and environmental sustainability in its practices.
- Maintain effective communication channels with all stakeholders, promoting environmental practices that encourage resource efficiency and the reduction of environmental impact. Transparency is key in its sustainability strategy, and the company is committed to annually reporting on its progress through detailed reports on its environmental impacts.

Environmental Management Model

The implementation of this policy is ensured through the establishment of a governance body with clearly defined roles and responsibilities.

- Sustainability Committee: This is the governing body responsible for approving and validating the sustainability strategy, allocating resources for its execution, and conducting quarterly monitoring of performance indicators.
- Sustainability Management: is responsible for defining environmental strategies related to the climate, materials, water, and biodiversity, as well as setting objectives and monitoring its compliance.
- Other management members: execute the strategies within their specific areas:
 - Sustainability team: monitors and evaluates sus-

7.2 Sustainability Policy and Environmental Management Model

tainability objectives, in addition to coordinating related projects. The sustainability department acts as the central hub to integrate sustainability initiatives across the company, working closely with other areas and departments of Mango, responsible for executing actions derived from the company's policy.

- Indirect purchases: manage energy efficiency.
- Product teams: apply the material strategies to products.
- Product and sourcing teams: apply climate strategies in the supply chain.
- Product Identification (IDP): responsible for evaluating and ensuring that all company products have the correct legal identification, as well as their respective composition.

Awareness Raising and Training of Stakeholders

Mango acknowledges that in the journey towards reducing its environmental impact, the generation and dissemination of knowledge among its teams, employees, and external stakeholders plays a fundamental role.

During the fiscal years 2023 and 2024, the company has internally implemented various educational and participatory initiatives to strengthen this awareness and promote concrete actions with the aim of advancing its commitment to sustainability. These initiatives include lectures, workshops, collective challenges, and volunteer activities, which have helped to consolidate an internal culture of environmental responsibility at Mango.

Through the #Committedtoknowledge initiative, Mango has continuously communicated its 2030

roadmap and sustainability objectives, using newsletters, contained within the company's internal communication platform and audiovisual material on the screens of its headquarters. Through these actions, key topics such as water management, circular design, decarbonisation, and biodiversity have been addressed, providing specific guidelines to Mango employees to adopt responsible practices in these areas.

During Earth Week in April, Mango promoted volunteer activities, such as waste collection at Parc de l'Hostal del Fum, in Barcelona. It also launched the Conscious Exhibition, an educational exhibition on recycling materials such as cotton, polyester, and cellulosic fibres, which was presented at its headquarters, both in the Palau Building and the Gallery Building. Additionally, the Conscious Challenge, a collective challenge that collected over 1,100 kg of clothing for recycling, with the participation of various teams from the company's headquarters.

The Conscious Talks and Conscious Workshops have been instrumental in internal training, achieving broad participation and fostering commitment to sustainability through an omnichannel strategy. In total, 2 Conscious Talks, which had an average of 105 participants, and 3 Conscious Workshops, with an average of 107 enrolments per session.

Mango has offered its employees various talks by industry experts on the impact of alternative materials and sustainable habits, while practical workshops, such as the one on natural dyes, have taught how to give garments a second life. On the other hand, as detailed in chapter “9. “Our Value Chain” of this Sustainability Report, Mango collaborates closely and maintains constant communication with its external stakeholders to minimise environmental impact at all stages of its value chain. This includes working with its suppliers to improve traceability and implement environmentally responsible practices. Furthermore, the company forges strategic

partnerships with academic institutions to attract and develop talent in sustainable innovation, focusing on areas such as circular design, also described in chapter “6. Circular Product" of this report, thus strengthening its commitment to sustainability in every aspect of its operations and activities.

7.3

Commitment to
Climate Change

Mango acknowledges that all operations and activities related to its business have an impact on the environment. For this reason, since 2009, the company has been committed to continuous improvement in understanding and reducing the impact generated. As a reflection of this commitment, Mango has joined major international sector coalitions such as The Fashion Pact in 2019 and the United Nations Fashion Charter in 2020.

As part of these agreements, the company has committed to reducing its greenhouse gas emissions by 2030 and achieving emission neutrality by 2050.

To advance towards this commitment, Mango calculates its carbon footprint, which is a key indicator of its performance. In 2024, for the third time, and as a member of the UN Fashion Charter, the company has presented its progress and its emission reduc-

tion initiatives through the climate questionnaire Carbon Disclosure Project (CDP).

In 2024, a document titled Climate Approach has been published on Mango's corporate website, which aims to be a more explicit guide on all aspects related to the company's decarbonisation strategy. This document not only details the necessary actions to achieve the objectives, but also provides more concrete data on Mango's carbon footprint, its governance, and the established goals. This report is intended to be updated annually.

Climate-Related Risks and Opportunities

Mango acknowledges that climate change presents risks and opportunities that can impact its direct and indirect operations, affecting activities within its supply chain and even its business model. Therefore, it is essential for the company to effectively



7.3. Commitment to Climate Change

identify and manage climate risks and opportunities throughout its production chain and global network of stores.

As part of its Sustainable Vision 2030 strategy, Mango conducted a comprehensive analysis of physical and transition risks, as well as climate opportunities, in 2022. This analysis was updated in 2024 to ensure that the actions driven by the company are fully aligned with the current context of the climate crisis.

Risks Arising from Climate Change

• **Physical:** These are related to climatic phenomena such as floods and droughts, which affect the locations where the company and its suppliers operate. These risks can lead to production interruptions, asset damage, and an increase in operational and logistical costs.

Exposure to these events may intensify in the future due to more extreme climate scenarios, which demands ongoing strategic planning and adaptation measures to minimise the consequences.

• **Transition:** The new environmental policies and regulations, along with changes in consumer preferences, present significant challenges for Mango. The implementation of regulatory mechanisms, such as adjustments in carbon pricing and environmental standards, may increase costs associated with raw materials and the production process. Additionally, the shift in consumer expectations towards more sustainable products compels the company to adapt its offerings to avoid potential market losses and damage to its reputation. The decarbonisation of the supply chain emerges as another key challenge that requires close collaboration with suppliers to meet emission reduction targets.

Opportunities Arising from Climate Change

• The adoption of renewable energies in its operations not only reduces Mango's operating costs but also decreases the company's emissions.

• The development of sustainable products and the use of alternative materials strengthen its commitment to sustainability and respond to consumer demands, enhancing the brand's competitiveness.

• Investing in low-carbon transportation solutions and circular economy practices contributes to more efficient resource management and supports the achievement of the company's climate goals.

These risks and opportunities significantly influence Mango's strategy and financial position in the short, medium, and long term. Therefore, the company is currently assessing the associated financial

impacts in order to implement proactive measures to mitigate risks and capitalise on opportunities. This approach of keeping the analysis constantly updated ensures that Mango can face climate challenges resiliently, maintaining its commitment to a sustainable and responsible business model.

7.3. Commitment to Climate Change

Main Physical Climate Risks Identified

DESCRIPTION OF THE IDENTIFIED RISK	TYPE OF RISK	TERM	AREAS OF ACTION FOR ADDRESSING RISKS
Floods and heat stress in the supply chain	Physical (chronic)	Medium and Medium-Long	Implement climate adaptation measures in the supply chain, working closely with suppliers to offer training that encourages the adoption of these measures. Additionally, evaluate climate risk in critical locations, with the aim of preventing production disruptions and potential cost increases.
Heat stress and fire risk in franchises	Physical (chronic)	Longand Medium-Long	Evaluatevulnerabilities in key assets, develop contingency plans, improve infrastructure, and training for climate risk management.
Stress due to rainfall and droughts in the production and supply chain	Physical (acute)	Medium-Long; Current	Strengthen the resilience of the supply chain in collaboration with suppliers through logistical optimisa- tion and strategic storage.
Stress due to rainfall in franchises	Physical (acute)	Current	Establish rapid response protocols for emergencies, training for franchises, and review insurance con- tracts to include protection against extreme weather events.
Stress due to fire risk, heat stress, and rainfall stress in own operations, stores, and distribution centres	Physical (chronic)	Long	Implement risk monitoring systems, improve infrastructures to withstand extreme events, and policies for transitioning to more sustainable operations that reduce exposure to climate risk.

7.3. Commitment to Climate Change

Main Physical Climate Risks Identified

DESCRIPTION OF THE IDENTIFIED RISK	TYPE OF RISK	TERM	AREAS OF ACTION FOR ADDRESSING RISKS
Introduction of carbon pricing mechanisms such as the Carbon Border Adjustment Mechanism (CBAM) in Mango's supply chain, which is expected to increase	Transition (political and legal)	Medium-Long	Monitor the evolution of CBAM regulations and calculate the financial impact for applicable product categories. Anticipate the identification, evaluation, and management of the supply chain to minimise the financial impacts of potentially affected products.
Stricter environmental regulations in circularity, derived from the EU Circular Economy Package and the Ecodesign for Sustainable Products Regulation	Transition (political and legal)	Medium-Long	Anticipate and adapt circular product design strategies to comply with future regulations and investment in R&D for the development of sustainable materials.
Shift in customer preferences towards garments with greater durability and more sustainable features	Transition (change in customer preferences)	Short-Medium	Develop product lines that prioritise durability and sustainability, and consumer education on the positive impact of more circular product choices.
Increase in the cost of raw materials, rise in operational costs, and need for greater investment in the development and production of sustainable materials	Transition (cost of raw materials)	Short-Medium	Establish long-term agreements with suppliers who excel in sustainability, promote the use of recycled or regenerative materials, and optimise production processes to minimise operational costs.
Higher cost of capital as sustainability criteria become more closely linked to access to financing	Transition (reputation)	Short-Medium	Improve Mango's sustainability performance and transparent reporting of progress, ensure alignment of the sustainability strategy with international standards to attract investors with sustainable criteria.
Decarbonisation of suppliers, with Net Zero Emissions (NZE) to drive carbon reduction in the supply chain, with an associated cost increase due to increased investment in renewable energy	Transition (reputation)	Short	Encourage suppliers to adopt renewable energy sources, establish joint emission reduction targets, and co-finance supply chain decarbonisation projects.

7.3. Commitment to Climate Change

Main Physical Climate Risks Identified

DESCRIPTION OF THE IDENTIFIED RISK	TYPE OF RISK	TERM	AREAS OF ACTION FOR ADDRESSING RISKS
Investment in manufacturing technologies for the production of sustainable materials	Transition (technology)	Medium	Increase investment in advanced technologies for sustainable manufacturing, collaborating with innovative projects in the sector and scaling technological solutions that reduce environmental impact.
Decarbonisation of the fleet and distribution, with increased development and investment in low-carbon emission transportation	Transition (technology)	Short-Medium	Adapt electric vehicles in the transportation fleet, promote partnerships with sustainable logistics providers, and optimise routes to minimise distances and delivery times.
Transition to renewable energy consumption (installations such as solar panels or energy purchased through EAC)	Energy sources	Short-Medium	Mango's emissions reduction strategy includes an 80% reduction in scope 1 and 2 emissions. To achieve this, the works and sustainability department is prioritising the negotiation and purchase of renewable energy for the company's own stores. In 2024, 64% of the total electricity supply for the company's own stores came from renewable electricity.
Waste reduction through alternative materials (especially in packaging)	Products and services	Short-Medium	In 2024, Mango has ensured that 100% of its factories have access to recycled plastic bags or paper bags, reinforcing its commitment to eliminating single-use plastic. Additionally, efforts are being made to eliminate unnecessary components and packaging,and seek alternatives with less impact. The goal is to achieve 100% packagingwith a lower environmental impact.
Adoption of energy efficiency measures (LED, efficient refrigeration systems)	Resource efficiency	Short-Medium	Implement energy-efficient technologies such as LED lighting and low-consumption refrigeration systems to reduce environmental impact and operational costs.
Decarbonisation of the fleet and transportation	Resource efficiency	Medium-Long	Logistics represents a significant part of Mango's carbon footprint. The transition to electric vehicles will reduce fuel costs and emissions generated by internal combustion engines.

7.3. Commitment to Climate Change

Carbon Footprint

In 2024, as in previous years and as a central pillar of its decarbonisation strategy, Mango has conducted a thorough and detailed analysis of the impact of its activities following the internationally recognised standard Green house Gas Protocol (GHG Protocol) for the accounting and reporting of greenhouse gas emissions.

The company has adopted the broadest approach for its calculation, cradle-to-grave, accounting for all emissions generated during the life cycle of its products, from design to final disposal. Methodologically, and in line with the aforementioned commitment to improve the preciseness of the calculations made, Mango prioritises the use of primary data. Therefore, only in cases where these data are not available, secondary data from recognised sources such as Cascale, the Ministry for the Ecological Transition and the Demographic Challenge

(MITECO), the International Energy Agency (IEA), the Department for Environment Food and Rural Affairs (DEFRA) and the Comprehensive Environmental Data Archive (CEDA), among others.

The rigorous standard followed by Mango to measure its carbon footprint provides high-quality information about the origin of emissions and allows for the identification of priority areas to fulfil the sustainability commitments undertaken by the company.

Improvements in Measuring the Carbon Footprint 2024

Given that in previous fiscal years the analysis of Mango's carbon footprint has shown that 98.7% of emissions occur throughout its value chain, and given that the calculation of these activities (which are reflected in scope 3) present a greater challenge when it comes to advancing its accuracy, in 2024,

Mango has focused on improving the process of collecting and calculating this scope.

In line with the philosophy of continuous improvement and aware that measurement plays a fundamental role in decision-making, Mango has made progress in developing an internal tool that optimises the collection of environmental data from the factories in its supply chain in this fiscal year. This tool allows for the analysis and comparison of factories not only based on their process typology, geographical location, and type of product, but also in terms of environmental performance.

The tool collects primary data through Higg FEM (part of the Higg Index tools from Cascale mentioned earlier) and other sources, allowing for the evaluation of key aspects such as the energy mix, water consumption, the existence of emission reduction targets and energy efficiency, among others.

This provides better monitoring of the emissions from the factories with which the company operates, facilitating a more precise and detailed analysis of their environmental impact.

As a result of the improvement in the scope 3 calculation, Mango conducted a significant recalculation of its carbon footprint, transitioning from using aggregated emission factors in the garment production stages to specific primary data on emissions from the factories involved in each product.

This advancement has been made possible thanks to an exhaustive effort in obtaining environmental data directly from the factories that Mango works with, which has allowed for a more precise understanding of energy efficiency and the energy mix used, and reduced reliance on general industry averages. The detailed review of the previous methodology highlighted the need for this adjustment,

enabling a more accurate reflection of the real impact of tier 2 of the supply chain.

Access to primary data from the factories involved in Mango's production allowed for more precise measurement. This exercise was conducted using direct data from the factories, and more accurate proxies according to the production processes occurring in the supply chain. As a result, an increase in scope 3 emissions was identified, due to improved accuracy in the data collected.



Grouping of Emissions Following the GHG Protocol

SCOPE 1	INCLUDES
Direct emissions associated with the company's activities	Emissions generated from fixed and mobile combustion sources, fugitive emissions resulting from the replacement of refrigerant gases in installations, and others.
SCOPE 2	INCLUDES
Semi-direct emissions associated with the company's electricity consumption	Emissions linked to the energy consumption of offices, warehouses, and own stores worldwide.
SCOPE 3	INCLUDES
Indirect emissions throughout the entire value chain	Purchase of goods (materials and product manufacturing) and services. Capital goods. Activities related to energy production (not included in scope 1 or scope 2). Upstream transportation and distribution. Waste generated during operation. Business travel. Commuting of employees. Assets leased by the organisation. Downstream transportation and distribution. Use of products sold by the organisation. Waste derived from products sold by the organisation. Operation of franchises.

Energy consumption

Own stores and facilities

CONSUMPTION (KWH)		
SOURCE	2023	2024
Conventional electricity	42,315,928	43,392,261
Renewable electricity	94,169,365 (69% of the total electricity consumed)	97,187,643 (69% of the total electricity consumed)
Total Electricity	136,485,292	140,579,904
Gas	1,677,558	3,024,228
Other fuels	7,496,876	7,440,979
Total	145,659,727	151,045,110

Emissions

The emissions in 2024 amounted to 2,866,589 tons of CO²e and were distributed among the scopes as follows:

HISTORICAL EVOLUTION*

SCOPE	2019 (TN CO ₂ E) Base Year	2023 (TN CO ₂ E)**	2024 (TN CO ₂ E)***
Scope 1	3,200	3,295	4,042
Scope 2	46,025	18,312	18,342
Scope 3	2,561,736	2,684,647	2,844,206
Total	2,610,961	2,706,254	2,866,589

EMISSIONS INTENSITY	2019kgCO ₂ /garment)	2023kgCO ₂ /garment)	2024 (kgCO ₂ /garment)
Total unit emissions****	17.16	16.81	16.67
Unit emissions derived from the use of materials*****	1.83	1.70	1.60

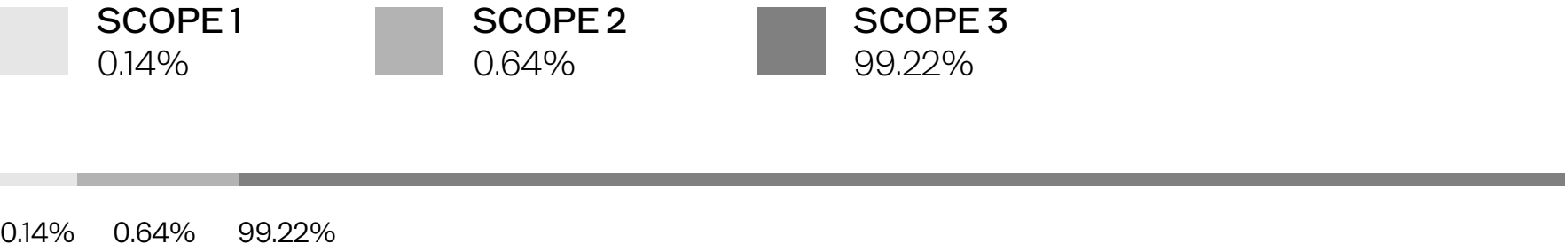
* Data redefined due to a change in methodology in 2024. The values indicated in the table reflect the market calculation methodology.

** According to the localisation methodology, the values corresponding to 2023 are: 3,295 tCO₂e (scope 1); 28,597 tCO₂e (scope 2); 2,689,950 tCO₂e (scope 3).

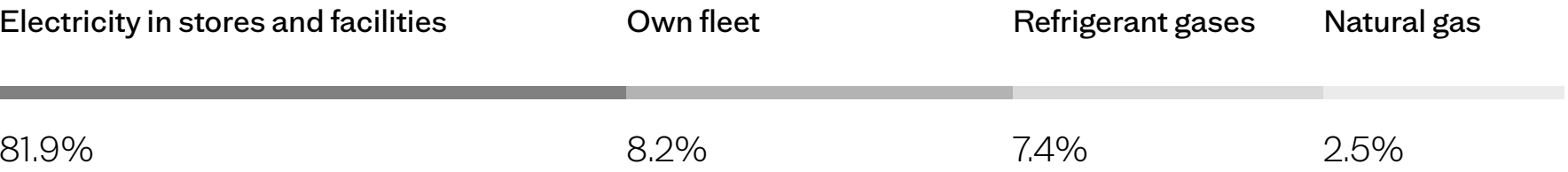
*** According to the localisation methodology, the values corresponding to 2024 are: 4,042 tCO2e (scope 1); 29,468 tCO2e (scope 2); 2,849,726 tCO2e (scope 3).

**** Calculated as the total emissions from the three scopes divided by the number of garments manufactured in the SS24 and FW24 seasons.

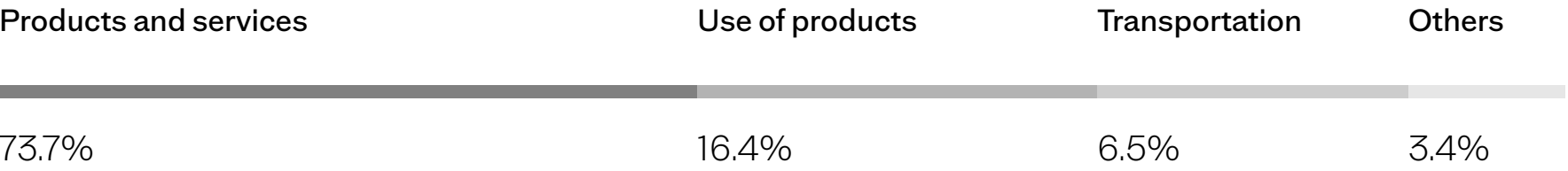
***** Calculated as the emissions derived from the use of materials (tier4) divided by the number of garments manufactured in the SS24 and FW24 seasons.



SCOPE 1 + SCOPE 2



SCOPE 3



7.3. Commitment to Climate Change

It is worth highlighting that, in 2024, for the first time Mango has started to report in accordance with the regulations of the Carbon Border Adjustment Mechanism (CBAM). This process has required close collaboration with suppliers to gather detailed information on the direct and indirect emissions associated with regulated products.

In the case of Mango, the CBAM regulation primarily applies to accessories made from iron, aluminium, and steel, as well as certain interior design items and display elements related to the field of retail.

Land-related Emissions

In 2023, Mango conducted an exercise to identify and assess emissions related to forestry, agriculture, and land use, in line with the SBTi guidelines. This analysis revealed that emissions from these activities accounted for approximately 10% of its total carbon footprint in 2022. This percentage has

remained consistent in both 2023 and 2024.

This impact mainly arises from the procurement of raw materials such as cotton, viscose, and wool. Although the percentage is below the 20% threshold established by the SBTi for setting specific targets, Mango has decided to continue incorporating these emissions into its calculations. This approach ensures rigorous control of its carbon footprint and facilitates transparent management of its emissions. For more details, see section “7.5 Relationship with Biodiversity” of this chapter.

Emissions Reduction Targets

For emissions reduction targets to be considered valid, they must align with the scenarios of the Paris Agreement, whose purpose is to limit the increase in global temperature to between 1.5°C and 2°C compared to pre-industrial levels. The entity responsible for validating these targets is the SBTi,

to which Mango submitted its goals in 2021, which were approved in 2022.

A science-based target defines how much and how quickly greenhouse gas emissions must be reduced according to the latest scientific guidelines, ensuring that companies contribute to the global effort to mitigate climate change. The SBTi provides companies with a roadmap towards a low-carbon economy and challenges them to transform their business model to thrive in this new context. Mango's reduction targets for 2030, approved by its Steering Committee and validated by the SBTi, ensure alignment with the international commitments undertaken by the company. In the case of scope 1 and 2 emissions, which include direct and indirect emissions under Mango's direct control, the company has committed to an 80% reduction by 2030, using 2019 as the baseline. For scope 3 emissions, which include those generated throughout its value chain, Mango aims for an absolute reduction

of 35% in the same period. Collaboration with its suppliers and participation in global initiatives such as The Fashion Pact and the UN Fashion Charter are key components for achieving these objectives.

Decarbonisation Strategy

Mango is aware of the challenge involved in achieving the emission reduction targets it has set for itself. Mango has outlined a roadmap to 2030 that considers the action lines the company must undertake and the potential impact of reduction for each of them. In order to address them all, working groups have been established with the key areas of the company such as product, logistics, maintenance, and construction, among others, to advance in these areas.

Furthermore, during 2023 Mango developed and published the Climate Approach document, where not only the methodology for calculating the carbon

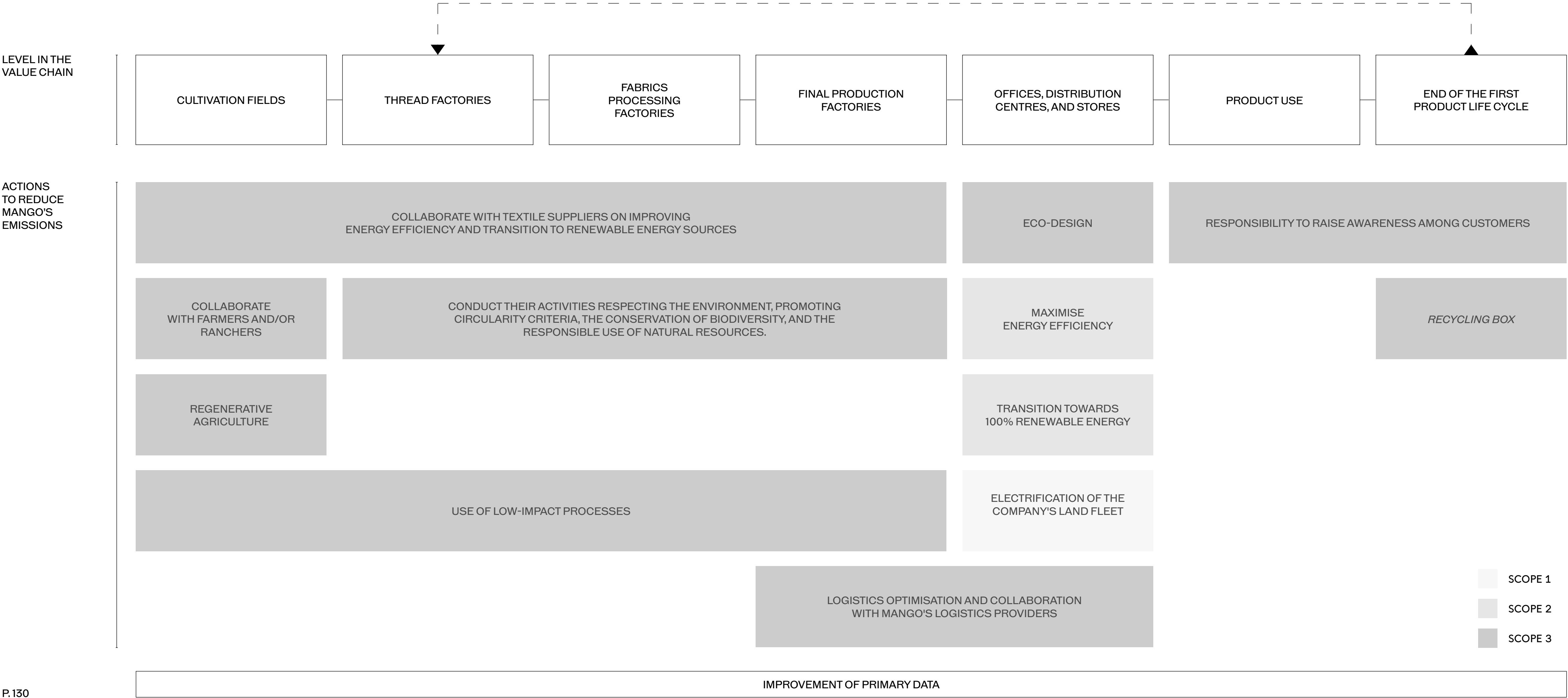
footprint is highlighted, but also the decarbonisation strategy is explored in depth.

In 2024, the intensity of total emissions per garment manufactured for Mango has been reduced by 2.9% compared to the base year 2019.

During the fiscal year, the company achieved a 54% reduction in scope 1 and 2 compared to the base year (2019), while in scope 3, it experienced a 6% increase compared to 2023. The improvements Mango is implementing in this area, mainly related to its supply chain, will not be immediately reflected in a reduction in scope 3 due to the complexity of the actions undertaken.

Lines of Action
by Scope

Actions to
Reduce Emissions
in the Value Chain



7.3. Commitment to Climate Change

* The Palau, Gallery and Hangar buildings are understood to be the headquarters.

Scope 1

Electrification of the Ground Fleet

In 2023, Mango introduced an electrification plan that will be implemented over the coming years. This 2024, progress has continued in the electrification of its fleets, and the new acquisitions are electric vehicles.

Scope 2

Maximise energy efficiency

The Mango Campus in Palau-solità i Plegamans is a prominent example of the company's commitment to minimising its environmental impact. Designed under advanced standards of energy efficiency and well-being, the building is in the process of obtaining BREEAM certification, which endorses respon-

sible resource management and the reduction of environmental impact. Mango has implemented low-consumption LED lighting in its facilities with intelligent control systems that adjust lighting according to occupancy, sustainable air conditioning technologies such as aerothermal and inverter systems, and ventilation with heat recovery units to optimise energy consumption. Additionally, the facilities are equipped with consumption monitoring and restrooms with low-consumption devices. In its stores, Mango has achieved a notable improvement in energy efficiency over the past 10 years, especially with the NEW MED 1.0 lighting model, achieving a consistent reduction in the electrical consumption of lighting.

Transition to 100% Renewable Energy

The company has committed to ensuring that all the energy consumed in its headquarters and stores

is 100% renewable by 2030. By the end of 2024, 64% of the electricity used in Mango's own stores is renewable. This is equivalent to approximately 76.514MWh with a guarantee of renewable origin. The electricity consumption of Mango's own stores and headquarters in 2024 represented approximately 128.401MWh*.

To ensure this objective, Mango signed a long-term renewable energy supply agreement (PPA) with Acciona Energía, valid for ten years.

This agreement ensures that the electricity consumed in its headquarters, including the new buildings, its logistics centre in Lliçà d'Amunt (Barcelona), and the main stores in Spain is renewable. For the rest of its own stores, the company uses the compensation format through guarantees of origin (GdO).

Scope 3

Strategy of Materials with a Lower Environmental Impact

As detailed in chapter "6. Circular Product" of this Sustainability Report, Mango is working towards ensuring that 100% of the materials used in its garments have a lower environmental impact by 2030. Tools such as the Preferred Fibres Matrix and life cycle analyses enable more environmentally respectful decisions based on data. With intermediate goals set for 2025, Mango aims for 100% of the cotton to have a lower impact, polyester to be recycled, and artificial cellulosic fibres to be traceable and from controlled sources. As an example of this commitment, Mango has obtained certifications such as the Global Recycled Standard (GRS),Organic Content Standard (OCS), Global Organic Textile Standard (GOTS),Responsible Wool Standard (RWS), trademark of Lenzing, Forest Stewardship Council

(FSC®), and European Flax®, which endorse the use of materials with lower impact (recycled, organic, and/or animal welfare fibres), promoting traceability and the reduction of environmental impact in its collections.

In this regard, and as a result of choosing materials with lower impact for Mango garments, it has been possible to reduce the intensity of emissions generated by the use of materials per garment produced by 12.6%, compared to 2019, and by 5.9% compared to 2023.

Collaborating with Suppliers

In 2024, with the aim of advancing the traceability of fibres, detailed in chapter "6. Circular Product" of this report, Mango has started working with an external platform that facilitates the collection of data on the supply chain, from the purchase order to

7.3. Commitment to Climate Change

the origin of the raw material. This tool will allow the unification of communication between Mango and its suppliers, ensuring that all necessary information is available to effectively track the materials used in each product. Thanks to this platform, Mango will be able to obtain a clearer and more precise view of its supply chain and ensure that each material used in its products meets the environmental standards established by the company.

During 2024, Mango has made progress in analysing and evaluating the supply chain in two key aspects for decarbonisation: the energy efficiency of factories and the type of energy sources they use. Understanding the status of these two aspects is essential for making more appropriate decisions in advancing emission reductions in scope 3.

In this regard, Mango is part of the Future Supplier initiative (FSI), collaborating with other brands under The Fashion Pact, to provide financial sup-

port to de carbonisation projects in factories in the supply chain. The first cohort of factories is located in Bangladesh. Furthermore, in 2024, collaboration with suppliers in this area has been strengthened by establishing unique communication channels for them, such as round tables, meetings, etc., in order to understand the situation of each one of them and provide support for the changes required by the company in terms of decarbonisation. Additionally, guides on best practices and general recommendations have been developed and shared to improve energy efficiency and transition to renewable energies.

Emission Offset Projects

Since 2009, Mango has offset a portion of the emissions generated by participating in projects selected under strict criteria. These projects must meet two fundamental requirements: to be carried out in locations where Mango has a greater impact

and capacity to influence in order to promote sustainable development, and that they are projects that generate a positive impact on the nature and biodiversity of the planet. In 2024, Mango has offset 43,500 tons of CO₂e, corresponding to the total emissions of Scope 1 and 2 generated in 2023. In particular, Mango has offset the emissions derived from its direct activities (Scope 1), the electricity consumption in its warehouses, offices, and own stores (Scope 2), as well as the emissions generated by business trips, daily commutes of employees, and the use of assets leased by the company.

Following the aforementioned principles, Mango participates in various reforestation projects for compensation, detailed in section “7.5 Relationship with biodiversity” of this chapter.

		Total tonnes of CO ₂ e
CHINA	Qianbei Afforestation Project	26,500
INDIA	Reforestation of degraded land in India	5,000
CHINA	Yunnan Xishuangbanna improved forest management project	12,000
		43,500



7.3.1

Facilities and Stores

Mango headquarters, logistics centre, and stores form the core of its business model and the direct connection between partners, customers, and the company's global operations. These facilities are not only essential for the coordination and functioning of Mango's activities but also for the company to fulfil its commitment to reducing impact and protecting the environment.

As part of its sustainability strategy, Sustainable Vision 2030, in the context of mitigating climate change, Mango incorporates principles of energy efficiency, the use of renewable energies, and low environmental impact materials in the management and operation of its spaces.

With these measures, the aim is to promote efficient resource consumption and maximise the performance and durability of its facilities, leveraging architectural pre-existences and applying rigorous preventive maintenance. In this regard, Mango pro-

motes reuse, recycling, and proper waste management, ensuring that these actions are aligned with international sustainability standards in construction.

Electricity Consumption Data in our Facilities

Mango's headquarters in Palau-solità i Plegamans (Barcelona) and the company's logistics centre in Lliçà d'Amunt (Barcelona) have had a consumption of 20,379 MWh in 2024 (2023: 22,213 MWh). In the last fiscal year, its own stores have had a consumption of 119,594 MWh and franchised stores 123,943 MWh (2023: own stores, 113,433 MWh; and franchised stores, 125,463 MWh).

It is important to highlight that, in line with the promotion of cleaner energy sources, Mango signed a renewable energy supply agreement in 2022 under the PPA model with Acciona Energía for the next ten years. This agreement ensures that 100% of the

electricity consumed at Mango's headquarters (including the new buildings), its logistics centre in Lliçà d'Amunt (Barcelona), and its largest stores in Spain comes from renewable sources. The Mango stores included in this agreement are: Valencia - Colón 44; Palma de Mallorca Fan; León Ordoño II 13; Barcelona - Paseo de Gracia 36; Madrid Orense 13; Madrid Plenilunio; Seville O'donell 7; Valencia Aqua; Gijón Corrida 28; Barcelona Canuda 2-4; Parque Comercial Nevada Shopping (Armillá - Granada); Parque Comercial La Cañada (Marbella - Málaga). For the rest of its own stores, Mango employs the compensation format through guarantees of origin (GdO).

In 2024, 100% of the electricity consumed in the headquarters and the logistics centre has been from renewable sources (2023: 100%). Additionally, 64% of the electricity used in Mango's own stores has also been from renewable sources (2023: 63%).

Renewable Energy in Facilities and Own Stores

ENVIRONMENTAL IMPACT

2023

Renewable energy contracts in 13 countries. 94 GWh.

2024

Renewable energy contracts in 13 countries. 97 GWh.

Our Headquarters:
Offices and Logistics Centre

Palau-solità i Plegamans
Barcelona

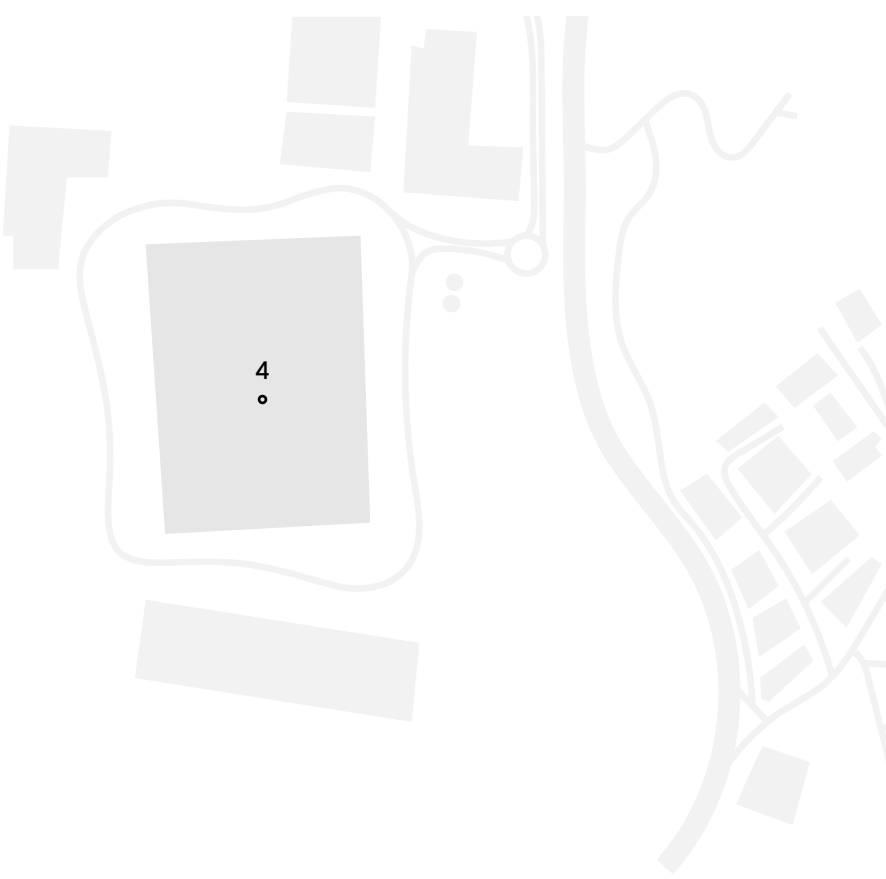
HANGAR (1) AND GALLERY (2)
PALAU

Headquarters



Lliçà d'Amunt
Barcelona

DISTRIBUTION CENTRE



7.3.1.1

Headquarters

Mango centralises its creative activity in Barcelona, where its main headquarters are located in Palau-solità i Plegamans. From this strategic location, known as the Mango Campus, all the company's global operations are managed. The campus is composed of several iconic buildings: Gallery, Palau, Hangar Design Centre (currently undergoing renovation), and the expansion of Gallery, which is in the midst of construction.

This corporate complex, currently in its final phase of construction, stands out for its innovative design, commitment to sustainability, and integration with the natural environment. The campus connects directly with the Parque de l'Hostal del Fum, a green space equivalent to more than 22 football fields, featuring grass meadows, streams, and ponds that host various species of native fauna and flora.

With an investment of 42 million euros, this new Mango Campus, located in Palau-solità i Ple-

gamans, has the capacity to accommodate more than 2,200 employees and is designed as a research, development, and innovation (R&D&I) centre that will enable Mango to adapt to the challenges and needs of the future.





MANGO CAMPUS

Mango Campus: a Space for Environmental Innovation

Use of Sustainable Materials

Mango reaffirms its commitment to sustainability through incorporating sustainable practices in the design and construction of its facilities. The architectural project of the new buildings at the Mango Campus has been conceived with the aim of minimising environmental impact, reducing CO² emissions, and becoming a benchmark in the use of sustainable materials.

In its construction, priority has been given to low-impact materials from sustainable sources, such as natural rubber flooring and photocatalytic paint, which have absorbed 1,950kg of CO² in the Campus offices since their construction. Additionally, panels and tiles made from recycled fibres of post-consumer garments have been used, thus promoting the circular economy. The curtains installed have been made from recycled material sourced from textile waste, recovering 52kg of textile, equivalent to 110 garments, which have been prevented from being incinerated or discarded in a landfill. Thanks to the use of recycled material, the consumption of 694,192 litres of water has been avoided, as well as saving 641kg of CO² eq emissions during its production.

Other elements, such as porcelain floors for entrance areas and corridors, have been designed with responsible manufacturing processes, and repairable finishes have been sought to extend the lifespan of the spaces, aligned with the made to last philosophy and adapting to the future changes of the building.

Energy Efficiency

Efficient energy use is another fundamental pillar of the project. Mango has implemented high-efficiency, low-consumption LED lighting in its new facilities, along with intelligent regulation and control systems that automatically turn lights on and off according to space occupancy. The buildings' climate control is managed through sustainable technologies such as aerothermal and inverter systems, while the ventilation systems are equipped with heat recovery units, optimising energy use by harnessing the energy expelled to the outside. Additionally, the new facilities also incorporate consumption monitoring systems and restrooms with low-consumption devices. These measures significantly reduce energy consumption at the company's headquarters.

MANGO CAMPUS

Mango Campus

A Space for Environmental Innovation

The Mango Campus building in Palau-solità i Plegamans is designed and constructed under advanced energy efficiency and well-being standards, and is in the process of obtaining the BREEAM certification, which endorses responsible resource management and the reduction of environmental impact.

Renewable Energy

Among the measures implemented at Mango Campus to incorporate practices that promote renewable energy is the installation of photovoltaic solar panels on the roofs of the buildings and the canopy that connects them. These installations, once the second building is completed, will generate up to 1,040 MWh annually of renewable electric energy, which will allow for a reduction of approximately 260 tonnes of CO² per year, equivalent to the positive impact of 27,500 trees planted.

Sustainable Mobility

The campus has fourteen double charging stations for electric vehicles, as well as initiatives such as car sharingand promoting the use of buses, thus

encouraging both employees and visitors to use sustainable transportation.

Waste Management

The company is also working towards achieving the goal of being zero waste at its headquarters in the coming years. In 2024, Mango launched an action plan aimed at increasing reuse and recycling, in order to significantly reduce the percentage of waste destined for incineration or landfills. Among the highlighted initiatives is the service. *Wall-e*, an initiative that allows departments to deposit unused office furniture and tools to be reviewed, repaired, and redistributed, extending their useful life and promoting their reuse.

Simultaneously, Mango effectively manages electronic waste, successfully recycling 100% of electrical and electronic equipment (WEEE).

In the food sector, the company collaborates with the local entity Social Fooding to donate surplus food from the corporate dining hall, preventing waste and supporting the local community.

More than just a sustainable space, it is a space for collaboration, innovation, accessibility, and well-being

Designed for Collaboration and Innovation

Mango Campus redefines the way the company collaborates, connects, learns, and innovates. Its design places special emphasis on the well-being of those who work there, creating flexible, open, and inclusive spaces that foster teamwork, strengthen the sense of community, and support an integrated and unique culture.

The walkways that connect the different areas of the campus traverses landscaped courtyards, promoting interaction between departments, while the main corridors reinforce this flow. Additionally, the campus will include extensive green areas that invite relaxation and inspiration, and an outdoor agora to encourage open-air meetings in a relaxed environment. Furthermore, it will feature showrooms

and five pilot stores to experiment and refine the customer experience.

Once its construction is completed, the campus will also offer an environment designed to maximise functionality. It will feature a business centre with nearly 25 meeting rooms and four multi-purpose rooms, ideal for fostering collaboration and creativity, as well as an auditorium with a capacity for over 200 people, designed for large-scale events and presentations.

Designed for Accessibility

To ensure universal accessibility to the new Campus, Mango collaborates with Ilunion, part of the ONCE Social Group, with a special focus on integrating people with reduced mobility. Additionally, multiple safety and well-being measures are implemented to consolidate the commitment to an inclusive, innovative, and sustainable space.

Designed for Well-being

The layout of the offices offers great workplace flexibility, with diverse environments that include open

meeting tables, informal areas, closed rooms, phone booths, and spaces dedicated to personal concentration. To ensure acoustic comfort, sound-absorbing panels have been incorporated into ceilings, carpets in the auditorium, and recycled textiles in the meeting rooms. Additionally, advanced ventilation systems guarantee optimal air quality in all indoor spaces.

For the well-being of employees and visitors, the campus will feature cafés with welcoming dining areas, a wellness centre with a fully equipped gym and relaxation areas, such as a chill-out terrace on the rooftop, designed to disconnect and promote social interaction.



7.3.1.2

Logistics Centre

The company's global distribution centre, located in Lliçà d'Amunt (Barcelona), serves as the reception point for all garments and accessories from the various production sites the company collaborates with. From there, they are distributed to its stores worldwide and direct orders to customers are managed.

The Mango logistics centre in Lliçà d'Amunt began its operations in 2016, reaching full capacity in 2019. Following a significant expansion, the logistics platform covers 280,000 square metres, equivalent to 40 football fields. This centre is one of the largest and most technologically advanced in Europe, with a capacity to manage over 500,000 units daily. Its advanced automation allows for the processing of up to 85,000 garments per hour, ensuring efficient supply for the entire distribution network of the company.

Measures to Reduce Environmental Impact

- Use of materials

During the initial phase of the centre's construction, more than 1.5 million cubic metres of earth were reused to create logistics plots, landscaped areas, and access routes, thereby avoiding emissions related to transporting excavation soil to landfills.

- Energy efficiency

The centre has been designed with a strong focus on energy efficiency in order to minimise its environmental impact. To optimise energy use, motion sensors have been installed to regulate lighting, ensuring that energy is only used when necessary. Additionally, materials with low thermal transmission have been incorporated, which helps maintain a stable internal temperature, minimising the need for heating or cooling.

Furthermore, in its ongoing effort to improve energy efficiency, Mango has implemented a series of additional measures in its facilities aimed at reducing resource consumption and minimising its environmental impact. Conventional lighting has been replaced with high-performance LED systems in the automatic warehouses, which not only optimises energy consumption but also enhances the lighting in these key areas. Additionally, a new, more efficient compressed air compressor has been installed, designed to reduce energy consumption and improve the performance of operating systems.

- Renewable energy

Another innovation implemented at the logistics centre is the installation of solar panels on the roof, which will produce up to 2,430 MWh annually of renewable energy, further reducing the environmental impact of operations. The centre also features kinetic energy recovery systems, which harness the

7.3.1.2. Logistics Centre

energy generated by the braking of stacker cranes to be reused within the facility, a process similar to that used by hybrid vehicles.

- Waste management

The Mango logistics centre in Lliçà d'Amunt has a recycling system managed by authorised companies, ensuring the proper recycling of waste.

Expansion of the Lliçà d'Amunt Logistics Centre

In 2021, Mango began work on the expansion of the logistics centre in Lliçà d'Amunt, with an investment of 88 million euros. The expansion, planned from the initial design of the logistics centre, aims to enable the centre to continue accommodating the growth of e-commerce logistics to send orders directly to the end customer, enhance the capacity and agility of the dispatch area, and support the business lines.

The expansion in the warehouse adds another 90,000 m² to the initial 190,000 m² surface area. Following the expansion of the facilities, Mango's logistics centre has increased its management capacity by up to 10,000 more garments per hour, reaching up to 85,000 garments/hour.

The foundation phase of the expansion process was carried out using reused steel materials instead of extracting new ones, which allowed us to avoid exploiting new quarries and to utilise waste by converting it back into a resource. In this way, circular economy principles are applied in the use of construction materials.

Furthermore, it is aligned with the requirements of the BREEAM certification, which is currently in the process of being obtained, certifying Mango's effort to minimise environmental impact and maximise sustainability in all its logistical operations.





7.3.1.3

Stores

Mango stores represent a special meeting point between the company and its customers, while also being the core of its business model. In these spaces, the company offers unique and personalised experiences that go beyond just shopping, supported by technologies and comprehensive services that enhance the customer experience.

In this integration strategy, it is essential for Mango that the stores are seamlessly connected with Mango.com, the headquarters, and the customer service centre. This interconnection is achieved through various technological developments that add value both to the customer and to the company's teams, facilitating their sales work. The digitalisation of the stores, through the application of new technologies, optimises internal operations and allows for continuous improvements in key areas such as garment availability, collection distribution, and in-store traffic, among others.

By the end of 2024, Mango has a total of 844 own stores (779 in 2023), along with 2,000 franchises (1,907 in 2023), which adds up to a sales area of more than 850,000 m² globally (823,017 m² in 2023). Some of Mango's most iconic stores are located in emblematic cities such as Barcelona, with locations on Paseo de Gracia and Rambla Catalunya, Madrid, on the streets Serrano, Preciados, and Plaza España. In Paris on Boulevard Haussmann, New York on Fifth Avenue, in Hong Kong on Central Queens Street and in Soho, and London on Oxford Street. In Milan, on the iconic Galleria del Corso street and in Rome, in the Alberto Sordi shopping gallery on Via del Corso.





7.3.1.3. Stores

MS360 Store Model

As part of its evolution towards a more sustainable business, Mango features the Mango Sustainability 360 store model, designed to align with sustainability and energy efficiency standards, including the requirements of the LEED Retail, BREEAM, WELL labels and the guidelines of the European Taxonomy. This new model enables the company to transform its current approach to store design and construction, focusing on a process that is more traceable, transparent, and environmentally friendly.

The objective of this model is to consolidate a more sustainable expansion and rehabilitation across all its points of sale. The stores designed under the MS360 model integrate key aspects of sustainability, such as:

- Efficiency in electricity and water consumption, with a significant reduction in energy and water impact during operations.

- Selection and purchase of sustainable materials, prioritising those that are safe, have low environmental impact, low emissions, and complete traceability throughout their life cycle.

- Waste management, implementing actions that promote the reuse of architectural preexistences of the premises and the recyclability of materials used in construction and operation.

- Comfort and interior quality, with a design that ensures optimal performance in terms of air quality, thermal comfort, and lighting, benefiting both the company's customers and employees.

Energy Efficiency in Stores

1. New Lighting Model NEW MED 1.0

Over the last ten years, Mango has achieved a remarkable evolution in its stores' energy efficiency. Initially, the company's retail outlets consumed a considerable amount of energy, measured in watts

per square metre (W/m²). However, with the progressive implementation of new technological solutions, such as the NEW MED 1.0 lighting model, Mango has consistently made improvements in reducing its electrical consumption.

Starting from October 2024, stores designed with the NEW MED 1.0 lighting model have achieved a reduction in lighting energy consumption ranging from 20% to 31% compared to stores that used the previous model. Furthermore, this reduction increases to ranges of 54% to 70% compared to the 2014 lighting model.

This advancement has been made possible thanks to the implementation of innovations such as the NEW MED 1.0 model, designed not only to enhance the quality of lighting but also to optimise energy efficiency. This system generates visual effects and gradients that enrich the customer experience, creating a dynamic and welcoming atmosphere that reflects the Mediterranean home style. The new model does not require adjustments according to the furniture arrangement, which simplifies store operations and reduces installation costs.



7.3.1.3. Stores

Mango continues to invest in energy innovation as part of its commitment to sustainability. The path towards greater energy efficiency continues with ongoing improvements in new construction and renovation of spaces.

High-efficiency LED Systems

In order to reduce electricity consumption, Mango implemented several initiatives in 2023 to improve energy efficiency in its stores. One of the main measures has been the Relamping plan, which involves the progressive replacement of old lighting fixtures with high-efficiency LED systems. This measure optimises both energy performance and lighting quality in the stores. In 2024, the relamping plan has been implemented in a total of 93 stores, with the aim of improving the energy efficiency of lighting, aligning with the company's sustainability goals. These modifications can result in up to a 50%

reduction in electricity consumption, which significantly contributes to the reduction of the carbon footprint and operational energy costs.

3. Optimal Nighttime Energy Consumption

In this regard, Mango has launched the Baseload plan, which ensures optimal nighttime energy consumption in high-demand stores through the correct operation of lighting and climate control systems. This measure is implemented thanks to continuous communication with store teams to ensure adherence to best practices in the point-of-sale operations.

With the aim of meeting international standards in energy efficiency, Mango is also progressively installing doors in street stores and open shopping centres that do not yet have this closing method. All new stores, renovated with access to the exterior, have closure doors at the entrance.

Climate Control Optimisation

Climate control in stores has also been optimised as part of the energy efficiency plan. Some of the measures adopted include:

- Climate control design by zoning according to the different uses in each area (such as cash registers and fitting rooms), thereby reducing the overall consumption of the facility without compromising comfort for customers and staff.
- Installation of air curtains with VRF units and/or hot water coils, replacing curtains that operate with electric resistance.
- Use of escalators with speed variators, which reduce consumption when not in use.
- Installation of an automated climate control system in comfort and regulatory mode with minimal

electricity consumption. This measure ensures and helps raise awareness among the store team to practice good usage of climate control in stores.

- Use of variable refrigerant flow air conditioning systems with high seasonal performance values, both in cooling and heating, which allow for maximum power extraction while consuming the minimum amount of energy.
- Prioritisation of use of free coolingin cases where it is possible to implement it.
- Installation of acoustic panels made from recycled materials for soundproofing facilities.

Selection and Purchase of Materials With a Lower Impact and Waste Management

Mango has established a series of technical criteria to promote the selection of alternatives that, in the

execution of its works and renovations, minimise environmental impact:

1. Measuring the Environmental Impact of Materials

In 2024, Mango has defined the implementation of life cycle assessments (LCAs) as a key indicator to measure the environmental impact of materials, and thus it is possible to identify the best alternatives to prioritise them for the execution of works and renovations in its stores. This approach has allowed, in 2024, the introduction of a new key performance indicator (KgCO²eq/m²) aimed at reducing the carbon footprint in new and renovated stores. This ensures that new store and rehabilitation projects are designed to minimise their environmental impact, aligning with global decarbonisation goals. The new standard store model New Med MS360 2024 has achieved a reduction in the carbon footprint associated with materials between 7% and 10%, compared to the 2023 store model.

7.3.1.3. Stores

2. Circularity Principles

In turn, the company has begun to integrate circularity principles for the selection of materials and ensure their circularity in end-of-life management. Among the initiatives to highlight, the following stand out:

- Reuse of pre-existing elements

Circularity is fundamental in the design of new stores, and Mango has implemented various initiatives to promote the reuse of pre-existing elements. Mango has managed to utilise up to 91% of architectural pre-existences, with an average of 48% in floors, walls, and ceilings thanks to a specific calculation tool. Some of the most notable examples are the flagship storefrom Fifth Avenue (New York) where 70% has been achieved, in Dublin on Henry Street 45-47 also another 70%, in Paris Montpar-

nasse 74% and in Eustache Chapuis (France) 91%.

- Circular innovation in materials - Mango MS360 With the aim of reducing post-consumer textile waste that cannot be reintegrated into the recycling cycle for the creation of new garments, especially those made from synthetic blends such as polyester, acrylic, and rayon, Mango has developed an innovative material specifically designed for the display furniture in its stores. This advancement represents a practical solution and more by giving a second life to textile waste.

The material is manufactured from textile waste provided by Coleo Recycling, a strategic partner in this initiative. Mango delivers to Coleo products discarded due to quality issues, as well as textile waste generated at its headquarters, thus enabling the use of synthetic fibres that would otherwise be excluded from the conventional textile recycling

process. This collaboration has allowed for the creation of furniture with a significantly reduced environmental impact.

In 2024, the initiative successfully reused a total of 2,000 kg of textile waste. This innovative approach highlights Mango's ability to transform environmental challenges into solutions that integrate responsibility and functionality into their business strategy.

- Design for durability and adaptability

The stores are designed to facilitate the disassembly, maintenance, and reuse of components, extending the lifespan of materials. Mango also implements recycling programmes at all stages of construction and operation.

- Waste management

The new store model incorporates comprehensive

planning of specific spaces and furniture to facilitate the separation and efficient management of waste. Both during construction and daily operations, Mango ensures that waste management complies with local standards and regulations in each area. The company collaborates with various teams to reduce waste from its origin, moving towards an optimised management system that will enable achieving a zero-waste model in the coming years.

3. Supply of Materials

Mango has two main areas for the manufacturing and distribution of materials for constructing its stores, openings, and renovations: European production and production in China, the latter primarily intended for supplying the Asian market. Currently, 88.6% of the units of image materials, such as flooring, display furniture, and lighting supplied by

Mango, are of European origin, with the aim of ensuring high standards of quality, efficiency, and a lower environmental impact in the supply chain.

On the other hand, materials and equipment not directly related to the corporate image are supplied locally by builders and technicians at each location, optimising resources and supporting the local economy. Both the materials managed directly by Mango and those provided by local contractors meet strict quality and sustainability requirements. These standards ensure that the materials are safe for people, environmentally friendly, and designed to minimise their impact throughout their entire life cycle.

GLOCAL Design – Local Uniqueness

Mango is committed to a flexible and adaptable

7.3.1.3. Stores

store design, avoiding uniform solutions and pre-determined materials, while always preserving a strong brand identity based on the New Med concept. This global approach incorporates local processes and materials, actively contributing to the reduction of the carbon footprint and respecting the cultural particularities of each region.

True to one of its corporate values, Culturally Curious, Mango encourages collaborations with local artists who share its vision of design and fashion. These partnerships result in unique pieces that blend creativity and tradition, becoming part of the company's most iconic stores. Furthermore, these collaborations extend to marketing and communication initiatives, such as social media posts and exclusive designs for opening bags.

Local co-creation is another key pillar in Mango's design strategy. The company incorporates dis-

tinctive elements from each region into its stores, especially in tourist and iconic locations. These details connect Mango's Mediterranean essence with local cultures, creating an emotional bond with the community and offering visitors an experience enriched by unique cultural elements.

Respect for architectural preexistences is fundamental to Mango's sustainability strategy. This approach not only promotes circularity but also honours the historical and cultural value of spaces. By establishing itself in buildings with architectural significance, Mango incorporates elements that pay tribute to the local legacy.

Low-impact Materials

ENVIRONMENTAL IMPACT

LUNAR FINISH MORTAR

Lunar finish mortar containing 18% recycled marble

COQUERA FINISH MORTAR

Coquera finish mortar with 8% recycled dolomite

TERRACOTTA FINISH MORTAR

Terracotta finish mortar rendering with 90% made from recycled brick

PAINT

VOCS-free eco-friendly paint, eliminates formaldehyde and absorbs CO²

FALSE CEILING

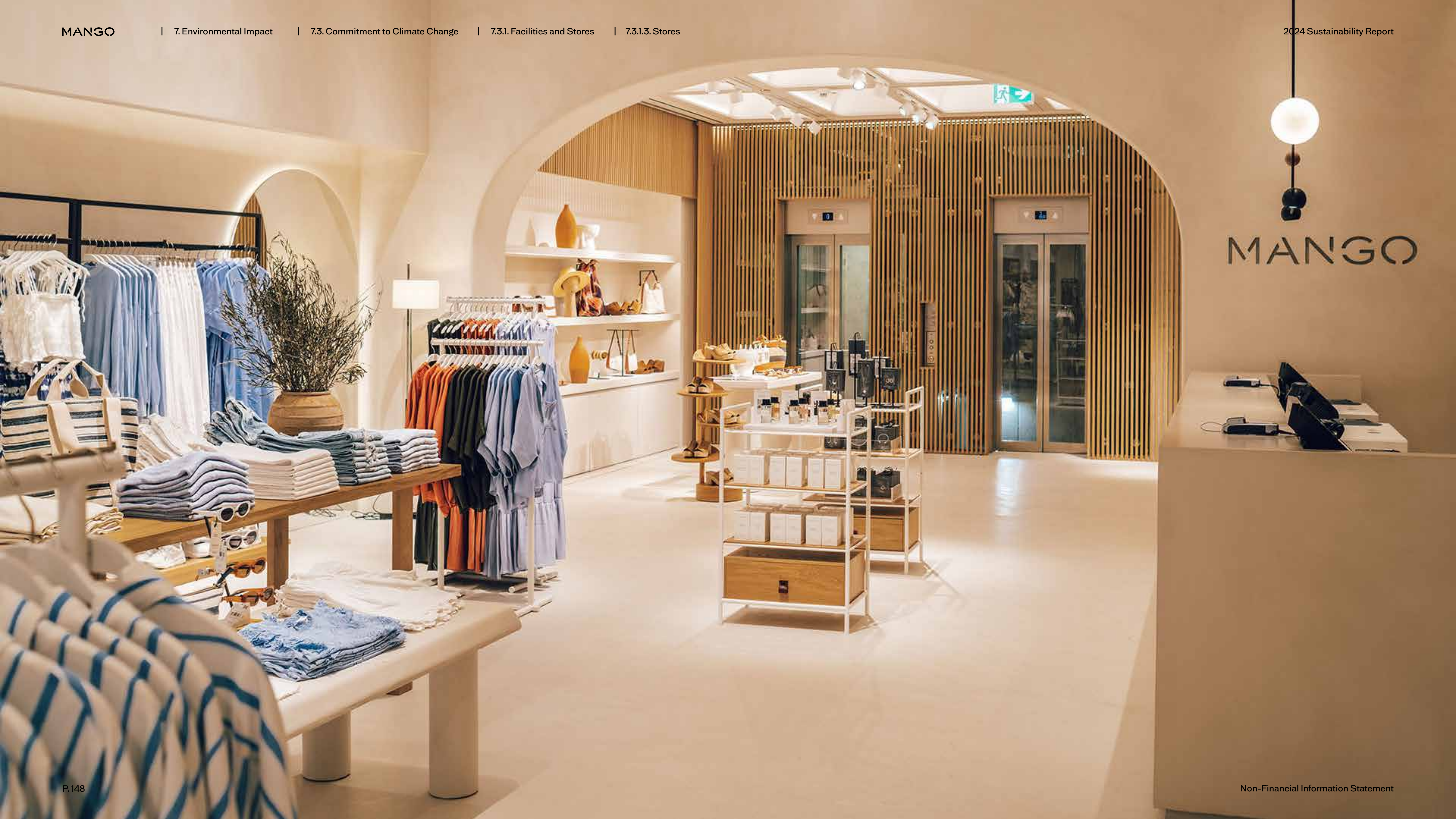
False ceiling panels with 15% post-consumer recycled polyester fibre

CERAMIC FLOORING

Ceramic flooring with 18% recycled content

WOOD

Wood withForest Stewardship Council (FSC) certification



7.3.1.3. Stores

Featured
Stores

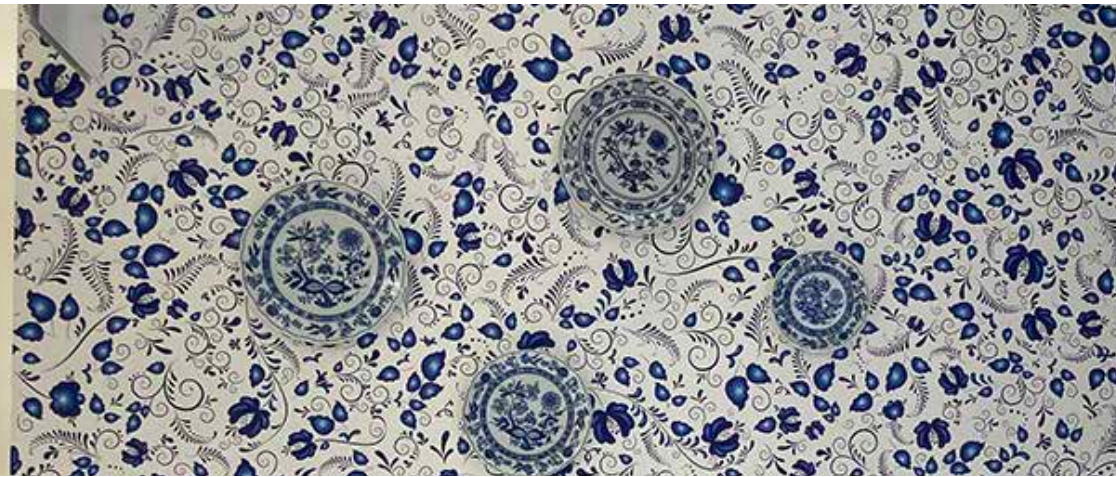
Madrid – Plaza de España

The use of locally extracted and machined limestone, sourced 160 km from the store, reflects the architectural identity of Madrid.



Praga – Na Příkopě

The décor is inspired by traditional Cibulák porcelain, with evocative pomegranate patterns that celebrate Czech heritage.



Milan – Galleria del Corso

The tiles designed by Gio Ponti evoke the coastal landscapes of Sorrento, blending Mediterranean aesthetics with modernity.



7.3.1.3. Stores

Featured Stores

Rome – Galleria Alberto Sordi

In collaboration with Alessandro Bini Tessuti d'Italia, Mango has created the Gabrielle jacquard tapestry, made with 50% recycled yarn, which complements the textured furniture of the store.



Hong Kong - Central Queens ST

Local bamboo is a sustainable, durable, and flexible material. Its rapid growth and low environmental footprint make it eco-friendly, adding warmth and harmony when integrated into Mediterranean design.



7.3.1.3. Stores

Through these initiatives, Mango strengthens its commitment to environmentally low-impact design and cultural integration, providing artistic value and deeply connecting with the communities where it operates.

Functional Spaces with a Lower Environmental Impact for the Well-being of the Company's Employees

In addition to prioritising sustainability, Mango focuses on the well-being of the people who are part of its teams. With this aim, the stores are designed to offer rest areas that comply with local regulations and are adapted to the needs of the teams. Whenever possible, these areas are located in spaces with natural lighting and are equipped with functional offices, appliances, sinks, tables, chairs, water coolers, and lockers.

The commitment to minimising environmental im-

pact is also reflected in the materials used: the sales areas and break rooms are coated with CO²-absorbing paint, contributing to improved air quality. Furthermore, Mango implements measures to enhance the comfort and ergonomics of its employees, such as the installation of adjustable tables in the folding area of the fitting rooms, anti-fatigue mats in the cash desk area, and anti-glare lighting systems to prevent glare in the payment area.

The R&D&I team in architecture at Mango drives a system of continuous improvement, ensuring that the MS360 sustainability model evolves in line with technological advancements and changes in the regulatory framework.

Certifications and Recognitions in Environmental Impact and Well-being

In 2022, Mango achieved a significant milestone by obtaining the BREEAM (Very Good) energy certi-

fication for its flagship store at Portal de l'Àngel 7, Barcelona. This international recognition reflects the integration of high environmental standards into the company's operations, highlighting its progress in implementing practices to improve environmental impact.

As part of its sustainability vision, Mango has developed an ambitious plan to certify more stores under the LEED Retail standard, a global benchmark in sustainable design. This strategic approach aims to significantly expand the number of accredited stores in the coming years, strengthening its position in sustainability within the retail sector.

The MS360 model is established as a fundamental pillar in this transformation, providing a scalable and transparent framework for designing stores that are more environmentally responsible. This model not only incorporates principles of circular economy but also emphasises key aspects such as occupant

health, material traceability, and efficient resource management. The goal is to apply this standard to all new stores and rehabilitation projects, ensuring that each space meets the highest criteria of sustainability and resilience.

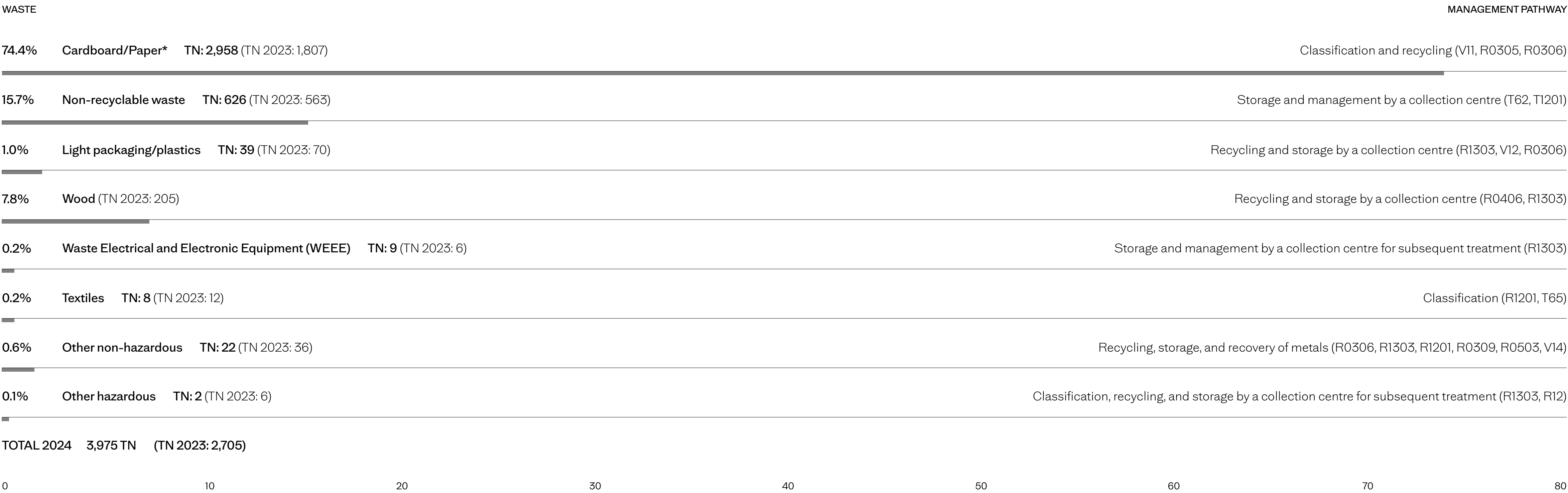


7.3.1.4

* The increase in the number of waste compared to 2023 is due to the fact that, after the relocation of Je-vaso to the Lliçà warehouse, the waste generated by its activity is now managed within Mango's operations, whereas previously it was managed independently.

Eliminating Plastics and Reducing Waste

Waste generated at Mango headquarters in 2024 according to type and management treatment



7.4

Water and Chemical Management

Water stress, caused by water scarcity, demands proper management of this structurally scarce resource. The textile industry exerts considerable pressure on freshwater resources, a finite and essential commodity in many stages of the production process. Among these, cotton cultivation, dyeing, washing, and finishing stand out for their high water consumption throughout the value chain, which places Mango in the position of having to address the risks associated with water use management in its operations.

Furthermore, the use of chemical substances during these processes can lead to pollution in rivers, seas, and groundwater if wastewater is not properly treated. This not only impacts biodiversity and local agriculture but also human health and the well-being of the local society, among other areas.

Climate change intensifies the risks associated with water resources. Phenomena such as floods and

droughts can lead, for example, to agricultural limitations, supply shortages, price increases, among other consequences, increasing the vulnerability of the textile industry's value chain.

Aware of this global context, Mango acknowledges its impact on water resources worldwide and consequently prioritises responsible water management, as well as chemical management, as key elements to advance towards a business model with lower environmental impact that reduces pressure on natural resources.

The company monitors and evaluates the main localised uses of water and chemicals to improve efficiency both in its own operations and throughout its supply chain. In this context, Mango has established key indicators throughout its chain, allowing it to assess both the status of specific activity locations and the level of water consumption. This approach enables the development of concrete, effective ac-

tions that reduce pressure on natural resources. Mango uses specialised tools such as Cascale, Environmental Impact Measuring (EIM) by Jeanologia, Zero Discharge of Hazardous Chemicals (ZDHC) platforms and the World Wide Fund for Nature (WWF) Water Risk Filter for obtaining such quantitative data. These tools are essential for identifying areas of higher water risk and establishing effective mitigation strategies. The availability and analysis of solid data form the foundation for designing and implementing meaningful actions within the water management strategy.

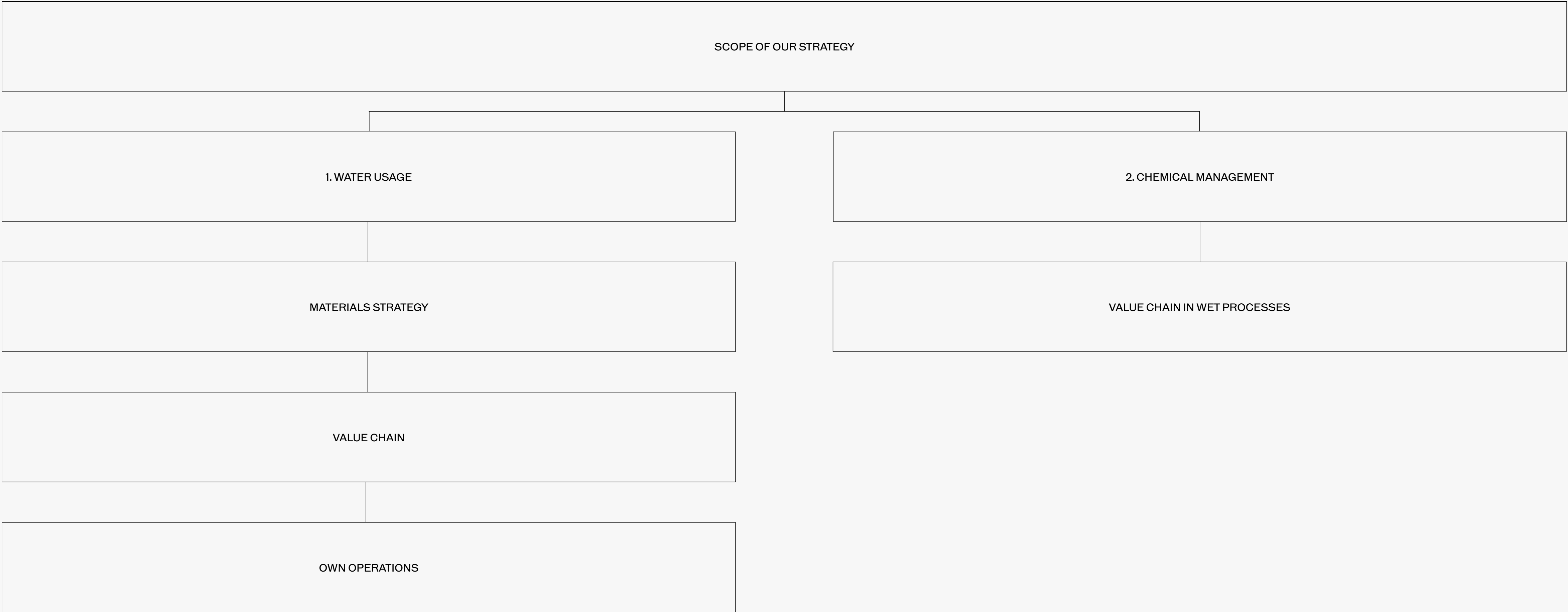
Mango's strategy for water and chemical management is structured around these two fundamental areas, each with a specific approach that addresses the main sustainability challenges throughout its value chain.

In the field of water management, Mango works in three main areas. First, it optimises its usage in

headquarters, distribution centres, and stores to reduce its impact on direct operations. Second, it focuses its efforts on the industrial processes within the production chain, where water usage is significant. Finally, it concentrates on the procurement and cultivation of raw materials, particularly cotton, whose production is one of the most intensive in water consumption. Additionally, regarding chemical management, the company works to minimise the risks of contamination of water resources by selecting materials and alternatives with lower impact, aiming to reduce negative effects on the environment.

Water and Chemical Management Strategy

ENVIRONMENTAL IMPACT



7.4. Water and Chemical Management

* In 2024, Mango has refined its calculation of water consumption in the supply chain, including all production processes involved in the manufacturing of yarn, fabric, and garment. For this reason, the company has recalculated the data reported in previous years.

For the implementation of its strategy, and given that many of the impacts related to water and chemicals occur along the supply chain, Mango considers collaboration to be essential for accelerating this transformation. Therefore, it is currently working closely with partners, suppliers, other brands, and stakeholders on joint initiatives that promote more responsible water and chemical management.

As part of its sustainability strategy, Mango aims to reduce its water footprint by 25% by 2030. This goal reflects the company's determination to move towards a more environmentally friendly business model, integrating responsible practices that enable efficient water and chemical management, and actively contributing to the achievement of global sustainability goals.

Water Usage

Measuring the Water Footprint in the Supply Chain

Mango employs various tools to gather data on water usage across all its operational areas, including its own operations, the supply chain, and materials. Among these areas, the supply chain poses the greatest challenge in terms of capturing accurate information, given the complexity of the processes involved.

As a member of Cascale, Mango uses this platform's tools to assess the environmental performance of factories within its supply chain, with a particular focus on measuring the water footprint. These tools allow the company to measure the water consumption associated with raw materials, fabrics, and processes, as well as access standardised water usage values in production factories. This information is essential for Mango's water management strategy, as it facilitates informed decision-making regarding

the selection of materials and production partners, contributing to the reduction of its water footprint.

Advancements in 2024 in Measuring the Water Footprint

In 2024, Mango has taken significant steps in managing its water footprint, consolidating a clear baseline and reaffirming its commitment to sustainable practices in water usage. Although the methodology for calculating the water footprint has not changed, the company has refined its measurement process to align with the highest international standards. This advancement has been made possible thanks to a thorough benchmark conducted in collaboration with the Chair in Life Cycle and Climate Change at the Higher School of ICT and Communication Sciences of Pompeu Fabra University (ESCI-UPF). This analysis has enabled Mango to adjust its prac-

tices to align with the best practices in the sector, optimising the accuracy in measuring its water footprint throughout the supply chain.

The objective of these improvements is to obtain more precise data on water usage, achieving greater traceability and an enhanced ability to identify areas for improvement and optimisation in its consumption.

Furthermore, in 2024, Mango has worked to align its water footprint tracking indicators with the main international initiatives in this area, reinforcing its strategic focus on water management. This effort must also be developed in collaboration with the Mango Chair of ESCI-UPF.

In 2024, Mango has used 27,602 cubic metres of water in its facilities and distribution centres (excluding physical stores), 15.8 million cubic metres of water in

raw materials and 12.9 million cubic metres of water in the wet processes of the supply chain (excluding yarn dyeing processes). In 2023, water usage in facilities and distribution centres was 25,071 cubic metres, 14.3 million cubic metres of water in raw materials, and 13.6 million cubic metres of water in the wet processes of the supply chain*.

2024-2030 Water Objectives Update

In 2024, Mango has reviewed and updated its objectives related to water management, establishing new objectives and baselines that will guide their efforts until 2030. These objectives focus on reducing water consumption in the supply chain and the materials used in their products.

The new objectives set include a 25% reduction in water consumption in the supply chain and another 25% in water use associated with materials, both

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compared to the baseline year 2024. These commitments reflect Mango's goal of moving towards more efficient water resource management throughout its entire value chain. Additionally, from 2024, the company is focused on continuously improving its own operations, identifying and executing additional actions should areas for improvement be detected in the future.

Regarding the use of materials, a 47% reduction in water consumption from 2019 to 2024 has been recorded, primarily attributed to the transition from conventional cotton to lower-impact cotton sources.

Regarding the water used in the supply chain, Mango has significantly improved the accuracy and robustness of its data, thanks to the collection of a greater amount of primary data through tools like Cascale. This has enabled a better identification

of the processes carried out in the factories and a more detailed assessment of water consumption at each stage of production.

On the other hand, in the area of its own operations, Mango has achieved a 7% reduction in water consumption since 2019. Among the measures implemented that have contributed to this reduction are: the storage and reuse of rainwater for irrigation and cleaning in two corporate buildings, the complete automation of faucets in offices and warehouses, the use of water and air mixers in sinks, and the installation of meters to monitor consumption in real time.

In the last fiscal year, various actions have been undertaken aimed at reducing water usage from each of the three previously indicated sources with the objective of continuing to advance in achieving these goals.

As part of its sustainability strategy, Mango aims to reduce its water footprint by 25% by 2030

Water Management in Headquarters, Distribution Centres, and Stores

Water management in headquarters, distribution centres, and stores is one of Mango's priorities to optimise the use of this natural resource through efficiency projects and the awareness of all its employees.

In line with the advances made in previous years and with the aim of achieving a more efficient use of water, various actions have been implemented

in 2024 that intend to undertake significant improvements. At the logistics centre in Lliçà, the Automatic Flush System (AFS) system has been installed, designed to reduce unnecessary water consumption. Additionally, the rainwater collection systems in Lliçà are fully operational for cleaning tasks, achieving a total collection of 55,000 litres of water since their installation.

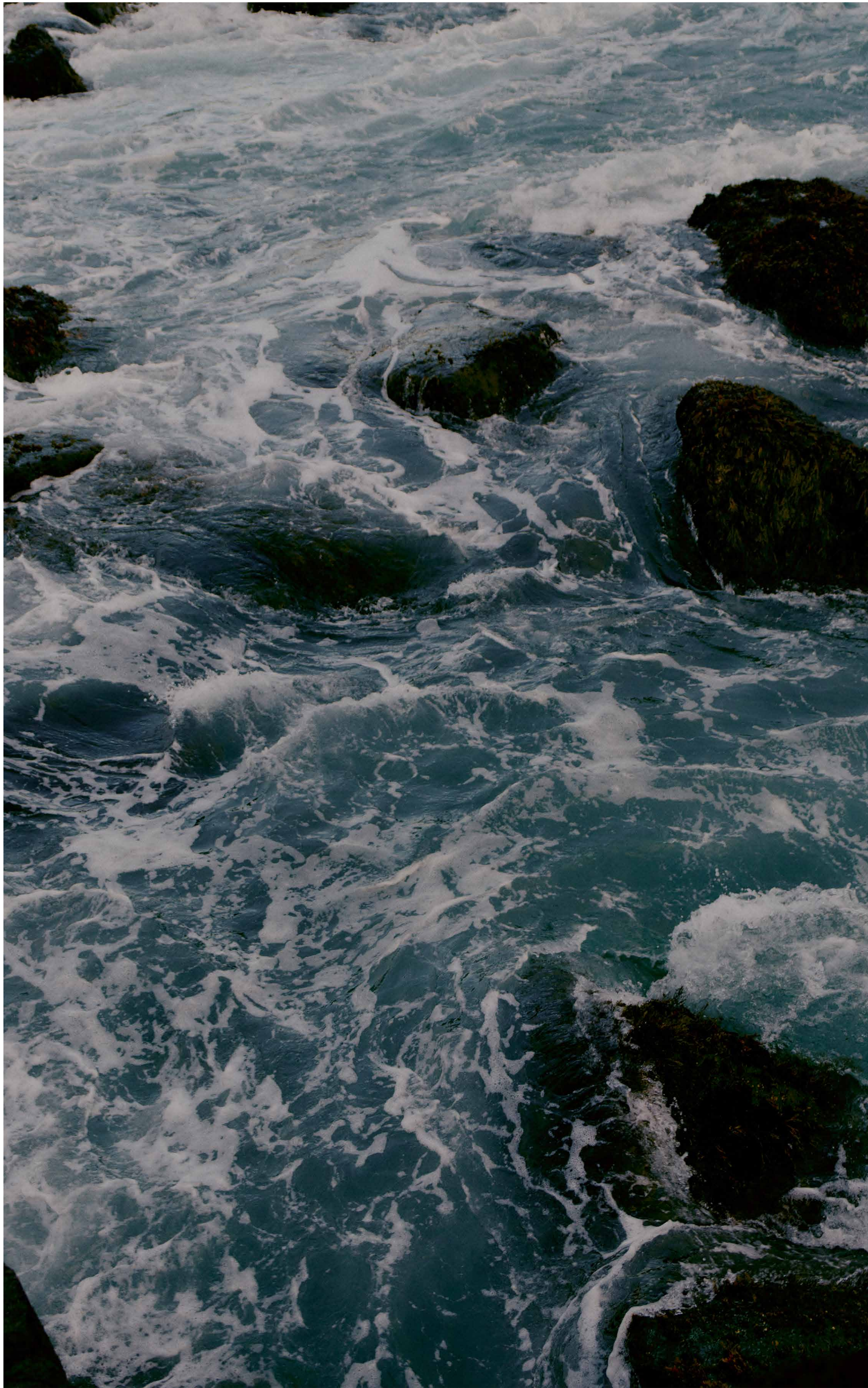
At the Mango Campus, a rainwater collection and reuse system has been implemented, allowing its use for multiple purposes, such as watering green areas, gardens, the urban vegetable garden, and maintaining the central promenade. The collected water is channelled into an aquifer through wells located in the flowerbeds. Additionally, this system includes a specific tank for storing condensation water generated by air conditioning units, which makes it possible to cover almost all the neces-

sary irrigation throughout the year in the 1,054 m² of landscaped courtyards, maximising efficiency in the use of natural resources. This approach contributes to optimising water usage, ensuring it is employed efficiently in all Mango operations.

Can Dunyó Pond

Can Dunyó is a pond located in Lliçà d'Amunt that was established 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 nourished by the reuse of rainwater.

To manage the water collected at the logistics centre, a rain tank has been constructed, which is connected to a collector and a retention pond where the water accumulates to gradually flow into the river.



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The pond has been designed considering technical criteria that promote biodiversity and the creation of different microhabitats. The pond has varying depths and sinuous edges that will allow the proliferation of different plant and animal species from wetland areas. At the same time, the central island provides permanent refuge for several species of fauna, and the temporary ponds and the edges of the central pond are ideal places 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 approximately 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 an increase in habitat diversity.

The accumulated water in the pond recharges the aquifer, locally reproducing the infiltration of rainwater that used to occur in the areas now occupied by the Lliçà d'Amunt logistics centre.

Water Management in the Production Chain

Mango aims to continue advancing in the identification and analysis of production processes with the highest water usage, known as wet processes, to implement technologies that allow for reducing water demand and increasing efficiency in its use throughout the chain. To achieve this, it focuses on improving the monitoring of its water footprint across the entire supply chain, with the objective of obtaining more accurate data and generating greater traceability in water usage. In 2023, Mango conducted a detailed analysis to monitor water consumption throughout the production chain us-

ing quantitative data from the Higg FEM environmental performance tool, which helps to identify wet processes. This tool also allows for tracking production factories that have effluent treatment systems (ETP), recirculate process water, and/or use rainwater in their facilities.

Mango uses the Jeanologia EIM (Environmental Impact Measuring) platform to measure the water impact and other key factors in the washing and finishing processes of denim. This technology allows for the identification of improvements in production.

At the same time, Mango annually updates a water risk analysis in its production chain using the tools the World Resources Institute (WRI) Aqueduct and the WWF Water Risk Filter. This study enables the evaluation and prioritisation of areas with extreme and high water risk within its value chain, with a spe-

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cial focus on the watersheds where Mango has the greatest impact. With this data, the company can direct its efforts towards specific locations, aligning with its objectives of reducing water impact.

The latest analysis shows that 13% of factories conducting wet processes are located in areas of extreme water risk. This situation has prompted Mango to consider specific projects in these watersheds to mitigate environmental impact and ensure more efficient and sustainable water management in its production chain.

Water Management for the Procurement and/or Cultivation of Raw Materials

In line with its materials strategy, Mango prioritises the use of raw materials that require less water in

its cultivation and/or production, with a particular focus on achieving 100% sustainable cotton in its offerings. Since cotton is a fibre that requires large amounts of water for cultivation, the company is concentrating on alternatives with a lower environmental impact such as recycled, organic, in-conversion, regenerative, and Better Cotton (BC), which contributes to a significant reduction in water consumption.

In 2023, Mango used 93% Better Cotton out of the total cotton used. In 2024, the use of other types of cotton with lower environmental impact, organic and recycled cotton, has been prioritised, reaching 12.3% in both categories (almost 10% more than the previous year). In 2024, the use of BCI cotton has been 82%. As a result of these actions, a 52% reduction in water consumption derived from materials has been achieved, compared to 2019.

Chemical Management in the Production Chain with ZDHC

Since 2012, Mango has worked to achieve a zero discharge of harmful chemicals in its supply chain. As part of this commitment, in 2021 it joined the ZDHC Roadmap to Zero programme, an initiative that promotes best practices in chemical management in wet processes or intensive use of chemicals in textile, leather, and footwear production. This adherence is part of the water and chemical management strategy, with which actions will be implemented to reduce and optimise water usage throughout the company's operations and supply chain.

Through this partnership, Mango not only improves chemical management but also protects workers,

consumers, and the environment. The company aims to identify and analyse the processes with the highest use of water and chemicals to optimise their management and achieve zero discharge of chemical substances in its supply chain by 2030. As part of this effort, Mango is committed to implementing the Zero Discharge of Hazardous Chemicals (ZDHC) guidelines, which include the Manufacturing Restricted Substances List (MRSL), the Chemical Management System (CMS), the wastewater guidelines (WWG) and the guidelines for man-made cellulosic fibres (MMCF). These guidelines are monitored and managed through the ZDHC Gateway platform.

The ZDHC programme operates under three fundamental pillars: Input, Process and Output. The input pillar focuses on compliance with the MRSL,

a standardised list that prohibits the use of specific chemical substances in the production of garments and footwear. The Process pillar, through the Performance In Check Report, evaluates the management and inventory of chemical substances in production processes. Finally, the Output pillar, through the Clear-Stream Report, ensures compliance with standards in the quality of wastewater.

By 2030, Mango aims for 100% of the factories that perform wet processes or use chemicals intensively to comply with the Manufacturing Restricted Substances List (MRSL) of the ZDHC. To achieve this goal, Mango requires its suppliers to use the ZDHC Gateway, a platform that facilitates the exchange of chemical inventories and wastewater analysis results. In case of non-compliance, factories must conduct root cause analyses and establish correc-

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tive action plans. In 2024, Mango has communicated to its suppliers the commitments the company has made regarding chemical management and has integrated the use of ZDHC tools as instruments for analysis and measurement of such management in factories with wet processes or intensive chemical use.

In the current fiscal year, Mango has determined that 65% of its wet processing factories were enrolled in the ZDHC programme, in line with the established objectives. The company will continue working together with these factories to implement ZDHC tools, which will allow for measuring and managing the impact of chemicals and compliance with the MRSL, promoting continuous improvement in the management of chemical substances and wastewater.

In addition to implementing these tools, Mango has provided training to its suppliers on the objectives and methods to achieve standards in chemical management. In 2024, it has participated in key ZDHC events such as Impact Day and Brand Days. Furthermore, thanks to the collaboration between ZDHC and The Microfibre Consortium (TMC), an internal best practices guide has been developed to prevent microfibres in factories with wet processes for suppliers.

As part of its commitment to reducing environmental impact, Mango is progressively eliminating chemical substances such as DMF in polyurethanes and potassium permanganate in denim finishes, PFAS compounds and chromium (VI) in leathers, in alignment with the ZDHC MRSL. These actions are part of its strategy to ensure safer and more sustainable production.

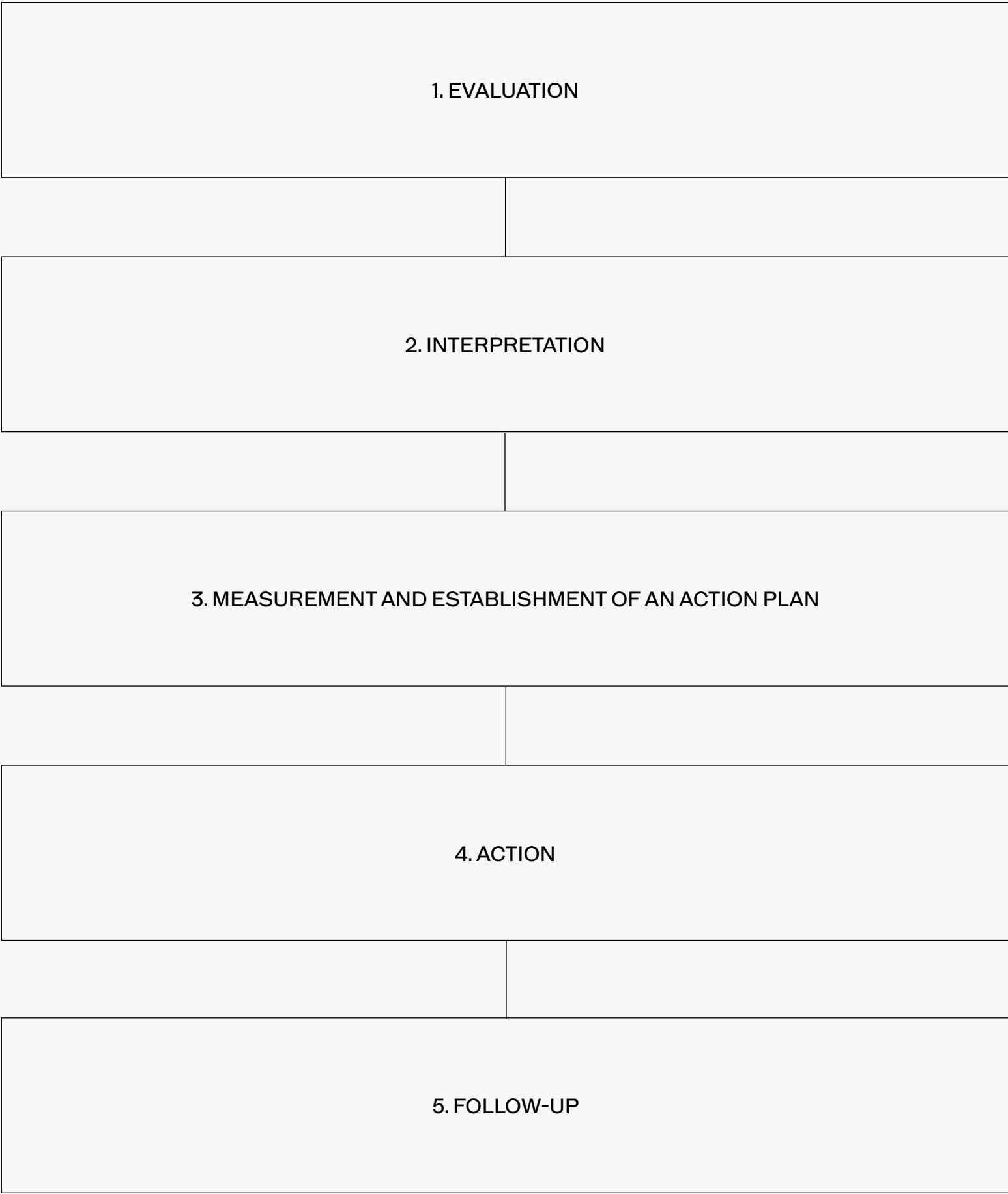
Microfibres –The Microfibre Consortium (TMC)

In response to the growing environmental challenges associated with microfibre shedding in the textile industry, in 2023 Mango joined The Microfibre Consortium (TMC) with the aim of collaborating with experts and promoting positive change in the value chain. TMC brings together various organisations with the goal of achieving zero impact on the fragmentation of textile fibres in the natural environment by 2030, under the Microfibre 2030 commitment.

Mango's collaboration with TMC represents a significant step in the company's commitment to improving the environmental impact of the textile industry. Since 2024, Mango has begun using the resources, guidelines, and expertise provided by TMC to mitigate the environmental impacts resul-

Water and Chemical Management Process in Mango

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ting from microfibre shedding. As part of this collaboration, the company has conducted initial analyses of some of its fabrics in laboratories designated by TMC, following their methodology. These studies will enable Mango to obtain key indicators on microfibre shedding in its fabrics, taking into account various compositions and processes.

In 2024, Mango has implemented a decision tree in its supplier manual to assist them in addressing microfibre shedding in factories with wet processes. This tool serves as a guide for suppliers to progressively evaluate and improve their processes. Through a series of steps, they are guided on how to have efficient water treatment systems, the use of technologies to filter microfibres, and how to ensure that the levels of solids in effluents are within established limits. Additionally, they are offered guidance on adopting appropriate equipment to minimise fibre shedding during production and the proper

management of sludge generated, to prevent the release of microfibres into the environment. They are also encouraged to conduct regular monitoring of effluents, ensuring that best environmental practices are continuously implemented. This guide aims to help suppliers optimise their processes and effectively reduce environmental impact.

Thanks to this collaboration, Mango is contributing to a better understanding of the issue of microfibre shedding, especially in the wet processes of the supply chain. This will facilitate the reduction of its environmental impact and allow for the optimisation of procedures to minimise the release of microfibres during the production stages.

Other Initiatives in Water and Chemical Management

In line with international standards, Mango has strengthened its commitment to sustainable wa-

ter and chemical management in its value chain. In 2024, the company has reported for the second time its evolution and progress in this area through the water questionnaire, Climate of Carbon Disclosure Project (CDP). This questionnaire enables the identification of risks and opportunities, as well as driving improvements in the company's environmental management.

7.5

Relationship with Biodiversity

Biodiversity Strategy

Mango works to understand and prioritise its relationship with biodiversity, recognising the urgency of addressing biodiversity loss as one of the most critical challenges of our time. This commitment involves a paradigm shift in the way the company perceives and interacts with the surrounding ecosystem.

As a signatory of The Fashion Pact, Mango is committed to acting collectively to mitigate the effects of the climate crisis, biodiversity loss, and reduce its impact on oceans, forests, and terrestrial and marine ecosystems. This commitment translates into concrete actions throughout its value chain, with a particular focus on the production and sourcing phases of raw materials, where a significant portion of the impact on biodiversity is concentrated. In line with this commitment, in 2024 Mango has strengthened its collaboration with Conservation International to develop a strategy that enables it to

understand and address the current challenges in biodiversity. Furthermore, following the framework of Science Based Targets for Nature (SBTN), Mango has initiated a key process to measure its Land Footprint, which will provide an initial insight into the territorial impact of its main materials.

The cultivation of natural fibres such as cotton, as well as the production of animal-derived materials like wool and leather, requires intensive use of land and water. These activities can potentially contribute to deforestation and the conversion of forested areas into agricultural or grazing lands, severely impacting biodiversity and exacerbating the effects of climate change.

Furthermore, Mango continuously monitors its progress, adjusting its strategy as necessary to ensure the achievement of the established objectives. This includes setting clear goals, specific deadlines and assigning responsibilities and resources to minimise its environmental impact. In this way, the com-

pany reaffirms its commitment to biodiversity protection and sustainable development, in line with global standards and the commitments undertaken.

Advances in Measuring and Improving the Biodiversity Impact of Mango

Mango follows the established framework by Science Based Targets for Nature (SBTN) to advance in its biodiversity strategy. This framework comprises five fundamental phases: analyse, interpret and prioritise, measure, act, and track. In 2024, Mango initiated this process by collaborating with Conservation International to obtain a preliminary estimate of its Land Footprint. This preliminary analysis, based on estimated traceability data of key raw materials, provides an initial insight into the territorial impact of its main materials. As more precise data is obtained, including tier 4 primary data, the company will recalculate these estimates to refine its strategy.

Progress in Implementing the SBNT Framework

- Analyse: Mango conducted an initial estimate of its Land Footprint and mapped the production regions of key materials such as cotton, cellulosic fibres, leather, and wool. This analysis enabled the identification of areas where its activity has a greater territorial impact.

- Interpret and prioritise: using the estimated production regions as a reference, Mango identified priority landscapes for conservation. This exercise included evaluating the overlap of these areas with priorities related to nature, climate, and local communities, identifying regions where interventions could generate the greatest positive impact.

- Measure and develop strategies: Mango is working to identify gaps and develop strategic recommendations that enhance alignment with nature-related regulatory frameworks, such as SBTN and SBTi

FLAG, and with its biodiversity commitments. In this phase, opportunities for interventions in priority landscapes that integrate nature-based solutions are being explored.

Transforming science into action: Mango supports the development of a portfolio of projects and investments that contribute to biodiversity and climate commitments. Additionally, it collaborates with the GAP brand to assess how its sustainable sourcing goals and other current initiatives contribute to these commitments.

In 2024, Mango has made significant strides in the implementation of the SBNT framework. One of the most notable milestones is the completion of its first Land Footprint, an exercise derived from the traceability analysis that will become a key tool for its future strategies. It has also launched a pilot project focused on transforming the bovine leather supply chain, addressing aspects such as deforestation, traceability, and animal welfare. This project

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includes its participation in the Leather Impact Partnership Incentives (LIPI) in Brazil, with a three-year investment aimed at promoting responsible practices and financially rewarding farmers who meet high sustainability standards.

In line with these initiatives, Mango has also joined the working group The Deforestation-Free Call to Action for Leather, led by theTextile Exchange, World Wide Fund for Nature (WWF) and the Leather Working Group (LWG). This collaboration reinforces their commitment to turning science into action, providing access to ongoing initiatives and the opportunity to contribute to the creation of new guidelines and measures for the industry.

Biodiversity Policies

In accordance with the principles established within the AR3T framework, the first step to minimise

the company's impact on biodiversity is to prevent such impact from occurring whenever possible. In this regard, Mango has established clear policies that reflect its commitment to preventing negative effects on biodiversity, while also defining the framework for its strategy in this area.

As the foundation of its approach, Mango highlights several key policies, such as the animal welfare policy, the deforestation policy, and the new deforestation-free bovine leather policy. These commitments are essential for the company's efforts in biodiversity protection, ensuring that Mango's operations and decisions are aligned with the principles of ecosystem protection and conservation.

Animal Welfare Policy

As part of its ambition, Mango is committed, in its animal welfare policy, to working towards the fair

and ethical treatment of animals throughout the supply chain, rejecting any practices that involve mistreatment or animal suffering, such as mulesing. Furthermore, it is worth noting that all animal materials used in Mango garments and accessories come from animals intended for the human food chain.

In this line, in 2018, the company joined the People for Ethical Treatment of Animals (PETA) pledge and eliminated the use of virgin mohair wool in 2020 due to the cruel practices towards animals associated with its production. Subsequently, in 2021, Mango strengthened its stance by joining the Fur Free Retailer programme of the Fur Free Alliance, prohibiting the use of fur in all its products.

Furthermore, Mango prohibits the use of rabbit fur, even when its origin complies with the aforementioned description, as well as angora wool.



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Its animal welfare policy also prohibits the use of materials derived from exotic animals, as well as endangered and vulnerable species.

In turn, with the aim of reducing dependency on materials of animal origin, Mango is working to increase the use of recycled animal fibres and support the development of innovative non-animal materials that offer equivalent qualities. In 2024, only 5.3% of the fibres used by Mango will be of animal origin (compared to 5.5% in 2023). At the same time, the company seeks to enhance traceability and transparency throughout its supply chain, establishing standards and objectives that ensure all virgin animal-derived materials come from responsible farms that meet high welfare standards.

In line with this commitment, Mango signed an agreement in 2024 with Four Paws to prohibit the practice of mulesing in its production. The current animal welfare policy, which encompasses these

commitments and principles, is available on the company's corporate website.

Forest Protection Policy

The forest protection policy applies to all materials and/or products of forest origin, such as paper, cardboard, and cellulosic fibres, including viscose and lyocell. This policy stipulates that all materials and/or products derived from wood pulp must originate from sustainably managed forests, thereby ensuring 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.

Deforestation-Free Bovine Leather Policy

In line with the company's animal welfare policy, Mango exclusively uses leather that is a residual

product of the human food chain. Even though it is a recovered waste from another industry, leather is also a raw material linked to deforestation due to land conversion for livestock farming or the cultivation of animal feed, which makes it a material with a high potential for negative impact on biodiversity.

To address this risk, in 2023, Mango adopted its first deforestation-free bovine leather policy as part of its commitment to the Deforestation-Free Call to Action for Leather by the Textile Exchange, LWG and WWF. Through this policy, Mango commits to advancing the traceability of its bovine leather supply chain, with the goal that by 2030 all Mango's bovine leather will be free from deforestation risk. Bovine leather represents 79% (78.8% in the previous year) of all the leather used by Mango.

Risk Management in Biodiversity

In 2024, Mango has strengthened its focus on biodiversity and ecosystems through an industrial es-

timate based on the environmental risk map developed in collaboration with the Mango CSR Chair in 2023. This map, publicly available on the Chair's website, assesses environmental risks in 191 countries using eight key indicators related to impact on water, land, biodiversity, and climate.

The tool acts as a strategic guide to prioritise projects and actions aimed at protecting and restoring ecosystems, with a special emphasis on biodiversity. Thanks to this analysis, Mango has identified that its main production countries — India, Bangladesh, Morocco, Pakistan, Turkey, and China — present an environmental risk classified as high or medium-high. This allows the company to focus its mitigation and restoration efforts in areas where its activity has the greatest impact, ensuring that the initiatives align with global conservation commitments.

This advancement reinforces Mango's commitment to environmental risk management and un-

derscores its determination to proactively address challenges related to biodiversity and sustainability in its supply chain.

Reducing the Negative Impact on Biodiversity

The objective of Mango's Sustainable Vision 2030 is not only to measure and understand current impacts and risks but also to reduce the company's environmental impact and, as a result, decrease the negative impact on ecosystems and biodiversity derived from its activities. In this context, Mango has adopted various strategies that directly influence the reduction of its impact on biodiversity. Through the following measures, Mango seeks to minimise the effects of its operations on nature, moving towards more responsible and environmentally respectful production:

- Lower-impact materials: Mango encourages the reduction in the extraction of virgin materials through the use of recycled materials, such as re-



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cycled wool, which alleviates pressure on natural resources. For more details, please refer to chapter “6. Circular Product” in the Sustainability Report.

- Water management and harmful substances: through its water strategy and membership of Zero Discharge of Hazardous Chemicals (ZDHC), Mango works to reduce water usage and exposure to harmful substances throughout its production chain, as detailed in section “7.4. Water and Chemical Management” of this chapter.

- Decarbonisation Strategy: Mango is actively working to reduce emissions associated with its activities, thereby minimising the negative impacts on ecosystems and biodiversity resulting from pollution. In particular, the FLAG emissions analysis (Forest, Land, and Agriculture).conducted by the company, mentioned earlier in "7.3 Commitment to Climate Change", also assessed its impact on biodiversity, given that activities related to forestry, agriculture, and land use are crucial factors in

the alteration of ecosystems. Although emissions related to biodiversity do not exceed 20% of the total greenhouse gases, Mango continues to integrate these factors into its strategies, implementing proactive actions to manage risks and ensure the sustainable use of natural resources.

Restoring and Regenerating Biodiversity

Beyond the projects initiated to minimise the generated impact, Mango carries out and supports various projects and initiatives that allow the restoration and regeneration of biodiversity, thereby improving its current state. In this vein, in 2024, Mango has continued to collaborate on the following projects and initiatives:

Regenerative Cotton Project in India with Mattered

Mango has initiated its venture into regenerative agriculture with a pilot project in India, in collabo-

ration with Mattered, a company specialising in solutions for the cultivation and supply of regenerative cotton. This project not only focuses on sourcing more sustainable materials but also aims to regenerate local ecosystems and restore biodiversity in the territory affected by conventional agriculture.

Through this collaboration, Mango aims to foster agricultural practices that improve soil health, promote biodiversity, and reduce the environmental impact of cotton production. Together with Mattered, key performance indicators (KPIs) have been established to evaluate the project's progress and measure its impact on biodiversity. In this initial phase, detailed information is being gathered to establish a baseline on the state of the ecosystem, crops, and biodiversity in the region.

As the project progresses, it is expected to observe tangible improvements in soil regeneration and local biodiversity. Additionally, the project offers com-

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plete traceability of the cotton, from its regenerative cultivation to the final garment. In 2024, regenerative cotton has been incorporated into Mango's collections, thus contributing to the creation of more sustainable and eco-friendly products.

Qianbei Reforestation Project in China

The Qianbei reforestation project, located in Guizhou province (China), aims to restore areas affected by desertification through the creation of interconnected forest habitats that support local biodiversity. In addition to protecting native flora and fauna, the project addresses challenges such as soil conservation and water resource management, while simultaneously contributing to the capture of a significant amount of greenhouse gases.

Initiated in 2015 and with a planned duration of 30 years, this project aims to transform over 50,000 hectares of degraded land into native forests, which will allow the removal of more than 21 million tonnes of CO₂ equivalent from the atmosphere. In 2024, Mango has acquired carbon credits certified by the Verified Carbon Standard (VCS) and Climate, Community and Biodiversity (CCB). These certifications ensure not only the offsetting of emissions but also support for local communities and the preservation of biodiversity. On a socioeconomic level, the project has driven the development of the local community by creating new jobs and improving their quality of life. The Qianbei Reforestation Project demonstrates a sustainable and holistic impact on the environment, the local community, and the fight against climate change. Thanks to its focus on community participation, job creation, and ecological restoration, it stands as an example of how to

combine environmental conservation with social development to address current climate challenges.

Reforestation of Degraded Lands in India

The Reforestation of Degraded Lands in India project aims to optimise forest management practices to increase carbon capture and reduce emissions. Certified by Verra under the VCS2404 standard, this initiative targets disadvantaged farmers and tribal communities who lack the necessary resources to carry out planting without external financial and technical assistance. The project is part of the Farm Forestry Scheme and covers 12,437 plots totalling 14,969.46 hectares, involving 12,002 farmers. It extends across seven districts in the states of Odisha, Andhra Pradesh, and Chhattisgarh. This initiative contributes to carbon capture and the sustainable development of local communities.

Forest Management Improvement Project in Yunnan Xishuangbanna

The Forest Management Improvement Project in Yunnan Xishuangbanna, China, primarily aims to increase forest coverage and protect the local ecosystem to reduce carbon emissions. This is achieved through the implementation of advanced forest management practices and the conversion of previously exploited areas into protected forests.

Certified by Verra under the VCS1664 standard, the project is developed in the Xishuangbanna Autonomous Prefecture, Yunnan Province, and is managed by the Xishuangbanna Forestry Office. It covers 6,690.77 hectares of secondary tropical forest, with a small fraction of 1.2% consisting of artificial forests on agricultural land. The project area is distributed among the localities of Jinghong, Menghai, and

Mengla. The predominant species include Pinus Kesiya and broad-leaved trees, with ages ranging from seedlings to mature forests. Most of the broad-leaved trees are in the seedling or mid-aged forest stages. This project contributes to carbon capture and emission reduction by optimising forest management and restoring degraded areas. Additionally, it promotes the conservation of the local ecological environment and fosters long-term sustainability in the region's natural resources.

Donations for the Restoration of Biodiversity through Mango likes you

Mango, through the loyalty programme Mango likes you, provides its customers with the opportunity to collaborate with organisations whose mission is the restoration and protection of biodiversity. Through Mango likes you, Mango customers can donate the

7.5. Relationship with Biodiversity

accumulated value of their Likes to projects such as Plant for the Planet and the Association Vellmarí.

Driving the Transformation of the Textile Sector

Through collaborative projects, the company actively contributes to the transition towards more sustainable business models, with a particular focus on biodiversity. In this regard, Mango continues to participate in highly significant initiatives, such as The Fashion Pact, a coalition that promotes collaboration within the textile sector and whose central focus includes biodiversity. Additionally, in 2023, the company joined the Textile Exchange, an expert initiative in the search for materials and alternatives with lower environmental impact.

Mango developed its first deforestation-free bovine leather policy and, in 2024, invested in a pilot pro-

ject to transform the bovine leather supply chain. This project focuses on crucial issues such as deforestation, traceability, and animal welfare, aiming to change practices in the leather industry. An example of this initiative is Mango's participation in the Leather Impact Partnership Incentives (LIPI), with a particular focus on the Mato Grosso region, Brazil, where the company will invest for three consecutive years. The Leather Impact Accelerator establishes a minimum number of animal farms that must meet specific criteria, encouraging brands to avoid traditional supply chains and financially rewarding farmers who comply with standards of animal welfare, traceability, and sustainability.

Throughout this process, Mango ensures that the invested funds generate a real impact, allocating them to projects that support farmers in their transition towards responsible practices. These pro-

jects include third-party audits and processes that strengthen the development of the leather market with a lower impact. Incentives are based on the length of time cattle remain on farms during the audit period.

Finally, Mango is committed to monitoring its progress by setting ambitious goals based on the results of its impact analysis and prioritisation. The company is dedicated to the constant adaptation of its biodiversity strategy in order to meet its commitments and contribute to the sustainability of the sector. Mango will continue to publicly report its progress and results, maintaining transparency on its path towards transformation.



7.6

European Green Taxonomy

The European Union Taxonomy stands as 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, achieve climate neutrality by 2050.

Since the year 2023, with the transition to a Public Interest Entity, Mango has expanded the disclosure of non-financial information included in the Sustainability Report, incorporating the reporting requirements derived from the Taxonomy Regulation (EU) 2020/852, which establishes a regulatory framework to facilitate sustainable investments. By

the end of 2024, and in addition to this regulation, the legislative body and other clarifying documents stand out through which the application requirements by Taxonomy are developed: Delegated Regulation (EU) 2021/2139; FAQs (Frequently Asked Questions) from the European Commission; Delegated Regulation (EU) 2023/2486.

• Delegated Regulation (EU) 2021/2139 supplementing Regulation 2020/852, 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 expanded and amended by Delegated Regulations (EU) 2022/1214 and 2023/2485, with the inclusion of additional activities for the two climate objectives. Delegated Regulation (EU) 2021/2178 completes

and develops the EU Taxonomy Regulation, establishing applicable criteria regarding the content and publication of information on eligible activities.

• FAQs (Frequently Asked Questions) from the European Commission, which publishes a range of questions and answers (as of the date of this document, various documents have been published in December 2021, February and December 2022, June and December 2023, and November 2024) with the aim of clarifying the content of the corresponding delegated regulations, thereby addressing any doubts that have arisen in this regard.

• Delegated Regulation (EU) 2023/2486 supplementing Regulation (EU) 2020/852, which establishes the four remaining environmental objectives of the Environmental Taxonomy Regulation: Sus-

tainable 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 uses Taxonomy as a tool that enables the company to advance in transparency, communication, and commitment to sustainability, thereby promoting a transformation of the textile sector that allows for reducing environmental impact and creating a more equitable society.



7.6.1

Classification of Sustainable Activities

When defining an economic activity as sustainable, it is important to consider the following concepts and the implications that influence its categorisation.

Eligibility: this concept encompasses the activities described in the Annexes of the Taxonomy Delegated Regulations (Delegated Regulation 2021/2139 on Climate, and its subsequent amendments, in the case of the two objectives of the climate Taxonomy; and Delegated Regulation 2023/2486, for the remaining four objectives belonging to the environmental Taxonomy), due to their potential contribution to one of the six environmental objectives.

Alignment: this term includes those eligible activities that, for the reporting year, meet alignment criteria established for various activities. To achieve this, it is necessary to demonstrate that each activity makes a substantial contribution towards the relevant application objective, while also ensuring that they do not cause significant harm to the other

objectives (referred to as Do No Significant Harm (DNSH) criteria) and guaranteeing minimum social safeguards, which include aspects related to human rights, taxation, corruption, and competition.

The analysis conducted by Mango covers the eligibility and alignment report for the six defined environmental objectives (adaptation to climate change, mitigation of climate change, protection of water and marine resources, transition to a circular economy, pollution prevention and control, and biodiversity protection and recovery). To carry out this analysis, the company 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 according to the requirements of the EU Taxonomy.

Throughout the year 2024, Mango has continued to learn about Green Taxonomy and to prepare teams and systems for the identification, development,

and expansion of the evidential documentation that justifies compliance with alignment criteria, as eligibility played a more prominent role in the 2023 report as the first step of the analysis.

Due to the increase in requirements for the applicable report for the current fiscal year, Mango has conducted a thorough review that has allowed for the reevaluation of the inclusion of potential new taxonomic activities. Furthermore, in this new report, Mango has also focused on aligning the activities that had already been considered eligible in the previous year.

7.6.2

Analysis Methodology

The scope of the Taxonomy analysis encompasses the activities under the companies consolidated under Mango MNG Holding SAU, detailed in section “10. Financial results” and in Annex I of the Consolidated Annual Accounts for the fiscal year 2024.

In this context, Mango has analysed the information available in the accounting records to identify activities with potential alignment according to 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 and 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 accounting in financial KPIs.

Accounting Metrics

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

Based on these KPIs, the proportion between the Net Turnover, CapEx, and OpEx considered eligible and aligned, eligible and not aligned, and not eligible, has been considered against the Group's total Net Turnover, CapEx, and OpEx, according to Taxonomy, at the end of the fiscal year. The proportion of the net turnover referred to in Article 8, paragraph 2, letter a), of Regulation (EU) 2020/852 has been calculated as the part of the net turnover derived from products or services, including intangible ones, associated with economic activities that comply with the Taxonomy

(numerator), divided by the net turnover (denominator) as defined in Article 2, paragraph 5, of Directive 2013/34/EU. Furthermore, the turnover includes the revenue recognised in accordance with International Accounting Standard (IAS) 1, paragraph 82, letter 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 during the fiscal year.

In the calculation of the indicator for Mango, the net amount of the turnover is recorded in note 22 of the Consolidated Annual Accounts. Regarding CapEx, the proportion of CapEx referred to in article 8, section 2, letter b) of Regulation (EU) 2020/852 includes additions to tangible and intangible assets during the fiscal year considered before depreciation, amortisation, and possible new valuations, including those resulting from revaluations and impairments, corresponding to the relevant fiscal

year, excluding changes in fair value. This calculation also includes additions to tangible and intangible assets resulting from business combinations. In other words, the indicator refers to the total investments made by Mango during the fiscal year aimed at activities covered by the Taxonomy.

In the case of Mango, these additions are reflected in notes 5, 6, and 7 of the Consolidated Annual Accounts, which correspond to Tangible fixed assets, Intangible fixed assets, and Leases, respectively. The proportion of OpEx referred to in Article 8, paragraph 2, letter b), of Regulation (EU) 2020/852 limits the calculation of this KPI to direct non-capitalised costs related to research and development, building renovation measures, short-term leases, maintenance and repairs, as well as other direct expenses related to the daily upkeep of tangible fixed assets, either by the company or a third party to whom activities are subcontracted, and which

are necessary to ensure the continued and efficient operation of these assets. In this regard, to specifically ensure the concepts that must be included in the calculation of this KPI, the clarifying FAQs documents published by the European Commission on December 19, 2022, concerning 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 followed the same approach as in 2023, conducting a thorough analysis to review and validate the identification of activities carried out within the companies that are part of the group, which comply with Taxonomy. Within this identification of activities, it has also been verified that the activities conside-

7.6.2. Analysis Methodology

red eligible in previous years are maintained. This process has involved, firstly, a segregation between eligible and non-eligible activities according to the established criteria.

Since Mango's main activity – the sale of clothing, accessories, and home 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 are within the environmental objectives mentioned below. For the climate change mitigation objective, within group 7* (building construction activities and real estate promotion), we find the following activities that will be reported as eligible.

- 7.2. Renovation of existing buildings, for investments made during 2024 related to civil works

carried out in the various industrial buildings of Mango**.

- 7.3. Installation, maintenance, and repair of energy efficiency equipment, for investments made during 2024 in energy efficiency elements, both in stores and industrial buildings. In the case of stores (both new and renovated), LED technology has been installed, in addition to the installation of air conditioning systems, as well as door enclosure installations, with all these installations having the highest available energy efficiency rating.

- 7.4. Installation, maintenance, and repair of charging stations for electric vehicles in buildings (and in the parking spaces adjacent to the buildings), for installing these charging points in the Mango Campus facilities, and the expenses associated with installing the management software for the charging points, as well as the expenses associated with repairing said charging points.

- 7.5. Installation, maintenance, and repair of instruments and devices for measuring, regulating, and controlling the energy efficiency of buildings, through actions related to the implementation of software that, among other objectives, emphasises the improvement of buildings' energy efficiency, as well as investment in management systems both in stores and headquarters, which allow for monitoring and coordinating resources to optimise energy consumption.

- 7.6. Installation, maintenance, and repair of renewable energy technologies, including the installation and assembly of solar panels, as well as the maintenance expenses associated with photovoltaic solar panels both at headquarters and in stores. Within Group 6 (Transport), the activities included are, on one hand, transportation by motorcycles, passenger cars, and light commercial vehicles by Mango's fleet, and on the other hand, air transporta-

tion of passengers and goods, through the purchase and use of a jet owned by Punto Fa SL.

Additionally, Mango maintains high-impact collaborations with various organisations that substantially contribute to the objectives of the EU Taxonomy. For example, the collaboration that Mango carries out with I: Collect (I:CO), a company that offers solutions to promote the circular economy in the fashion industry, for the collection, reuse, and recycling of used clothing and footwear, with the aim of improving garment collection in Europe. However, since the economic items associated with collaborations cannot be accounted for by Taxonomy, they are not directly reflected in this report.

Based on the eligibility analysis conducted, and for the activities identified as eligible, the review and validation of compliance with the technical selection criteria have been carried out (which include

* Within group 7, neither 7.1 Construction of new buildings nor 7.7 Acquisition and ownership of buildings have been included as potentially eligible activities, because the buildings are not owned by Mango.

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

the substantial contribution to the environmental objective, as well as the Do No Significant Harm (DNSH) criteria) and minimum social safeguards to classify these activities as aligned with the Taxonomy.

Minimum Social Safeguards

In accordance with Regulation (EU) 2020/852 in Article 18 "Minimum Safeguards": Minimum safeguards are the procedures to be applied by a company conducting an economic activity to ensure compliance with:

- OECD Guidelines for Multinational Enterprises.
- The United Nations Guiding Principles on Business and Human Rights, including the principles and rights established in the eight fundamental conventions referred to.

7.6.2. Analysis Methodology

• The Declaration of the International Labour Organisation concerning the principles and fundamental rights at work, and The International Bill of Human Rights.

Globally, for all activities, Mango has internally worked on gathering the necessary documentation to comply with the requirements related to the aspects concerning minimum social safeguards; human rights, taxation, corruption, and competition. Specifically, it has been analysed that the corporate policies and mechanisms implemented have been carried out in accordance with the OECD Guidelines for Multinational Enterprises and the United Nations Guiding Principles on Business and Human Rights to ensure the protection of human rights, fair competition, responsible taxation, and the fight against corruption.

Thanks to the alignment and non-alignment analysis of eligible economic activities conducted by

Mango, the company ensures full compliance, in all cases, with the minimum social guarantees established.

Technical Selection Criteria

In parallel to this analysis of the minimum social safeguards, Mango has reviewed the technical selection criteria required for each of the eligible activities to assess their potential alignment.

• Criteria for Substantial Contribution

During the fiscal year 2024, Mango has worked in compliance with the criteria for substantial contribution mainly in the group 7 activities, related to the environmental objective of climate change mitigation (in the case of Activity 7.2, no work has been done in terms of substantial contribution because the renovations carried out at the sites are not categorised as major reforms according to the national

and regional construction standards implementing Directive 2010/31/EU).

Regarding the rest of the activities, in relation to activity 7.3, both the investments made in climate equipment and the installation of doors in the stores, as well as at Mango headquarters, comply with the provisions of the Regulation, in relation to the incorporation of insulation into the enclosure components, the replacement of existing exterior doors with new energy-efficient doors, the installation and replacement of energy-efficient light sources, as well as the installation, replacement, maintenance, and repair of heating and air conditioning systems with high-efficiency technologies. Meanwhile, activity 7.4, related to the installation and maintenance of electric vehicle charging points, includes both the investment made in 2024, as well as the expenses associated with maintenance and repair that have occurred at the electric vehicle charging points established at Mango headquarters.



7.6.2. Analysis Methodology

Regarding activity 7.5 related to the installation and maintenance of instruments and devices for measuring, regulating, and controlling the energy efficiency of buildings, the investments, as well as the expenses undertaken, comply with the provisions of the Regulation as they pertain to building energy management systems and energy management systems.

Regarding activity 7.6, the activities carried out both at Mango's headquarters and at the stores are based on the installation and maintenance of thermal solar panels.

- Do Not Cause Significant Harm to the rest of the objectives (DNSH)

During the fiscal year, Mango has worked on assessing the climate risks that may affect both its

headquarters and its own stores. This risk assessment allows compliance with the stipulations in Appendix A of the Taxonomy Regulation 2020/852, and inherently analyses the climate impact and sustainability of the economic activities carried out both in the stores and at Mango's headquarters. The approach undertaken for this climate risk assessment has made it possible to consider the characteristics of global climate zones, while not losing sight of the regional particularities that may influence the specific location of each store.

After conducting a study based on vulnerability analysis on one hand, and risk assessment on the other, recommendations have been proposed for an adaptive design that aims to enhance the climate resilience of assets, as well as specific adaptation measures to mitigate the impacts of the main identified climate risks. The adaptation solutions prioritised within the analysis are those derived from

nature, following the recommendations of the European Taxonomy.

Additionally, to comply with the remaining DNSH affecting eligible and potentially aligned taxonomic activities, Mango has verified that the investments made in energy efficiency equipment comply with the stipulations in Appendix C of the Taxonomy Delegated Regulation 2020/852 regarding the manufacture, marketing, and use of certain substances.

The progress in implementing the requirements demanded by the Taxonomy in projects, actions, and measures undertaken by Mango over the coming years will enable an increasingly higher percentage of alignment of the group's activities. Below, the tables required by the European Taxonomy for the three key performance indicators are disclosed. In each of the tables, only those activities previ-

ously described for which there is a financial item associated with the key performance indicator at Mango are shown. It is understood, therefore, that in cases where none of the previously described activities appear in the tables, it is because there is no financial item associated with the key performance indicator.

7.6.2. Analysis Methodology

Proportion of turnover from products or services associated with economic activities that align with the taxonomy – disclosure for the year 2024

FISCAL YEAR 2024	YEAR			CRITERIA FOR SUBSTANTIAL CONTRIBUTION						CRITERIA FOR DO NO SIGNIFICANT HARM (DNSH)									
Economic activities	Codes	Turnover	Proportion of absolute turnover, 2024	Mitigation of climate change	Adaptation to Climate Change	Water and marine resources	Circular economy	Pollution	Biodiversity and ecosystems	Mitigation of climate change	Adaptation to Climate Change	Water and marine resources	Circular economy	Pollution	Biodiversity and ecosystems	Minimum safeguards	Proportion of turnover that aligns with the Taxonomy (A.1) or is eligible according to the Taxonomy (A.2), 2023	Facilitator activity category	Transition activity category
		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 THE TAXONOMY																		
A.1. ENVIRONMENTALLY SUSTAINABLE ACTIVITIES (TAXONOMY-ALIGNED)																			
		0	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	S	S	S	S	S	S	S	0.00%	-	-
Turnover of environmentally sustainable activities (taxonomy-aligned) (A.1)																			
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	0.00%	F	-
Of which: transitional		0	0.00%	-	-	-	-	-	-	S	S	S	S	S	S	S	0.00%	-	T

7.6.2. Analysis Methodology

FISCAL YEAR 2024	YEAR			CRITERIA FOR SUBSTANTIAL CONTRIBUTION						CRITERIA FOR DO NO SIGNIFICANT HARM (DNSH)									
Economic activities	Codes	Turnover	Proportion of absolute turnover, 2024	Mitigation of climate change	Adaptation to Climate Change	Water and marine resources	Circular economy	Pollution	Biodiversity and ecosystems	Mitigation of climate change	Adaptation to Climate Change	Water and marine resources	Circular economy	Pollution	Biodiversity and ecosystems	Minimum safeguards	Proportion of turnover that aligns with the Taxonomy (A.1) or is eligible according to the Taxonomy (A.2), 2023	Facilitator activity category	Transition activity category
		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.2 ELIGIBLE ACTIVITIES ACCORDING TO THE TAXONOMY, BUT NOT ENVIRONMENTALLY SUSTAINABLE (ACTIVITIES THAT DO NOT ALIGN WITH THE TAXONOMY)																			
				EL; N/EL	EL; N/EL	EL; N/EL	EL; N/EL	EL; N/EL	EL; N/EL	-	-	-	-	-	-	-	-	-	-
Turnover of eligible activities according to the taxonomy, but not environmentally sustainable (activities that do not align with the taxonomy) (A.2)		0	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	-	-	-	-	-	-	-	0.00%	-	-
A. Turnover of eligible activities according to the taxonomy (A.1+A.2)		0	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	-	-	-	-	-	-	-	0.00%	-	-
B. NON-ELIGIBLE ACTIVITIES ACCORDING TO THE TAXONOMY																			
Turnover of non-eligible activities according to the taxonomy		3,339,077	100.00%																
TOTAL		3,339,077	100.00%																

7.6.2. Analysis Methodology

Proportion of turnover/total turnover that aligns with the taxonomy by objective and proportion of turnover/total turnover eligible according to taxonomy by objective (sub-index c Template Annex II Delegated Regulation 2023/2486)

	PROPORTION OF TURNOVER/TOTAL TURNOVER	
	THAT ALIGNS WITH THE TAXONOMY BY OBJECTIVE	ELIGIBLE ACCORDING TO THE 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%

7.6.2. Analysis Methodology

Proportion of CapEx derived from products or services associated with economic activities that align with the taxonomy – disclosure corresponding to 2024

FISCAL YEAR 2024	YEAR			CRITERIA FOR SUBSTANTIAL CONTRIBUTION						CRITERIA FOR DO NO SIGNIFICANT HARM (DNSH)									
Economic activities	Codes	CapEx	Proportion of absolute CapEx, 2024	Mitigation of climate change	Adaptation to Climate Change	Water and marine resources	Circular economy	Pollution	Biodiversity and ecosystems	Mitigation of climate change	Adaptation to Climate Change	Water and marine resources	Circular economy	Pollution	Biodiversity and ecosystems	Minimum safeguards	Proportion of CapEx that aligns with the Taxonomy (A.1) or is eligible according to the Taxonomy (A.2), 2023	Facilitator activity category	Transition activity category
		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 THE TAXONOMY																			
A.1. ENVIRONMENTALLY SUSTAINABLE ACTIVITIES (TAXONOMY-ALIGNED)																			
Installation, maintenance, and repair of energy-efficient equipment	CCM.7.3	31,455	4.95%	S	N/EL	N/EL	N/EL	N/EL	N/EL	S	S	S	S	S	S	S	0.00%	F	-
Installation, maintenance, and repair of charging stations for electric vehicles in buildings (and in the parking spaces adjacent to the buildings)	CCM.7.4.	6	0.00%	S	N/EL	N/EL	N/EL	N/EL	N/EL	S	S	S	S	S	S	S	0.00%	F	-
Installation, maintenance, and repair of instruments and devices for measuring, regulating, and controlling the energy efficiency of buildings	CCM.7.5.	163	0.03%	S	N/EL	N/EL	N/EL	N/EL	N/EL	S	S	S	S	S	S	S	0.00%	F	-

7.6.2. Analysis Methodology

FISCAL YEAR 2024	YEAR			CRITERIA FOR SUBSTANTIAL CONTRIBUTION						CRITERIA FOR DO NO SIGNIFICANT HARM (DNSH)									
Economic activities	Codes	CapEx	Proportion of absolute CapEx, 2024	Mitigation of climate change	Adaptation to Climate Change	Water and marine resources	Circular economy	Pollution	Biodiversity and ecosystems	Mitigation of climate change	Adaptation to Climate Change	Water and marine resources	Circular economy	Pollution	Biodiversity and ecosystems	Minimum safeguards	Proportion of CapEx that aligns with the Taxonomy (A.1) or is eligible according to the Taxonomy (A.2), 2023	Facilitator activity category	Transition activity category
		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 THE TAXONOMY																			
A.1. ENVIRONMENTALLY SUSTAINABLE ACTIVITIES (TAXONOMY-ALIGNED)																			
Installation, maintenance, and repair of renewable energy technologies	CCM.76.	46	0.01%	S	N/EL	N/EL	N/EL	N/EL	N/EL	S	S	S	S	S	S	S	0.00%	F	-
CAPEX of environmentally sustainable activities (taxonomy-aligned) (A.1)		31,671	4.98%	S	N/EL	N/EL	N/EL	N/EL	N/EL	S	S	S	S	S	S	S	0.00%	F	-
Of which: facilitators		31,671	4.98%	S	N/EL	N/EL	N/EL	N/EL	N/EL	S	S	S	S	S	S	S	0.00%	F	-
Of which: transitional		0	0.00%	-	-	-	-	-	-	-	-	-	-	-	-	-	0.00%	-	T
A.2 ELIGIBLE ACTIVITIES ACCORDING TO THE TAXONOMY, BUT NOT ENVIRONMENTALLY SUSTAINABLE (ACTIVITIES THAT DO NOT ALIGN WITH THE TAXONOMY)																			

7.6.2. Analysis Methodology

FISCAL YEAR 2024	YEAR			CRITERIA FOR SUBSTANTIAL CONTRIBUTION						CRITERIA FOR DO NO SIGNIFICANT HARM (DNSH)									
Economic activities	Codes	CapEx	Propor- tion of absolute CapEx, 2024	Mitigation of climate change	Adapta- tion to Climate Change	Water and marine resources	Circular economy	Pollution	Biodiver- sity and ecosys- tems	Mitigation of climate change	Adapta- tion to Climate Change	Water and marine resources	Circular economy	Pollution	Biodiver- sity and ecosys- tems	Mini- mum safe- guards	Proportion of CapEx that aligns with the Taxonomy (A.1) or is eligible according to the Taxonomy (A.2), 2023	Facilitator activity category	Transition activity cat- egory
		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.2 ELIGIBLE ACTIVITIES ACCORDING TO THE TAXONOMY, BUT NOT ENVIRONMENTALLY SUSTAINABLE (ACTIVITIES THAT DO NOT ALIGN WITH THE TAXONOMY)																			
Passenger and freight air transport	CCM.6.19	12,921	2.03%	N/EL	N/EL	N/EL	N/EL	N/EL	N/EL	-	-	-	-	-	-	-	9.62%	-	-
Renovation of existing buildings	CCM.7.2. CE.3.2.	1,286	0.20%	EL	N/EL	N/EL	EL	N/EL	N/EL	-	-	-	-	-	-	-	0.16%	-	-
Installation, maintenance, and repair of energy-efficient equipment	CCM.7.3.	0	0.00%	EL	N/EL	N/EL	N/EL	N/EL	N/EL	-	-	-	-	-	-	-	0.52%	-	-
Installation, maintenance, and repair of charging stations for electric vehicles in buildings (and in the parking spaces adjacent to the buildings)	CCM.7.4.	0	0.00%	EL	N/EL	N/EL	N/EL	N/EL	N/EL	-	-	-	-	-	-	-	0.02%	-	-

7.6.2. Analysis Methodology

FISCAL YEAR 2024	YEAR			CRITERIA FOR SUBSTANTIAL CONTRIBUTION						CRITERIA FOR DO NO SIGNIFICANT HARM (DNSH)									
Economic activities	Codes	CapEx	Proportion of absolute CapEx, 2024	Mitigation of climate change	Adaptation to Climate Change	Water and marine resources	Circular economy	Pollution	Biodiversity and ecosystems	Mitigation of climate change	Adaptation to Climate Change	Water and marine resources	Circular economy	Pollution	Biodiversity and ecosystems	Minimum safeguards	Proportion of CapEx that aligns with the Taxonomy (A.1) or is eligible according to the Taxonomy (A.2), 2023	Facilitator activity category	Transition activity category
		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.2 ELIGIBLE ACTIVITIES ACCORDING TO THE TAXONOMY, BUT NOT ENVIRONMENTALLY SUSTAINABLE (ACTIVITIES THAT DO NOT ALIGN WITH THE TAXONOMY)																			
Installation, maintenance, and repair of renewable energy technologies	CCM.76.	0	0.00%	EL	N/EL	N/EL	N/EL	N/EL	N/EL	-	-	-	-	-	-	-	0.39%	-	-
CAPEX of eligible activities according to the taxonomy, but not environmentally sustainable (activities that do not align with the taxonomy) (A.2)		14,207	2.24%	2.24%	0.00%	0.00%	0.00%	0.00%	0.00%	-	-	-	-	-	-	-	10.72%	-	-
A. CAPEX of eligible activities according to the taxonomy (A.1+A.2)		45,878	7.22%	7.22%	0.00%	0.00%	0.00%	0.00%	0.00%	-	-	-	-	-	-	-	10.72%	-	-
B. NON-ELIGIBLE ACTIVITIES ACCORDING TO THE TAXONOMY																			
CAPEX of activities not eligible according to the taxonomy		589,560	92.78%																
TOTAL (A+B)		635,438	100.00%																

7.6.2. Analysis Methodology

Proportion of CapEx/Total CapEx that aligns with the taxonomy by objective and proportion of CapEx/total CapEx eligible according to taxonomy by objective (subscript c Template Annex II Delegated Regulation 2023/2486)

	PROPORTION OF CAPEX/TOTAL CAPEX	
	THAT ALIGNS WITH THE TAXONOMY BY OBJECTIVE	ELIGIBLE ACCORDING TO THE TAXONOMY BY OBJECTIVE
CCM	4.98%	7.22%
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%

7.6.2. Analysis Methodology

Proportion of CapEx derived from products or services associated with economic activities that align with the taxonomy – disclosure corresponding to 2024

FISCAL YEAR 2024	YEAR			CRITERIA FOR SUBSTANTIAL CONTRIBUTION						CRITERIA FOR DO NO SIGNIFICANT HARM (DNSH)									
Economic activities	Codes	OpEx	Proportion of absolute OpEx, 2024	Mitigation of climate change	Adaptation to Climate Change	Water and marine resources	Circular economy	Pollution	Biodiversity and ecosystems	Mitigation of climate change	Adaptation to Climate Change	Water and marine resources	Circular economy	Pollution	Biodiversity and ecosystems	Minimum safeguards	Proportion of OpEx that aligns with the Taxonomy (A.1) or is eligible according to the Taxonomy (A.2), 2023	Facilitator activity category	Transition activity category
		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 THE TAXONOMY																			
A.1. ENVIRONMENTALLY SUSTAINABLE ACTIVITIES (TAXONOMY-ALIGNED)																			
Installation, maintenance, and repair of charging stations for electric vehicles in buildings (and in the parking spaces adjacent to the buildings)	CCM.7.4.	1	0.00%	S	N/EL	N/EL	N/EL	N/EL	N/EL	S	S	S	S	S	S	S	0.00%	F	-
Installation, maintenance, and repair of instruments and devices for measuring, regulating, and controlling the energy efficiency of buildings	CCM.7.5.	108	0.10%	S	N/EL	N/EL	N/EL	N/EL	N/EL	S	S	S	S	S	S	S	0.00%	F	-
OPEX of environmentally sustainable activities (taxonomy-aligned) (A.1)		109	0.10%	S	N/EL	N/EL	N/EL	N/EL	N/EL	S	S	S	S	S	S	S	0.00%	F	-
Of which: facilitators		109	0.10%	S	N/EL	N/EL	N/EL	N/EL	N/EL	S	S	S	S	S	S	S	0.00%	F	-
Of which: transitional		0	0.00%	-	-	-	-	-	-	-	-	-	-	-	-	-	0.00%	-	T

7.6.2. Analysis Methodology

FISCAL YEAR 2024	YEAR			CRITERIA FOR SUBSTANTIAL CONTRIBUTION						CRITERIA FOR DO NO SIGNIFICANT HARM (DNSH)									
Economic activities	Codes	OpEx	Proportion of absolute OpEx, 2024	Mitigation of climate change	Adaptation to Climate Change	Water and marine resources	Circular economy	Pollution	Biodiversity and ecosystems	Mitigation of climate change	Adaptation to Climate Change	Water and marine resources	Circular economy	Pollution	Biodiversity and ecosystems	Minimum safeguards	Proportion of OpEx that aligns with the Taxonomy (A.1) or is eligible according to the Taxonomy (A.2), 2023	Facilitator activity category	Transition activity category
		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.2 ELIGIBLE ACTIVITIES ACCORDING TO THE TAXONOMY BUT NOT ENVIRONMENTALLY SUSTAINABLE (ACTIVITIES THAT DO NOT ALIGN WITH THE TAXONOMY)																			
				EL; N/EL	EL; N/EL	EL; N/EL	EL; N/EL	EL; N/EL	EL; N/EL	-	-	-	-	-	-	-	-	-	-
Transport by motorcycles, passenger cars, and light commercial vehicles	CCM.6.5.	718	0.68%	EL	N/EL	N/EL	N/EL	N/EL	N/EL	-	-	-	-	-	-	-	0.60%	-	-
Passenger and freight air transport	CCM.6.19	297	0.28%	EL	N/EL	N/EL	N/EL	N/EL	N/EL	-	-	-	-	-	-	-	0.85%	-	-
Installation, maintenance, and repair of energy-efficient equipment	CCM.7.3.	0	0.00%	EL	N/EL	N/EL	N/EL	N/EL	N/EL	-	-	-	-	-	-	-	0.02%	-	-
Installation, maintenance, and repair of instruments and devices for measuring, regulating, and controlling the energy efficiency of buildings	CCM.7.5.	0	0.00%	EL	N/EL	N/EL	N/EL	N/EL	N/EL	-	-	-	-	-	-	-	0.05%	-	-
Installation, maintenance, and repair of renewable energy technologies	CCM.7.6.	0	0.00%	EL	N/EL	N/EL	N/EL	N/EL	N/EL	-	-	-	-	-	-	-	0.00%	-	-

7.6.2. Analysis Methodology

FISCAL YEAR 2024	YEAR			CRITERIA FOR SUBSTANTIAL CONTRIBUTION						CRITERIA FOR DO NO SIGNIFICANT HARM (DNSH)									
Economic activities	Codes	OpEx	Propor- tion of absolute OpEx, 2024	Mitigation of climate change	Adapta- tion to Climate Change	Water and marine resources	Circular economy	Pollution	Biodiver- sity and ecosys- tems	Mitigation of climate change	Adapta- tion to Climate Change	Water and marine resources	Circular economy	Pollution	Biodiver- sity and ecosys- tems	Mini- mum safe- guards	Proportion of OpEx that aligns with the Taxonomy (A.1) or is eligible according to the Taxonomy (A.2), 2023	Facilitator activity category	Transition activity cat- egory
		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
		1,015	0.96%	0.96%	0.00%	0.00%	0.00%	0.00%	0.00%	–	–	–	–	–	–	–	1.52%	–	–
	OPEX of eligible activities according to the taxonomy, but not environmentally sustainable (activities that do not align with the taxonomy) (A.2)	1,015	0.96%	0.96%	0.00%	0.00%	0.00%	0.00%	0.00%	–	–	–	–	–	–	–	1.52%	–	–
	A. OPEX of eligible activities according to the taxonomy (A.1+A.2)	1,124	1.06%	1.06%	0.00%	0.00%	0.00%	0.00%	0.00%	–	–	–	–	–	–	–	1.52%	–	–
B. NON-ELIGIBLE ACTIVITIES ACCORDING TO THE TAXONOMY																			
OPEX of activities not eligible according to the taxonomy		105,173	98.94%																
TOTAL (A+B)		106,297	100.00%																

7.6.2. Analysis Methodology

Proportion of OpEx/total OpEx that aligns with the taxonomy by objective and proportion of OpEx/total OpEx eligible according to taxonomy by objective (subscript c Template Annex II Delegated Regulation 2023/2486)

	PROPORTION OF TOTAL OPEX/OPEX	
	THAT ALIGNS WITH THE TAXONOMY BY OBJECTIVE	ELIGIBLE ACCORDING TO THE TAXONOMY BY OBJECTIVE
CCM	0.10%	1.06%
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%



Our Team

8

- 8.1 | 2024 Milestones
- 8.2 | Our People
- 8.3 | Well-being
- 8.4 | Diversity, equality, inclusion

8

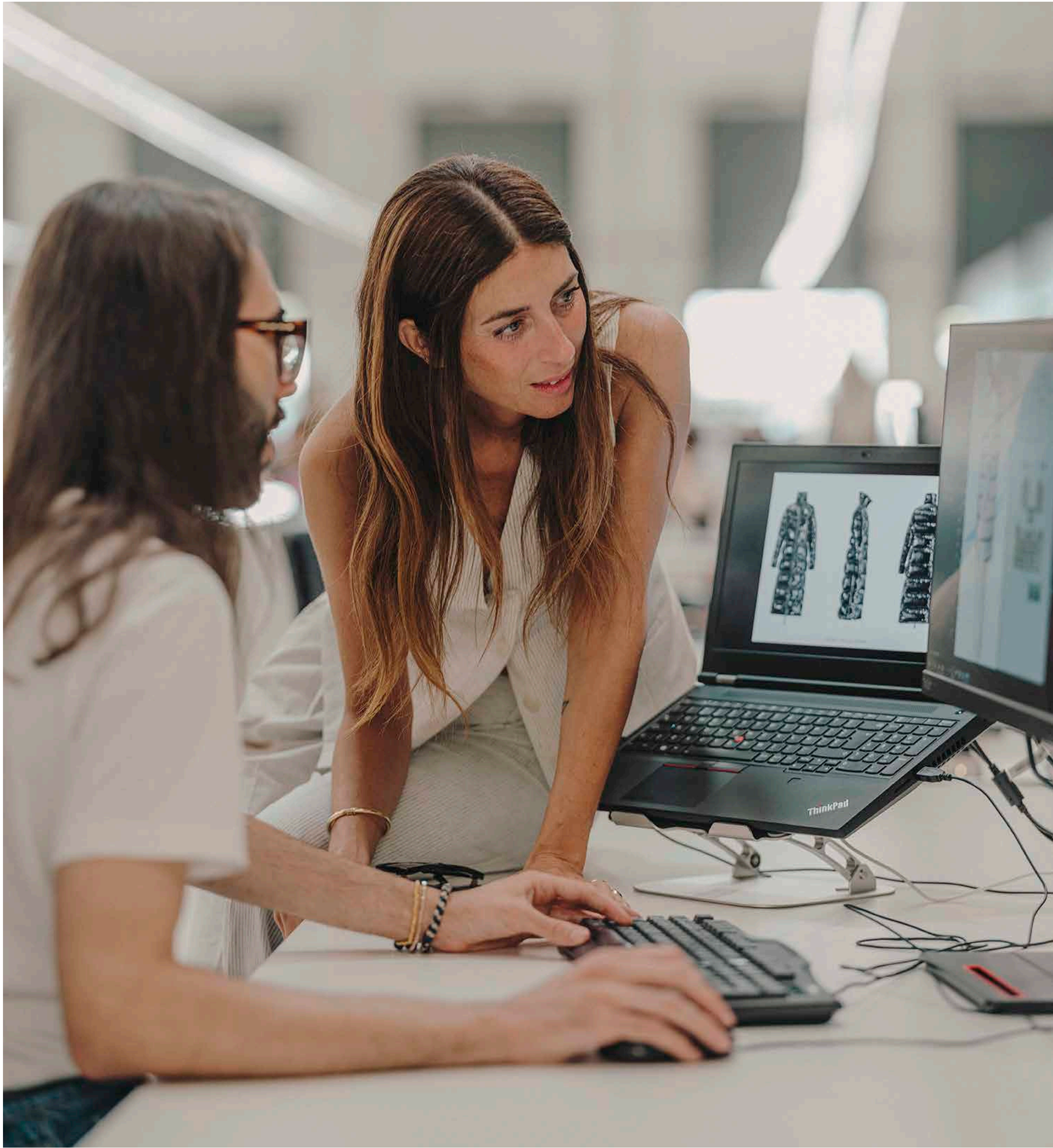
Our Team

Mango's main asset is its people. Through the fourth pillar of the Strategic Plan 4E, Empower, the company aims to empower and develop its more than 16,400 employees by fostering a sense of pride in belonging and ensuring the best talent to secure the best organisation.

At Mango, the company's success is deeply linked to the commitment to creating quality employment and the stability of the teams. Mango aims to be a committed company where individuals can develop professionally and find growth opportunities in a solid and motivating environment. To achieve this vision, Mango is committed every day to job stability, open dialogue, continuous training, and recognition of effort as key factors to overcome new challenges and achieve the set objectives.

Mango's human talent is the fundamental pillar of the company, which prides itself on having a diverse and capable group that shares its core values. Its priority is to ensure that each team member is

treated with warmth, fostering healthy relationships and an inclusive and safe work environment. This environment allows individuals to develop and grow professionally, promoting collaboration between teams and rejecting any form of discrimination.



8.1

2024 Milestones

In 2024, Mango has made significant progress in its commitment to social sustainability, strengthening its dedication to a more inclusive and equitable work environment. In Spain, the Negotiating Committee for the new Equality Plan was established, resulting from a thorough assessment that identified areas for improvement in gender equality, pay equity, and working conditions. This plan also included the updating of protocols against harassment and new support measures for victims of gender-based violence, reflecting a comprehensive and sensitive approach to the needs of the teams.

In parallel, throughout the fiscal year, Mango has strengthened its strategy of Living Wages, aligning with various international standards to ensure fair wages that allow its employees to adequately meet their basic needs. In collaboration with Wage indicator, a global provider specialising in salary analysis, the company has assessed salary conditions in 37 countries, ensuring that most of its operations meet or exceed these standards. The company's

goal is to achieve 100% of the Living Wages level before the end of 2025, reaffirming its commitment to economic equity and the well-being of the team.

In 2024, Mango has also conducted the Global People Survey (GPS), a key initiative since 2007 that in this edition has involved over 11,000 employees at all levels of the company, resulting in high participation. The survey evaluates aspects such as job satisfaction, work environment, trust in leadership, and growth opportunities, among others. With this tool, Mango not only promotes active listening and continuous improvement but also drives a cultural evolution aimed at building one of the best places to work, with an enriching and meaningful work experience for all its employees.

In the last fiscal year, Mango has also continued to advance its commitment to the comprehensive well-being of its employees through the implementation of the We Care Plan, launching various initiatives focused on physical and mental health.

Among the most notable are monthly mindfulness sessions, the celebration of Mental Health Week with specialised talks, new psychological therapy benefits, and guided sports activities. These actions reflect Mango's commitment to creating a healthier work environment, promoting balance and quality of life for its team.

These milestones reinforce Mango's position as a committed company, continuously working with the aim of ensuring fair working conditions, promoting the well-being of its teams, and consolidating an inclusive and transformative culture in all the countries where it operates.

* Large committee of managers in charge of executing and implementing the decisions of the Steering Committee.
** 21% increase in training hours compared to 2023.

Key Figures

Our Team

+16,400

Number of employees

31

Average age of the workforce (years)

78%

Women in the workforce

42%

Women on the Executive Committee*

FIGURES AS OF THE END OF 2024

79%

Women hiring

+2,800

Employees with an international profile

16%

International Talent at Mango Campus

154

Nationalities represented

0.42%

Total adjusted pay gap

+82%

Permanent contracts

+11,000

Employees participated in the engagement survey Global People Survey GPS

+587,000

Training hours**

8.2

Our People

Team Profile

As of the end of 2024, Mango employed over 16,400 professionals, of whom 2,040 work in the company's offices located in the province of Barcelona. Beyond the numbers, Mango stands out for the youthful and dynamic nature of its workforce, with an average age of 31 years and a strong female representation that reaches 78% of the total.

Mango promotes a professional environment characterised by multiculturalism and equal opportunities. Currently, the team reflects the global nature of Mango, with 16% of professionals coming from outside Spain at the headquarters. In a broader

and global context, Mango's network is composed of employees with 154 different nationalities, who perform their duties across the headquarters, the logistics centre, and the company-owned stores. At the end of the fiscal year, Mango has 2,882 employees with an international profile, which represents 18% of the company's global workforce.

In terms of average workforce, there has been sustained growth both in the annual average and in the number of employees as of the end of the fiscal year. This increase is primarily due to the strategic expansion of the business in different international markets, which has generated a greater demand for talent in various operational areas. Furthermore, this growth trend is consistently reflected across all groups within the company, reaffirming Mango's commitment to job creation and the consolidation of its global presence.

Below is a breakdown of the workforce by professional category, gender and age:

- Executives and middle management: store, head-quarters, and logistics positions categorised as managers based on the job evaluation. Executives and directors are also included.

- Headquarter staff: the rest of the positions at headquarters.

- Store staff: the rest of the store positions.

- Logistics staff: the rest of the logistics positions.

Geographical distribution of the workforce by country of origin

OUR TEAM

31/12/2024

Location	Workforce	%
Africa	358	2%
America	1,227	7%
Asia	2,051	13%
Spain	5,996	37%
Europe (Not including Spain)	4,992	30%
Not reported*	1,780	11%
TOTAL	16,404	100%

* The number of employees encompassed by this category is not a recorded figure since the information regarding the country of birth/nationality is not provided by all employees, only by those who voluntarily disclose it during the hiring process or in cases where it is required by applicable regulations.



8.2. Our People

Average workforce 2024

TOTAL	15,417
Women	11,983
Men	3,434
AGE	
< 30 years	7,636
30 - 50 years	6,912
> 50 years	869
PROFESSIONAL CLASSIFICATION	
Executives and middle management	2,671
Store staff	10,452
Headquarters staff	1,389
Logistics staff	905

Workforce 30/12/2024

TOTAL	16,404
Women	12,728
Men	3,676
AGE	
< 30 years	8,297
30 - 50 years	7,167
> 50 years	940
PROFESSIONAL CLASSIFICATION	
Executives and middle management	2,720
Store staff	11,351
Headquarters staff	1,398
Logistics staff	935

8.2. Our People

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
PROFESSIONAL CLASSIFICATION	
Executives and middle management	2,445
Store staff	9,479
Headquarters staff	1,373
Logistics staff	883

Workforce 30/12/2023

TOTAL	15,495
Women	12,029
Men	3,466
AGE	
< 30 years	7,978
30 - 50 years	6,721
> 50 years	796
PROFESSIONAL CLASSIFICATION	
Executives and middle management	2,402
Store staff	10,802
Headquarters staff	1,395
Logistics staff	896

8.2. Our People

Compensation Policy

Mango's compensation policy aims to ensure pay equity and respect for the rights of all its employees, promoting an inclusive work environment that rejects any form of discrimination, whether direct or indirect. This commitment encompasses multiple dimensions, including age, gender, race, ethnicity, religion, sexual orientation, social status, marital status, nationality, political opinion, and family responsibilities. The company adheres to the principle of "equal pay for work of equal value" to ensure gender equality and to be perceived as a company that practices Fair Pay.

For core personnel, the fixed remuneration is defined based on market standards, taking into account the level of skills and experience brought to the position. Variable remuneration is established through an annual objectives system along with participation in the company's results. Salary reviews are conducted annually, considering the development and the position of the employee's salary within the salary band. Regarding the point-of-sale team, the system is based on a fixed salary defined by collective agreements or, failing that, by internal salary tables, complemented by a variable component linked to sales. Regarding the logistics team, the fixed remuneration follows the internal salary tables and a variable component evaluated based on various indicators.

Living Wages

Mango is a company committed to the economic and social well-being of its employees, going beyond merely meeting the minimum wage requirements established by the legal regulations of each country. The company conducts an annual review of its employees' salaries, aligning with Living Wages (dignified salaries) standards in each region where it operates. This practice reflects Mango's responsibility in creating a work environment that not only complies with legal regulations but also promotes the economic well-being of its employees globally.

Living Wage refers to a salary that allows employees and their families to meet their basic needs in a dignified manner. This includes food, housing, healthcare, education, and other essential expenses, taking into account the specific cost of living in each country. Unlike minimum wages, which may not be sufficient to cover these basic costs, the Living Wage is designed to ensure that people can live with dignity and have access to a quality life.

Mango's commitment to Living Wages not only has a positive impact on the lives of employees, but also provides a direct benefit to the company, as paying fair wages generates greater satisfaction among employees, reduces job turnover, and increases productivity. There is a clear relationship

between fair wages and the increase in stability and morale in employment, which leads to a more positive organisational climate and greater loyalty to the company.

In line with this commitment, in 2024, Mango has established a collaboration with Wage indicator, a certified global provider specialising in measuring and analysing living wages. Through this agreement, Mango has been able to obtain benchmark data on the Living Wages in 37 countries where the company has a presence.

The analysis conducted in each of the countries has revealed that most of Mango's operations meet or exceed the established Living Wage levels. Mango pays salaries above the Living Wage to 98.42% of its employees. In only 4 of the 34 countries are there any employees who receive a salary below the highest threshold of the Living Wage, representing 1.58% of the total number of employees. The company aims to bring all salaries up to 100% of the Living Wage benchmark before the end of 2025.

Labour Relations: Social Dialogue

Through actions and initiatives, Mango reinforces its commitment to creating a work environment based on trust, stability, and professional development. The fundamental pillars of its labour rela-

tions include constant dialogue, continuous training, professional development, work-life balance, and recognition of the effort and contribution of its employees.

The company ensures all its employees have decent, fair working conditions in accordance with the current legislative framework. Mango complies with hiring regulations in all the countries where the company operates, ensuring that compensation is fair and competitive, tailored to the realities of each market, while defending the fundamental rights of individuals in all its labour relations. To foster an ethical and transparent environment, Mango provides all individuals who maintain a professional or commercial relationship with the company a communication channel that allows them to express any situation involving unethical behaviour or contrary to Mango's Code of Ethics, the law, or internal regulations. The company has channels that promote team cohesion and keep employees constantly informed. With the aim of promoting internal communication within the company, since 2020, Mango has had a Teams channel that connects all employees with computer access, promoting direct and agile communication. Additionally, in 2021, the company began implementing Workday, a tool that facilitates access to employment information, reinforces transparency, and enhances accessibility for all Mango employees.

Mango Ambassadors

As a driver for enhancing upward internal communications within the company, Mango has promoted the role of Mango Ambassador. Thanks to this programme, Mango has internal representatives who communicate the needs of retail employees, headquarters teams and the logistics centre team to the company. The Mango Ambassadors team is involved in various company initiatives.

In this role, Mango Ambassadors have participated in key projects, such as the proposal of measures and the development of Mango's Equality Plan, establishing themselves as agents of positive change within the company. In 2024, the ambassadors have been re-elected for the 2025-2026 period.

Co-Lab

The Co-Lab is a dialogue forum designed to integrate Mango's employees, who are the company's most important asset, as they provide extremely valuable experiences and perspectives. This initiative aims to create a more direct and agile conversation space, allowing the voice of the employees to be heard and reflecting proposals with a creative and innovative vision, thanks to the talent of its participants.

8.2. Our People

Coverage by Collective Agreement

By the end of 2024, Mango operates under a total of 70 collective agreements, of which 38 correspond to Spain, differentiated by provincial area. In countries such as Germany, Austria, Belgium, Croatia, Denmark, Spain, Finland, France, Italy, Slovenia, Norway, the Netherlands, Portugal, Sweden, and Switzerland, one hundred percent of Mango's employees are covered by a collective agreement. In the remaining countries, Mango follows the current legal framework, adapting and improving the working conditions established by local regulations, collective agreements, or customary practices.

International Representation and Social Dialogue

Union representation and social dialogue are essential for Mango, ensuring respect for labour standards and effective communication with employees

- In Spain, Mango has a legal workers' representation (RLPT) of 130 delegates in total, organised into 10 provincial committees (Barcelona with 21 delegates, Logistics-Lliçà with 21 delegates, Madrid with 17 delegates, A Coruña with 5 delegates, Pontevedra with 5 delegates, Baleares with 13 delegates, Valencia with 9 delegates, Málaga with 9 delegates, Bilbao with 5 delegates, and Girona with 5 delegates). The remaining 20 delegates are staff delegates, each representing an individual work-

place or store. Additionally, the company has 7 union delegates from each of the most representative union sections.

- In France, Mango has 31 representative bodies for workers. Social dialogue is conducted by the team located in the local office. The dialogue is ongoing, as regular meetings are held with the representative bodies throughout the year to address various matters. Additionally, if there is a specific issue to be addressed, Mango follows the legal procedure for negotiation and consultation established by law.

The company has union representation in Mango France through the Social and Economic Committee (CSE), Union Delegation (CDFT/CFTC and UNSA), and the Health and Safety Committee (CSSCT).

- In Sweden, Mango has a representative in one of its stores that is a member of Handels (Union). The dialogue is continued at the request of the parties, with the primary objective of maintaining a channel for information and consultation.

Occupational Risk Prevention and Union Representation

In terms of workplace safety, there is specific union representation in the area of occupational risk prevention in Finland, France, and Italy. The definition of these roles and responsibilities is outlined in each of the collective agreements.

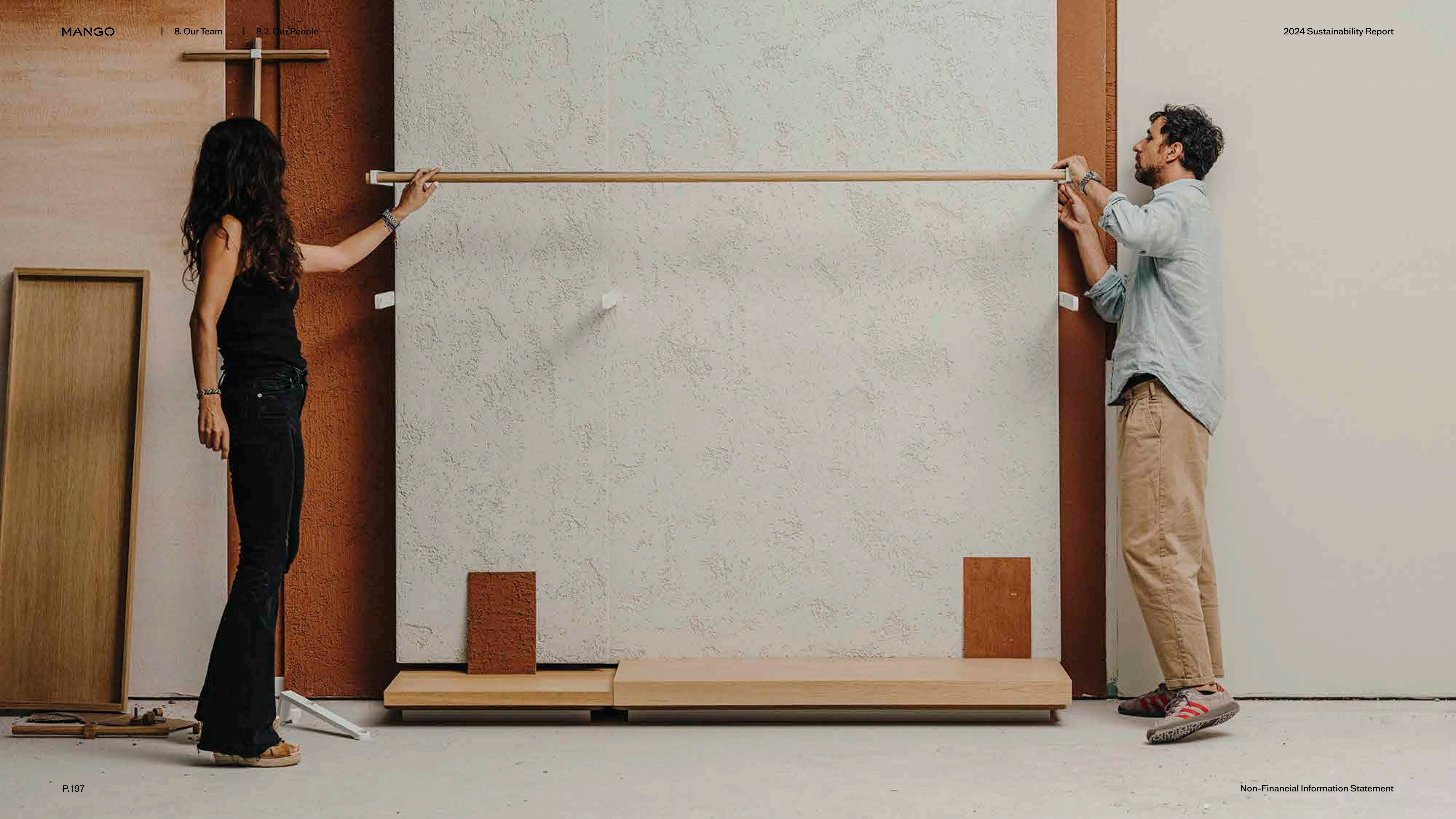


8.2. Our People

* The average global salary across all professional classifications has increased largely due to the legal increments applied in each country. The greatest increase has occurred in the retail sector, primarily due to the positioning actions undertaken in this group in various countries and the expansion strategy implemented by the company.

Average remuneration* (global, consolidated group)

2024	2023
< 30 years	< 30 years
Between 30 and 50 years	Between 30 and 50 years
> 50 years	> 50 years
Executives and middle management	Executives and middle management
Store staff	Store staff
Headquarters staff	Headquarters staff
Logistics staff	Logistics staff



8.3

Well-being

We Care Plan

In 2024, Mango has strengthened its commitment to the physical and emotional well-being of its employees through the development of the We Care Plan, a programme designed based on the results of a survey conducted in 2022 on health habits among the teams at its headquarters. This initiative, as part of Mango's strategic plan for health and well-being 2023-2025, has enabled the implementation of a series of practical actions aimed at promoting both physical and mental health.

Among the most notable initiatives carried out within the framework of the We Care Plan, are:

- Mindfulness sessions: monthly programmes that enable employees to develop mindfulness, manage stress, and foster connection with the present to enhance their well-being.

- Plant-based nutrition workshop: a talk given by a dietitian and nutritional coach, in which the benefits of a plant-based diet are explored and simple, healthy recipes are shared.

- Wellness trainings: through the platform Workday employees have access to training sessions such as "Eustrésate", a guide to identifying positive stress that drives and motivates.

- Discount on nutrition sessions: a 10% discount on personalised consultations with a dietitian and nutritional coach, to assist team members in improving their diet and setting healthy goals.

- Mental Health Week: During this period, specialised talks with experts were conducted, and access to psychological therapy was offered to enhance the emotional health care of the teams.

- Healthy Choice: In the headquarters menu: a weekly initiative to highlight the most balanced and healthy options in the corporate dining room menus.

- Fitness Room at the headquarters in Palau-solità i Plegamans: guided sports activities that promote regular exercise and the pursuit of a comprehensive balance in daily routine.

Furthermore, training sessions have been developed to strengthen mental and emotional well-being, among them:

- Resilience and an optimistic mindset, to foster a positive attitude towards challenges.

- Stress management, with strategies to handle difficult situations.

- Improvement of sleep quality, with techniques for better rest.

- Care for the quality of thoughts, helping to raise awareness of internal dialogue and promote positive thinking.

Furthermore, through internal communication, such as the newsletter Wellness News Mango shares practical advice and highlights key actions, such as workshops and activities for physical and emotional well-being. These initiatives reflect Mango's commitment to creating a healthy work environment, prioritising the physical and emotional balance of its team to improve their quality of life.



8.3.1

Organisation of Work Time

Mango promotes a management of work time that ensures compliance with legal regulations and collective agreements in each country where it operates. The company is committed to operational efficiency, offering flexibility and facilitating work-life balance at its headquarters, which allows for the adaptation of working hours to the needs of the business and its employees. This policy is based on trust and responsibility, empowering individuals and promoting internal equality. In this way, Mango strengthens its market position, attracting and retaining talent while fostering an inclusive and diverse environment.

Flexible Working Hours and Remote Working

The company has implemented a work model that provides individuals with greater autonomy and flexible hours regarding their work time. The start and end times are flexible, with a lunch break that

can be adjusted between 30 minutes and an hour, allowing for an earlier departure. Furthermore, regarding the work calendar, Mango uses a system of hour balance that enables employees to accumulate excess annual work hours and enjoy them as days off throughout the year at the employee's discretion. On the eve of holidays, the schedule is reduced to facilitate the balance between work and personal life.

Regarding in-office presence and remote work, Mango's goal is to find a balance so that the new work model is compatible with the needs of the business and those of the individuals who are part of the company. The established work model should help Mango to highlight the diversity of professional profiles that make up the teams of the company. Therefore, Mango has defined the Attendance Policy based on the different groups located in headquarters, logistics centre, and stores worldwide. Thanks

8.3.1. Organisation of Work Time

to this division of work profiles, Mango can build a model that better suits the characteristics and needs of each job position and business.

- Stores and logistics: 100% on-site work to ensure direct customer service and logistical operations.
- Design and general services: 100% in-person, given the collaborative and technical nature of these disciplines.
- Headquarters (office areas): remote work up to 30% (one or two days a week), allowing a balance between in-person presence and flexibility.
- Technological area: remote work up to 50% (two or three days a week), also allowing a balance between in-person presence and flexibility.

Work Time at the Logistics Centre

In October 2024, Mango has introduced fixed shifts (morning, afternoon, and night) at the company's logistics centre in Lliçà d'Amunt. This change replaces the previous system of rotating shifts, facilitating better personal and work-life balance for the teams at the logistics centre.

Work Time in Stores

Regarding the store team, the company establishes key factors for defining the schedules:

- The staff and their contracts (number of weekly hours/person).
- Peak days of the week.
- Peak hours of each day.

- Country regulations.
- Distribution by periods of the year (dates of increased sales and times of lower turnover).
- Different commercial actions (Shopping Day, Black Friday, etc.).
- Store activity start schedule (order taking, product preparation for display, cash register closure, and store organisation/cleaning).
- Business hours (considering opening and closing times, and concentrating working hours dedicated to the sales area on peak days and hours).

The manager of each store is responsible for planning and adjusting the schedules according to these variables, optimising operations and promoting the well-being of the team.

Implementing a Work Disconnection Policy

Mango has a digital disconnection policy framed within the rules for the use of information systems. This policy ensures that employees can separate their personal and professional lives, especially in remote working contexts.

In 2024, the company has finalised and presented a new labour disconnection protocol, which includes awareness campaigns aimed at all groups, emphasising the importance of respecting established time slots, especially for all employees who work remotely and may experience blurred lines between personal and professional life.

Absenteeism

In 2024, the total number of absenteeism hours at Mango was 1,071,352 hours (2023: 924,216 hours).

The total number of absenteeism hours has increased compared to the previous year, partly due to the growth of the workforce as a result of Mango's expansion.

8.3.2

Work-life Balance

Mango's compensation model goes beyond economic remuneration, as the company incorporates a wide range of advantages and benefits designed to promote the well-being and quality of life of its employees. These initiatives are aimed at supporting the balance between work and personal life, while also fostering the comprehensive development of individuals within the company.

Advantages and Benefits

- Flexible hours and intensive workdays: at the headquarters, employees benefit from flexible hours and intensive workdays on Fridays and the days before holidays, thus facilitating a better work-life balance.
- Remote work: Mango offers the possibility of remote work for all applicable groups, ensuring the necessary flexibility in working hours to adapt the work to the personal circumstances of the employees.

- Adaptation of working hours and special leave: In cases of personal needs or special circumstances, Mango adapts the working hours, schedules, contract suspensions, or leave beyond what is established in conventional regulations, as long as organisational needs allow.
- Improvement of medical leave: the leave established by regulations for attending medical appointments is extended, prioritising the health and well-being of employees.
- Own medical service: At headquarters, Mango employees have access to their own medical service to provide immediate attention and facilitate access to healthcare.
- Training and development of personnel: Mango invests in the development of its employees through language training programmes, mindfulness and other programmes focused on personal and professional growth.



8.3.2. Work-life Balance

- Dining and kitchen service: A dining and kitchen service is offered at the headquarters facilities, with a menu partially subsidised by the company, as well as complimentary cafeteria items for employees.
- Subsidised fruit: With the aim of increasing fruit consumption among its employees, Mango subsidises 50% of the cost of the fruit pieces in catering.
- Restaurant vouchers: In some countries and for certain groups, Mango offers restaurant vouchers as an additional benefit.
- Free transportation: Mango provides free transportation from Barcelona and Vallès to the headquarters, facilitating access to the workplace.
- Physiotherapy and physical wellness service: Mango offers a physiotherapy service at the headquarters, as well as a fully equipped fitness room and

- changing rooms, so that employees can take care of their physical health. Additionally, the company has several sports group communities.
- Directed classes: the company offers Yoga, Pilates, cardio, and toning classes.
 - Doctor App: Mango provides its employees with access to an appto resolve any queries they may have with doctors, lawyers, and veterinarians completely free of charge.
 - Discount on online nutrition and psychologist sessions.
 - Flexible compensation: Mango offers a flexible compensation package that includes tax benefits such as health insurance, training, cafeteria discounts, among others. Employees can also request childcare services as part of the flexible compensa-

- tion. All these services are tailored to the personal needs of the employees.
- Sample market: In Spain, Mango organises a sample market twice a year with a dual purpose: promoting circularity by giving a second life to garments and contributing to social causes. All the money raised is allocated to social action projects promoted by the company, reaffirming its commitment to positive impact on both the environmental and social surroundings.
 - Exclusive discounts: Mango shares with its employees exclusive discounts and promotions from other companies and services such as gyms, restaurants, among others.
 - Lactation rooms: The headquarters have lactation rooms to provide comfort and privacy to nursing mothers.

- Parking spaces for pregnant women: At the headquarters and the logistics centre in Lliçà d'Amunt, Mango has reserved parking spaces for pregnant employees, ensuring their comfort and accessibility.
- Health insurance for employees with disabilities: Mango covers the cost of health insurance for employees with disabilities, ensuring their well-being and access to medical care.
- International mobility: The company's international structure allows employees to request the possibility of relocating to other global locations, providing opportunities for professional growth at an international level.
- Opportunities for internal growth: when internal vacancies arise, Mango offers employees the chance to request a department change, promoting professional development and internal mobility within the company.

As a result, more than 300 people from the company's headquarters have had an opportunity for internal professional development or promotion, and 55% of the managerial positions or top management have been covered through internal promotion.



8.3.3

Health and Safety

At Mango, employees are the most important asset for the company, therefore, policies are developed to ensure the continuous improvement of their safety and health in the workplace.

The main objective of the company in terms of health, safety, and well-being involve promoting strategies that optimise working conditions, ensuring the physical, psychological, and social health of employees, and encouraging healthy work habits. The management of occupational risk prevention is structured through a specific prevention plan that is integrated into the company's general management system. This plan reflects Mango's commitment to providing a safe and healthy work environment and establishes the objectives and procedures necessary to achieve it.

To ensure the effectiveness of the occupational risk prevention management system, Mango conducts external audits every four years. In the years when

these external audits are not carried out, internal audits are conducted semi-annually and annually.

These control processes allow for the identification of potential areas for improvement and the implementation of necessary corrective actions. With the aim of reducing accidents and maintaining the incidence rate below the sector's reference values, the company implements various measures, such as the review and dissemination of basic safety standards in warehouses and continuous training in occupational risk prevention, especially aimed at new hires. Furthermore, improvements in working conditions are prioritised, focusing on the safety of facilities and the adaptation of workspaces, and regular safety inspections are conducted.

In 2024, Mango has undertaken various activities to ensure a safe and healthy work environment, detailing below the main initiatives carried out.

Occupational Risk Assessments

Mango proactively manages occupational risks through the continuous identification and assessment of hazards associated with job positions.

This assessment is part of its continuous improvement cycle in managing the health and safety of its employees. The company conducts these assessments at its headquarters, logistics warehouses, and stores to ensure a safe and healthy work environment.

In the same way, the company develops action plans with preventive and corrective measures, manages work inspections, emergency plans, and other key procedures. A fundamental aspect of its strategy is to ensure that the services provided by external companies or subcontracted personnel

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comply with current safety regulations, both legal and internal. To achieve this, it conducts regular safety visits to its workplaces, monitoring working conditions and promoting safe behaviours among its employees.

Occupational Risk Prevention Training

Mango continuously works on designing new training programmes tailored to the specific needs of each job position within the company. When a job position is created, a risk assessment is conducted to identify training needs related to safety. The training covers the main risks associated with each position and the preventive measures to avoid health hazards. These assessments and training plans are regularly updated. Within the training programme conducted in 2024, particularly noteworthy are the practical training

sessions in first aid and fire prevention, aimed at the emergency teams of stores where a total of 1,450 employees have been trained, with a total of 5,800 hours distributed across several countries. Additionally, training sessions in emotional management and conflict resolution with customers have been conducted for all the store managers from French stores.

Furthermore, during 2024, with the aim of integrating safety at all levels of the company, Mango has conducted 1,244 hours of in-person training on health and safety for its logistics employees (warehouse operators). And efforts have been focused on training managers from the logistics distribution centres, promoting a strong culture of safety that positively influences teams and encourages safe behaviours in the work environment.

Coordinating Business Activities

To ensure the safety of external personnel working at the company's facilities and to prevent their activities from posing a risk to the company's equipment, Mango conducts coordination meetings, exchanges information, and provides safety instructions, as well as designating preventive resources. These measures aim to ensure that the activities of concurrent companies are properly coordinated, minimising and avoiding potential risks at their facilities. In 2024, Mango has focused on coordinating the activities of external companies at the logistics centre in Lliçà and the Gallery building.

Emergency Management

One of Mango's priorities in terms of safety is to ensure an efficient response in emergency situations.

To achieve this, the company keeps its emergency and self-protection plans updated, and conducts drills and regular checks to identify and correct potential issues, both in operations and fire protection systems. The goal is to ensure an appropriate response in the event of a real emergency.

In 2024, the management of the crisis caused by the adverse weather phenomena of the DANA storm in Spain has been one of the most notable situations. Faced with this emergency situation, Mango focused its efforts on ensuring the safety and well-being of its employees in the affected areas, providing advice and following civil protection guidelines.

Among the measures implemented, the company allocated over 200,000 euros in direct aid for employees who suffered significant losses, such as the

loss of a home or vehicle. Additionally, it provided a free 24/7 psychological support service and legal advice for managing aid and insurance, also accessible to the employees' families.

The commitment and solidarity of the Mango teams have been exemplary, reflecting the Caring value which defines the company. Beyond its team, Mango also extended its assistance to local communities affected by the storm, detailed in section “9.4. Social Action” of this Sustainability Report.

Health Monitoring

The company's health service is responsible for carrying out health monitoring activities for its employees, integrated within the Health & Safety Wellness department. In stores, this monitoring is conducted through a network of assistance centres. In addition to providing medical care, regular check-ups, and

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vaccination campaigns, Mango offers its employees various personalised activities to promote the health of its team members, such as monitoring chronic diseases and advising on healthy habits.

In 2024, the company has incorporated new complementary tests in health examinations, such as psycho-emotional assessment, coronary score, glycated hemoglobin, IVF4, and the patient's waist-to-weight ratio calculation. This reflects the company's commitment to providing personalised medical care, promoting early disease detection, health education, and proper monitoring of chronic conditions, thereby ensuring the overall well-being of its employees.

Safety Improvements in Store

For Mango, the safety of customers and employees is one of its highest priorities as a company. For this

reason, the company works daily to improve safety conditions in its stores and make these spaces secure.

In addition to ensuring optimal safety conditions, one of the main tasks in terms of health and safety is raising awareness among employees to adopt a safe attitude towards work. To achieve this, Mango regularly launches informational campaigns aimed at emphasising the importance of working within a safety framework. Some examples of campaigns carried out include the one developed to ensure the use of approved work equipment, the campaign for preparing for sales and promotional periods, and fire training for store emergency teams.

Safety Enhancements and Promotion at our Headquarters

The safety of its employees is a priority within its human resources strategy as a company. Therefore,

Mango integrates safety into all its daily activities and operations, aligning with its health and safety policy. In 2024, some of the key projects undertaken to improve safety conditions at the centres include the machinery safety audit for the new logistics facility at the Lliçà d'Amunt logistics centre; the risk assessment of the new Gallery facilities and practical training in first aid.

Coordination Procedure for Business Activities in the Store

With the aim of ensuring that external companies performing work in its stores comply with legal requirements and the company's internal safety standards, Mango implements a procedure to control the risks arising from these activities. This protocol is applied in all Mango stores in Portugal, Andorra, Mexico, the United States, Germany,

France, Italy, Luxembourg, Austria, Switzerland, Belgium, Netherlands, Poland, Slovenia, the United Kingdom, and Ireland. In this way, it is ensured that the work carried out by external companies in the company's facilities operates under strict security conditions.

Commitment to a Safe Work Environment

In line with its zero-tolerance policy against harassment and discriminatory behaviour, in 2024, Mango has implemented various measures:

- Training for frontline staff to manage complaints of harassment and workplace violence, including People Partners and the Investigative Committee.
- Implementation of a prevention and action protocol in harassment cases in key countries, such as

Spain, Belgium, France, Turkey, Germany, the United Kingdom, Ireland, Italy, Greece, and the United States.

Consultation and Participation of Employees in Matters of Health and Safety

Mango firmly believes that safety should be an integral part of all levels of the company. Therefore, the company actively promotes the involvement of its employees in matters related to health and safety, fostering an environment where everyone contributes to ensuring a safe work environment. In line with this objective, Mango establishes strong partnerships with health and safety committees, uses tools for risk communication, and offers continuous training to its teams. These actions aim to build a sustainable and effective safety model, integrating employee participation at all stages of the process.

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Digital Transformation for Occupational Risk Prevention

As part of its digital transformation strategy, Mango has implemented anoccupational risk prevention management software, which allows for agile, integrated, and real-time process management. This digitalisation enhances efficiency and optimises occupational risk management more effectively. Furthermore, the company has launched a project based on Artificial Intelligence, using the tool Lisa to provide a consultation and information channel for employees at its headquarters and stores in Barcelona.

Lisa is an internal generative Artificial Intelligence tool that aids in optimising communication and the management of occupational health and safety. The platform provides employees with an automated consultation channel, facilitating access to infor-

mation on safety procedures, occupational hazards, and health protocols. Additionally, Lisa enables employees to receive quick and accurate responses, enhancing accessibility and compliance with protocols. For Mango, Lisa increases operational efficiency, reduces administrative burden, and strengthens its commitment to the safety and well-being of its employees, promoting a more accessible and effective safety culture.

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* Frequency index = (Number of accidents (with leave)
1,000,000) / Hours worked
**Severity index = (Days of leave *1,000) / Hours worked

2024	2023
FREQUENCY INDEX*	FREQUENCY INDEX*
Women7.75	Women5.68
Men9.60	Men7.74
TOTAL8.16	TOTAL6.14
SEVERITY INDEX**	SEVERITY INDEX**
Women0.21	Women0.10
Men0.20	Men0.13
TOTAL0.21	TOTAL0.11
NUMBER OF ACCIDENTS WITH LEAVE	NUMBER OF ACCIDENTS WITH LEAVE
Women155	Women106
Men55	Men42
TOTAL210	TOTAL148

8.3.4

Training

Mango reaffirms its commitment to the development and professional growth of its teams, aligning its training strategy with the key objectives of the company. Through various comprehensive and personalised training programmes, the company is committed to the professional development and training of its teams, promoting their advancement within the company.

Mango firmly believes that talent drives growth. Therefore, the company is committed to empowering all its employees by providing them with professional development opportunities to explore their full potential and foster a culture of feedback.

Mango's training and development strategy focuses on strengthening essential competencies, both in technical knowledge and professional and relational skills. This approach enables the company's employees to acquire key tools for high-impact performance, while also contributing to the collective success of the company. Mango's talent team leads

this mission globally, designing training activities that encompass stores, headquarters, and logistics centres, in order to ensure continuous improvement at all levels.

One of the key areas in Mango's training strategy is strengthening leadership. In 2024, the company has continued to promote the development of its leaders through specialised programmes for managers of headquarters, commercial networks, and the logistics centre. Leadership is recognised as an essential pillar for professional excellence and the development of each team member.

Leadership development programmes are designed to provide manager with fundamental tools that enable them to manage teams effectively, fostering a culture of trust, autonomy, and continuous growth. These programmes include active methodologies, such as the learning by doing, which combines the study of practical cases, dynamic exercises, and participatory dynamics.

The main projects promoted in 2024 include:

Portfolio Learning Solutions

In 2024, Mango has maintained its hybrid approach to training, effectively combining online sessions with in-person training. This modality has allowed the company to adapt to the needs of each area and enhance the development of key skills that drive Mango's strategy.

Mango's training programmes align with the strategic skills that define the company's success: Results-oriented; Customer-oriented; Initiative and Innovation; Collaboration; Teamwork and Communication; Problem Analysis and Resolution, and Ownership & Accountability. Through training activities tailored to each business area, Mango promotes the continuous improvement of these skills among its employees.

Customer-oriented

In this skill, Mango has strengthened Customer Experience training, in which team members learn about the importance of service quality, effective communication, and the interdependence between internal customers to enhance the external customer experience. The "Customer Fundamentals" training delves into the company's sales tenets and their application at each stage of the team members' journey, thereby optimising the in-store experience.

Results-oriented

Within this skill, Mango has offered the training course "Project Management" where they explore the role of the Project Manager, the fundamental elements for project planning and the necessary techniques for resolving complex situations.

Another key course has been "Personal Productivity", which teaches how to set daily goals and adopt



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planning practices to improve efficiency, reduce distractions, and manage urgencies.

Initiative and Innovation

To foster creativity and innovation, Mango has launched the training programme "Future and Trends of Retail Tech", which enables employees to understand the emerging technologies that are transforming the sector and explore the new dynamics between the physical store and the online experience.

Ownership & Accountability

This essential skill is reinforced through training sessions such as "Manage Your Business," focused on the impact of various commercial indicators and how individual actions can contribute to Mango's overall success. In "Financial Vision of the Business," participants understand the implications that individual decisions and actions have on the rest of the company, and their impact is key to having a more global perspective of it.

Problem Analysis and Resolution

For this skill, Mango has developed the training programme "Non-violent Communication," which instructs team members in acquiring technical skills to proactively prevent and resolve conflicts.

Additionally, the "Change Management" training prepares teams to adapt to a constantly evolving environment, providing tools to face both personal and professional challenges.

Collaboration, Teamwork, and Communication

To strengthen collaboration and effective communication, Mango has introduced courses such as "Negotiation Techniques," which develop negotiating skills and identifying the best way to effectively approach situations. Additionally, in "Effective and Participative Meetings", team members learn to use collaboration tools that help achieve tangible results within the framework of effective meetings.

Through these programmes, Mango reaffirms its commitment to the comprehensive development of its employees, aligning training with the skills that drive performance and growth at all levels of the company.

Leadership Development Programme

The Leadership Development Programme | Leading People aims to provide Mango's managers with the basic leadership tools they need to manage teams. The programme works from self-awareness in relational and communication style, and introduces the new leadership model and its four skills (execution, direction, development, and delegation), in addition to providing tools to know how to translate them into specific behaviours and actions. With an

active and dynamic methodology of learning by doing, where case studies, exercises, and participatory dynamics are employed.

Mango uses a situational leadership model through a culture of feedback where various interactions are showcased that must be considered when adapting to a diverse environment. Mango conducts this training in person for its teams located at the company's headquarters, for the managers of its logistics centre and for its retail leaders.Since the beginning of the programme, Mango has trained more than 800 managers in the company.

Sustainability and Circular Economy

In a sector where sustainability and the circular economy are increasingly essential, Mango leads with a determined approach towards training and awareness. Through its talent area, the company promotes strategic educational actions that encourage the understanding and application of sustainable practices in all key areas.

In 2024, Mango has consolidated its commitment to sustainability with high-impact initiatives aimed at various groups within the company, with a special emphasis on the design and purchasing teams. These teams, crucial for achieving the company's ambitious sustainability goals, have participated throughout the year in training programmes designed to transform the way they create and select products.

One of the key milestones of the year is the Ecode-sign Fashion Training programme, developed in collaboration with the Centro Superior de Diseño de Moda de Madrid (CSDMM) fashion school of the Universidad Politécnica de Madrid (UPM). This programme has trained over 250 designers, buyers, and quality technicians in the design and development of more circular collections, accumulating a total of 8,000 hours of training. For more details, please refer to chapter "6. Circular Product" in the current Sustainability Report.

Human Rights and Social Management

Respect for human rights and social management are fundamental pillars in Mango's sustainability strategy. Through the Social Impact department, the company promotes actions aimed at ensuring responsible practices throughout its supply chain, strengthening the protection of workers' rights, and fostering a culture of social impact responsibility among its employees. For more details, please refer to section "9.3 Workers in the Supply Chain" of this Sustainability Report.

In 2024, Mango has implemented training and awareness programmes aimed at internal employees, suppliers, and factories. These initiatives, which combine virtual and in-person sessions, addressed key topics such as due diligence and the prevention of adverse impacts, highlighting Mango's commitment to promoting ethical standards and reducing social risks throughout the value chain.

Team Building and Communication Workshops

Mango has implemented various initiatives to strengthen the cohesion of its teams, highlighting the incorporation of tools such as the Bridge Test. This tool is essential for identifying and understanding each person's preferred relational style, which facilitates better interaction among team members.

During these workshops, Mango works with natural teams, promoting self-awareness, empathy, and the enhancement of communication skills. Furthermore, throughout the session, special emphasis is placed on the ability to give and receive constructive feedback. These activities not only enhance team dynamics but also contribute to a more collaborative work environment aligned with the company's values.

Coaching Processes

The coaching processes at Mango are structured meetings designed to help managers develop in specific areas of their role. In 2024, Mango has conducted external coaching processes aimed at management positions, ensuring that leaders receive the necessary support for their professional development.

Individual coaching offers numerous advantages, including personalised development tailored to the specific needs and objectives of each manager, enhancing key skills such as communication,



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decision-making, and leadership. Additionally, it increases self-awareness, helping managers to identify their strengths and areas for improvement, which enables them to work more consciously and strategically. Individual coaching also facilitates the approach and resolution of specific problems they face in their role, allowing them to overcome obstacles and achieve their objectives more effectively. Mango has integrated the team coaching as an additional dynamic for developing high-performance teams. In these sessions, the paradigm is that building trust and strengthening bonds among team members leads to better results. This approach enhances cohesion and collaboration, fostering a more positive and productive work environment.

These initiatives reflect Mango's commitment to the development and creation of a work environment that fosters personal and professional growth.

E-Learning Platform

This is the first online training platform by Mango, fully integrated with its corporate systems (LMS) and accessible from the company's talent management system (ATS). This platform brings together a wide variety of training content in different areas, with the aim of making them accessible from any location, at any time, and on any device for the headquarter teams, commercial network, and logistics. Furthermore, it is connected with other training platforms such as Good habitz specialising in soft-skills development, thus expanding the educational offerings.

Some of the training courses available on the platform are aligned with Mango's skills catalogue, such as:

- Personal productivity
- The customer comes first
- In search of ideas, accelerate your creativity
- Analyse and make decisions
- Manage your career
- Take ownership of your work

Through this platform, Mango also strengthens the technical skills of its employees by offering content in Adobe, use of AI tools, office automation, effective presentations, planning and project management, among others. The training capsules are available in several languages, facilitating understanding and optimising the learning experience for all teams.

Self-Training Platforms for IT Profiles

To ensure continuous training and promote autonomous learning among its technology teams, Mango provides access to specialised platforms that cover key areas such as Artificial Intelligence, operations, data analysis, and UX design, among others. Through specific resources on platforms like O'Reilly, Udemy Business and Codely employees in the company's technology department can develop practical and advanced knowledge that they can apply to their daily work, contributing to their professional growth and staying at the forefront of technological innovations.

Data Academy and Artificial Intelligence (AI)

Data Academy TOOLS is a training programme designed to strengthen data analysis skills within the Mango team, increasing data literacy among its employees. Through online training capsules and practical sessions, participants learn to interpret and apply the data provided by the company's corporate tools.

Mango is implementing Artificial Intelligence tools as a co-pilot for its teams. In 2024, Mango has expanded the programme with a new line of courses focused on Artificial Intelligence (AI), concentrating on its practical application in the design area, particularly in the creation of spaces, prints and textures, garments, accessories, and Home.

These modules enable employees to explore and apply Artificial Intelligence in the design of products, spaces, and visual elements, enhancing and extending their creative and technical capabilities through the use of advanced tools.

Furthermore, Mango continues with Data Academy CODE and TOOLS, a five-hour intensive course aimed at team members with basic programming knowledge, equipping them to perform data analysis through coding. With this comprehensive training, Mango enhances its team's data and AI skills, fostering more innovative and data-driven decision-making.

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Languages Programme

Mango offers a training programme in several languages, including English, French, German, Italian, Spanish, and Portuguese. In 2024, the programme has been extended from January to November and, as in previous years, includes intensive courses with individual classes tailored to the level and needs of each participant. This personalised training has once again been made available to retail employees, who have been able to benefit from this learning in their own work environments. Thanks to this programme, more than 300 people have improved their language skills in various languages, thereby strengthening communication and professional development within the company.

Onboarding & Early Development

Through a structured and personalised approach, the company builds a coherent employee journey for each position in the retail field, ensuring effective integration aligned with corporate values.

Mango has designed specific onboarding programmes for key positions such as the sales team, managers and visual merchandisers. These programmes combine digital formats with interactive training capsules, which include theory, practice, exercises, and real-life cases, in addition to in-person training sessions. This methodology ensures that team members internalise the necessary knowledge and skills in a dynamic and effective manner.

In these programmes, Mango has focused on conveying the company's culture and values, providing a comprehensive view of the store, the corporation, and its processes. Additionally, the aim is for team members to understand the team's dynamics and objectives while developing skills necessary for their role, fostering trust and efficiency from the outset. Participants gain a clear understanding of the expectations of their position, along with essential knowledge about the product and store image, enabling them to provide a unique customer experience.

To reinforce this learning, the onboarding programmes include support tools such as daily briefing guides, checklists, end-of-course evaluations, and feedback surveys. In the context of major openings, Mango organises welcome days designed to strengthen the sense of belonging from the very first day, where teams participate in group dynamics and gain a detailed insight into their day-to-day activities during the initial months, thus facilitating their integration and adaptation.

Customer Experience

Mango has developed a level-based training programme that ensures a customer-centric mindset for all positions in its retail teams. The training aims to convey the DNA of sales at Mango and highlight the company's unique value as a fashion company. Additionally, the training programme includes

an innovative interactive video that showcases a Mango customer's experience from the moment they enter until they complete their purchase. This e-learning training programme has been enhanced with in-person training sessions around the world impacting more than 15 countries and reaching over 5,000 employees.

Product & VM Experts

For its product and visual merchandising experts, Mango has developed a series of courses in both virtual and in-person formats to equip its teams with the confidence and skills necessary for building the image in its stores and presenting its products in the most appealing manner. The aim is to unify best practices and standards to be implemented across all Mango stores and lines in a more autonomous way: key points for VM of Woman, VM of Man, VM of Kids, preparation for sales, accessories and suit alterations, as well as micro-lessons focused on product typology.

Driving Efficiency and Productivity

Mango is committed to autonomy of store managers in the efficient management of their stores.

In this regard, in 2024, the company has developed training in a hybrid format (in-person and virtual), aimed at all store managers and district managers for the optimal management of existing resources.

The training covers concepts such as store operations, productivity measurement, flexibility, and scheduling. With this training, Mango has trained 509 store managers and district managers in the optimal productivity management.

Retail Training Model

Mango's High Performance Stores (HPS) are the benchmark in each area, excelling in the four pillars of the retail strategy.

- Product & VM
- Customer service
- Leadership
- Store operations

These stores aim to train retail managers, whether they are internal promotions or external hires; identifying potential profiles and working on their individual development plans so they can take on different roles or positions of greater responsibility within the company. These stores also aim to serve as reference stores regarding the desired standards in Mango's business model and provide update training to the various teams.

High Performance Stores also aim to support the teams of new openings that take place in their area, training new employees and sharing best practices that they can apply in their daily activities, and providing support in other international openings where expertise is needed. By the end of 2024, Man-

go has 70 High Performance Stores (Spain, Portugal, Turkey, France, Italy, Germany, the United States, Belgium, Netherlands, Denmark, and Switzerland.)

Regarding store trainers, this is a new store figure that the company has identified as a member of the senior sales team and an expert in their role or with great potential to take on greater responsibility as part of their development plan. This person will be responsible for training the entire sales team of their store, as well as ensuring the communication and transmission of new actions or training materials. The store trainer will also be the reference profile that will accompany the employee during the first days of the onboardingas well as the person responsible for transferring feedback with potential improvements. By the end of 2024, Mango has identified this role in all stores in Spain, Portugal, France, and Turkey, but Mango's goal is for it to be present in the rest of the stores in the countries where it operates.

Evaluation and Development Process

In 2022, Mango launched MED (Mango Evaluation & Development), the evaluation and development model for all its employees. MED provides a space in which the managerand the employee evaluates the performance of the year, identifying the outstanding achievements and the areas for improvement that need to be further developed. Through the MED, Mango promotes management-by-objectives

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(MBO) culture along with continuous practice of feedback and development.

MED allows for the evaluation of both current performance (how employees are performing today) and their potential (the ability to take on roles of greater responsibility in the future). In performance evaluation, it is essential to assess both the objectives achieved (what) and the skills demonstrated (how). To advance in this culture of feedback and transparency, at MED '24 managers will have direct access to the feedback received from their employees.

Regarding the objectives, the company seeks to establish a definition of individual objectives for some of the employees, which include a bonus associated with the achievement of these objectives. Concerning skills, to assess how Mango has defined six essential skills for all company employees and four skills for the group of leaders. The Core skills-defined by Mango are:

- Results-oriented
- Customer-oriented
- Initiative and innovation
- Collaboration
- Teamwork and communication
- Analysis and problem-solving
- Ownership & accountability

The skills of leaders at Mango are execution, direction, development, and delegation. Potential has been defined as the ability to assume roles of great

er responsibility and is composed of the following factors: agility, aspiration, commitment, value creation, and role model.Mango has launched actions related to change management (identification of stakeholders, communication plan, support videos, etc.). To ensure the success of the process, Mango conducted in-person and virtual training sessions for more than 500 managers (headquarters, logistics and retail structure).

The main objectives of the training session are to introduce the new MED process and delve into the role of the manager in the process. Mango has developed an individual development plan model that allows the managerand the employee to jointly identify improvement actions. For those employees who need to significantly improve their performance, Mango has also established specific performance improvement plans, on which the manager and the employee conduct a joint follow-up. In order to continue promoting the company's development culture, MED '24 has included the launch of the mandatory task "Define Your Individual Development Plan" for all employees.

Additionally, after having established the leadership model that Mango needs (execution, direction, development, and delegation), the company also developed various evaluations, up to 2023, for more than one hundred executives through the creation of the MED+ process. This process was created as a complement to MED for Mango executives. This is a more comprehensive model that complements the vision of the managerin MED, it assesses po-

tential, skills, motivations, and professional career, providing feedback to the executive, assisting them in better understanding their strengths and areas for development.

Finally, to build the management-by-objectives culture that Mango desires, the company has established a system in Workday for the process of defining objectives for staff in headquarters, retail and logistics. Along with this launch, Mango has defined various change management actions to encourage the use of the system (training, support guides, communication plan by groups, etc.).

Global People Survey

In 2024, Mango has conducted the engagement survey Global People Survey (GPS), a pioneering initiative since 2007 that encompasses all levels and employees of the company.

The primary purpose of the GPS is to empower Mango teams and strengthen their voice within the company. Through a structured approach, the satisfaction and level of commitment of the company's employees are assessed, which allows for the identification of areas for improvement, the adjustment of ongoing initiatives, and contributes to the cultural transformation of Mango towards a more agile, inclusive, and wellness-oriented company. The survey includes 30 strategically designed questions to obtain a comprehensive view of the work environment. Targeted at more than 11,000 employees across all areas of Mango, including

stores, headquarters, and logistics, the GPS has been adapted to Mango's global operations through its translation into 19 languages. Additionally, a detailed communications plan tailored to each group has been implemented, ensuring effective reach and inclusive participation.

Among the evaluated areas, key aspects stand out such as customer focus, strategic clarity, perception of meaningful work, opportunities for professional growth, and the level of management involvement, trust in leadership, quality of the work environment, and the overall commitment of the teams. These dimensions are essential for identifying both strengths and challenges in Mango's value proposition as an employer.

With the results of the GPS, the aim is not only to implement concrete improvements that enhance job satisfaction and the well-being of teams, but also to align with the best practices in the sector, with the goal of establishing Mango as one of the best places to work, fostering an environment where each employee feels valued, inspired, and motivated to give their best.

Training hours completed 2024

* The increase in store staff training hours is primarily due to the art of selling programme, which includes five mandatory courses for all staff. Additionally, the implementation of Work-day has improved the monitoring of training activities at an international level. The decentralisation of the Learning team, focused on retail, has increased training hours, especially in-person sessions, with programmes such as productivity training for store managers and district managers.

** Regarding staff in the logistics sector, training in forklift operation and Excel for office staff has been increased.

587,359

486,538 IN 2023

TOTAL HOURS 2024

38.1

34.3 IN 2023

TOTAL HOURS PER EMPLOYEE

86,575

90,237 IN 2023

20,477

20,597 IN 2023

EXECUTIVES AND MIDDLE MANAGEMENT

HEADQUARTERS STAFF

472,148

373,078 IN 2023

8,159

2,625 IN 2023

STORE STAFF*

LOGISTICS STAFF**

8.4

Diversity, Equality, Inclusion

Equality Plan

At Mango, diversity and inclusion are fundamental pillars for building an enriching and equitable organisational culture. As a global company with a prominent international presence, Mango not only promotes these values in its local operations but also strives to consistently integrate them into its business model and across all the territories in which it operates. In line with this commitment, in 2024, the Equality Plan Negotiating Committee was established in Spain with the participation of the company and the social partners. During the fiscal year, comprehensive analyses were conducted that included:

- Situation diagnosis: identification of areas for improvement in terms of equality.
- Pay register: assessment of pay equityat all levels.
- Action protocols: Review and update mechanisms

such as the protocol against sexual harassment or gender-based harassment.

- Corrective measures and new policies: implementation of concrete initiatives, such as a support protocol for workers who are victims of gender-based violence. The Negotiating Committee of the Equality Plan, effective as of December 18, 2024, proceeds to sign the minutes of the closure of negotiations, with the formal signing postponed to January 15, 2025. The members of the CNPI agree not to disclose or share the content of the Plan until its signature.

At an international level, some examples of this commitment in various countries where Mango operates are the ‘Rapport d'Égalité Homme et Femme’ in Belgium; 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 Andorra, along with ‘The Annual Register on Gender-Based Professional Gap’.

In the United States, the company submitted the EEO-1 report on Equal Employment Opportunity. In France, Mango signed the Accord d'égalité Homme et femme in 2023 with worker representatives, with a duration of two years. As part of this agreement, specific measures for reconciliation, selection processes, and diversity have been implemented. Additionally, a specific section has been established for the protection of victims of gender-based violence, aligned with the provisions outlined in the general agreement, including the possibility of relocation for duly accredited victims and coverage of moving expenses. Furthermore, the company considers the adoption of appropriate measures for the separation and distancing of the aggressor, ensuring a safe environment for the victim.

In the United States, the company submitted the EEO-1 report on Equal Employment Opportunity. In France, Mango signed the Accord d'égalité Homme et femme in 2023 with worker representatives, with a duration of two years. As part of this agreement, specific measures for reconciliation, selection processes, and diversity have been implemented. Additionally, a specific section has been established for the protection of victims of gender-based violence, aligned with the provisions outlined in the general agreement, including the possibility of relocation for duly accredited victims and coverage of moving expenses, among other measures.

Mango's Equality Plan complies with legal obligations, while also promoting a strategic vision to integrate diversity and equality as key values within the company. The company will continue to advance in the implementation of measures that foster a fair and inclusive work environment, extending its

* Large committee of managers in charge of executing and implementing the decisions of the Steering Committee.

MAIN INDICATORS OF EQUALITY, DIVERSITY, AND INCLUSION IN 2024	
Equal Opportunities and Gender Equity	78% female representation 42% women in the Executive Committee*
Geographical Diversity	16% international talent at the Mango campus in Palau-solità i Plegamans 154 different nationalities
Average Age	Average age 31 years old

8.4. Diversity, Equality, Inclusion

positive impact to all levels and regions where it operates.

Harassment Protocol

Mango's commitment to a safe, inclusive, and respectful work environment is realised through the implementation of updated, public, and accessible protocols designed to prevent and address any form of harassment or violence in the workplace.

Aware that inappropriate behaviours may arise within the company, these protocols are based on a zero-tolerance framework against any inappropriate behaviour that promotes, encourages, and/or tolerates situations of psychological, sexual, gender-based harassment, or any other form of offensive, discriminatory, or abusive conduct that may occur within the company. This approach is aligned with the principles of Mango's Code of Ethics and aims to ensure respect for fundamental rights and the health of individuals.

Mango is committed to promoting, implementing, and supporting all actions outlined in the anti-harassment protocols, urging the participation of everyone in the company from their respective responsibilities, to build a healthy and safe work environment.

These protocols are a clear and accessible tool that assists Mango employees to identify different situations of conflict and/or harassment that exist, as

well as related behaviours that facilitate their identification. It also provides a reporting channel and describes the complete process for case resolution, including stages, estimated times for resolving complaints, as well as introducing the investigation committee responsible for the reported cases.

The Protocol for the Prevention and Action against Harassment and Violence at Work defines a series of specific measures to support the prevention of any type of harassment and violence at work:

- Awareness, information, and training actions for all employees to communicate the zero-tolerance policy towards any inappropriate behaviour and to promote prevention and response to harassment and violence in the workplace.
- Prevention of psychosocial risks through the implementation of regular assessments that allow for the identification and mitigation of organisational factors or working conditions that may promote the emergence of harassment or violence situations in the workplace.
- Proactive monitoring of occupational health, establishing mechanisms that facilitate the early detection of situations that may compromise the physical, mental, or emotional health of workers, with the aim of intervening promptly and preventing potential harm.
- Integration of sexual violence into occupatio-

nal risk assessments, as a specific element in the analysis of risks associated with different job positions occupied by women, thereby ensuring a comprehensive management of workplace safety and well-being.

In 2024, Mango has continued to strengthen awareness and training initiatives for all its employees, ensuring a clear understanding of the prevention and response to harassment and violence in the workplace.

In the event of receiving a harassment complaint, the protocol is activated by following these steps:

Start of the Procedure

- The confidentiality of whistleblowers is guaranteed.
- Reports are sent to the email ethics@mango.com and are communicated to the Investigation Committee, composed of the Health and Safety Manager, Labour Relations Manager and People Manager at headquarters.

Preliminary Phase

- Quick assessment (maximum 3 working days) to resolve the case urgently.
- If the situation is not resolved or is complex, it moves directly to the next phase.

Informative File

- Comprehensive investigation to determine if the complaint could constitute harassment, including testimonies, evidence, and meetings.
- During the process, precautionary measures may be applied, such as separating the involved parties.
- The phase is carried out within a maximum period of 7 working days (extendable up to 10 days in complex cases).
- Upon completion of the investigation, the Committee concludes whether there are indications of harassment, violence, or inappropriate behaviour and proposes punitive or preventive measures.

Resolution

- The company's Human Resources Department acts based on the Committee's conclusions, either filing the case if there is no evidence or adopting corrective and preventive measures (such as enhancing training, raising awareness, among others).
- All actions are monitored to prevent recurrences.

Monitoring

- The Committee reviews compliance with the measures within a period of 30 working days.

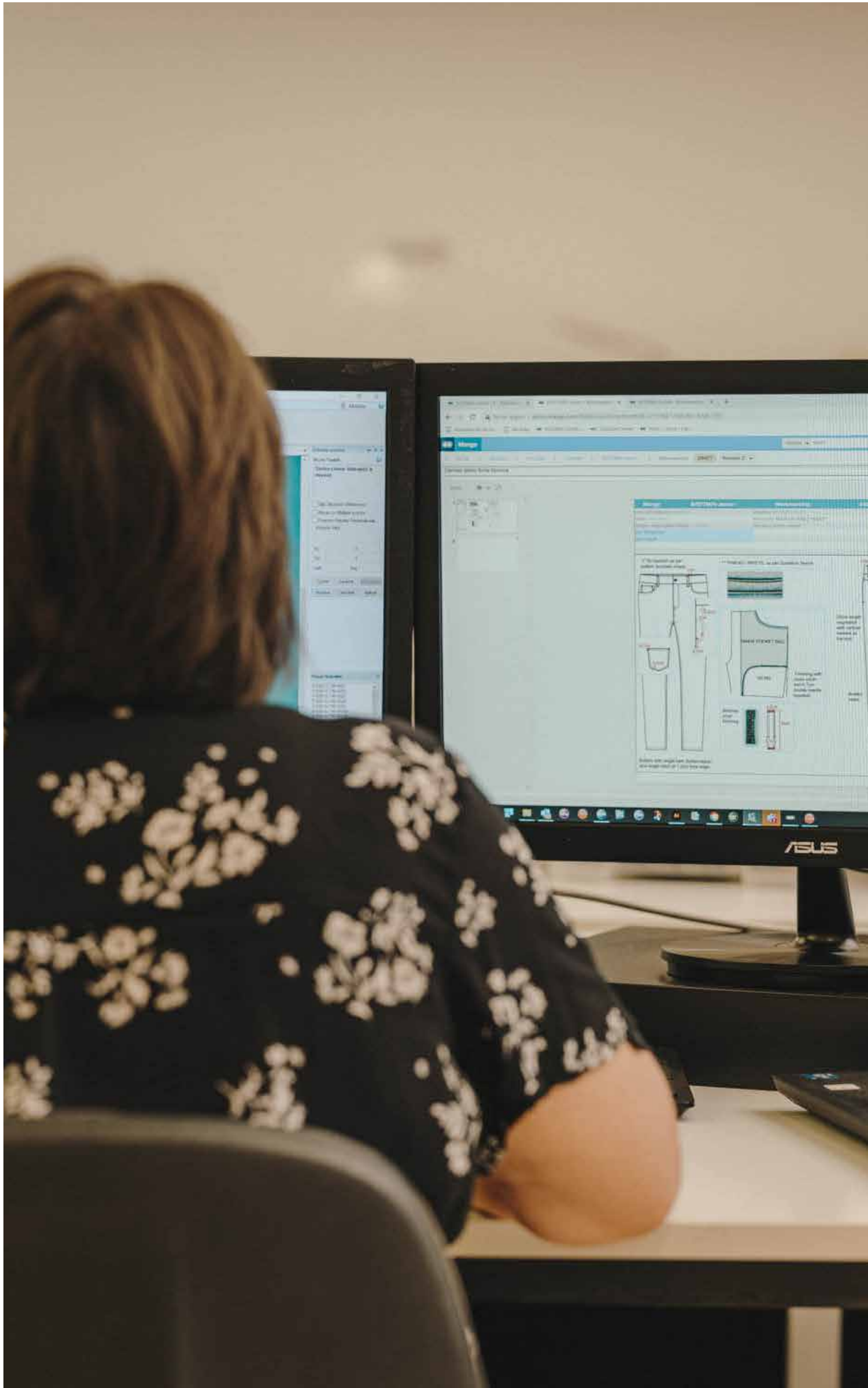
- A report is drafted with the results and any additional measures necessary in case of recurrence.

At an international level, Mango applies harassment protocols in alignment with local legislation, adjusting specific actions in different countries as needed. In the case of France, the company has appointed a representative to conduct surveys related to harassment, while in other countries such as the United Kingdom, the United States, Belgium, Greece, and France, Mango has provided specific legal training with the aim of addressing and managing harassment cases within the global framework and based on the country's legality.

Pay Equality

Mango firmly adheres to the principle of gender-pay equity, guaranteeing that there are no salary differences between men and women occupying positions of the same level. As part of this commitment, the company calculates the adjusted pay gap using a standardised methodology that allows for the correct comparison of positions of equal value according to Mango's job evaluation system, complying with the requirements of adequacy, completeness, and objectivity set forth in Article 4 of Royal Decree 902/2020.

To contextualise the average remuneration data, it is important to highlight that, at the base of Mango's



8.4. Diversity, Equality, Inclusion

organisational pyramid, women represent approximately 78% of the company's total workforce, and specifically, in the store network, 83%. This factor has a direct impact on the results obtained, as in organisations with greater female representation in entry-level positions, it is more likely to observe differences in the overall average salary in favour of men.

In 2024, Mango has continued to implement policies focused on new hires, promotions, and merit-based salary increases. The company has developed a specific action plan that has successfully reduced the adjusted pay gap in Spain from 0.50% in 2023 to 0.42% in 2024. This reduction is the result of the efforts made by the company throughout the year, aligned with the Equality Plan, to ensure compliance with the principle of equal pay for positions of equal responsibility. Globally, the gross pay gap has experienced a slight increase, rising from 18.01% in 2023 to 18.23% in 2024. This increase is mainly attributed to the higher hiring of women in the store workforce, linked to the increase in headcount in this group. It is important to note that this figure does not accurately reflect gender pay disparities, as it does not compare positions with the same level of responsibility and also includes countries with different currencies and salary levels. In the first quarter of 2024, Mango has once again conducted a remuneration audit for the 2023 fiscal year with positive results, despite having the corresponding audit for the 2021 fiscal year, completed in the first quarter of 2022, and being only required

to conduct it every 4 years. The remuneration audit analysed the following aspects: job evaluation; total compensation strategy and concept of work of equal value; fixed remuneration; variable remuneration; social benefits; salary increases; new hires; promotion and mobility; and terminations. The 2023 Remuneration Register, which serves as the basis for negotiating the Equality Plan, has also been audited.

The results of the remuneration audit confirm that the equality policies and programmes defined by Mango are clear, consistent, and objective. The analysis shows that, over the past few years, Mango has worked to ensure the principle of equal pay for positions of equal value, specifically between men and women, by incorporating various action plans. Furthermore, the company's strategy for the coming years aims to continue progressing in this direction, ensuring pay transparency to comply with the European Directive in this regard, through the definition of communication and training policies for the different stakeholders of the company.

The average salary for women in 2024 has been 29,228 euros (compared to 26,806 euros in 2023), while the average salary for men has been 35,745 euros in 2024 (compared to 32,696 euros in 2023). The average remuneration reflects the total gross amount received during the year by active employees at the end of the year, including both fixed and variable salary components. This information covers

37 countries and positions with different levels of responsibility, which implies that not all differences are representative in terms of salary disparities.

Furthermore, in 2024, in line with Mango's commitment to Living Wages, the company has updated its salary tables for various groups, responding to the effects of global inflation and ensuring competitive salaries in all the markets in which it operates. Additionally, specific reviews and adjustments have been made to the remuneration of structural positions, guaranteeing fair and equitable compensation based on responsibilities and performance.

Working Together Plan

Mango reaffirms its commitment to diversity and inclusion through the Working Together Plan, an integral project launched at the end of 2021 that aims to enhance employment opportunities for people with disabilities. The central objective of this plan is to promote the training, hiring, and integration of this group in Mango's stores, headquarters, and logistics centres, contributing not only to internal diversity but also to social well-being.

Within the framework of the Working Together Plan, Mango has set an ambitious commitment: to increase the direct hiring of people with disabilities in Spain until 2027 in its headquarters, stores, and logistics centres. Simultaneously, the company is training its managers to ensure a deep understanding of the specific needs of this group, thereby promoting successful selection and integration pro-

8.4. Diversity, Equality, Inclusion

cesses. This training approach includes awareness and training to create an inclusive work environment that facilitates their professional development. In this context, the company also offers as a social benefit the payment of health insurance for all its employees with disabilities, reinforcing its commitment to the comprehensive well-being of this group. At the end of the fiscal year, Mango has 133 employees with diverse abilities in headquarters, stores, and logistics centres globally (118 in 2023).

In 2023, within the framework of the Working Together Plan, Mango has signed a collaboration agreement with the "la Caixa" Foundation, with the aim of promoting the employment inclusion of people with disabilities and those at risk of social exclusion in its workplaces. This partnership includes Mango's adherence to the *Incorpora* programme, an initiative that encourages access to employment for these groups. The "*Incorpora*" programme is a platform that facilitates the labour integration of people in vulnerable situations. Within the framework of this collaboration, the "la Caixa" Foundation commits to supporting Mango in the selection processes of candidates, offering qualified profiles to fill various positions in stores, headquarters, and logistics centres. Additionally, the Foundation will participate in the design and development of training and professional qualification activities, ensuring that candidates possess the necessary skills to successfully perform their duties.

Since 2018, Mango and the Cares Foundation have promoted the socio-labour project Mango Cares

About You, which continues to promote the employment of people with disabilities. Within this initiative, the work placement company Codec, supported by the Cares Foundation, actively collaborates in creating opportunities for people at risk of social exclusion. In particular, Codec and the Cares team participate in the logistics process of Mango's e-commerce, managing key tasks such as the preparation and processing of online orders. Additionally, Mango maintains an active agreement with the ONCE Foundation and is progressing in formalising similar agreements in countries like Italy, France, and Germany, strengthening its global commitment to incorporating talent with disabilities into its teams.

In Italy, the company collaborates with Staff SPA, a firm specialised in selecting profiles with disabilities, successfully increasing hiring and integration within its local teams. In France, Mango prioritises negotiating an agreement that will allow it to reinvest the mandatory contribution into internal measures aimed at facilitating the inclusion of individuals with diverse abilities, thereby consolidating its inclusion strategy across its entire global network.

In France, Mango has focused its efforts and priorities on advancing the negotiation of an Accord which would allow it to reinvest the mandatory contribution into internal measures that facilitate the hiring of people with diverse abilities. Furthermore, various initiatives have been carried out in collaboration with specialised entities. With Aktisea, awareness-raising training was organised for managers on diversity topics. Together with IB Development,

the company facilitated the integration of apprenticeships for persons with disabilities. An agreement has also been signed with the entity Handicap.fr, the leading media outlet specializing in disability issues in France, which will benefit Mango in the recruitment of staff. Additionally, it participated for the 4th time in the Hello Handicap fair, the most important event at the European level specialised in recruiting personnel with diverse abilities. In France, the Coline Care platform has been launched, aimed at supporting employees affected by disability or illness. At the beginning of 2024, Mango initiated a collaboration with Mathiew Thomas, a high-level Paralympic athlete in parabadminton, with whom actions have been carried out aimed at managers with the aim of raising awareness among teams on diversity issues.

Universal Accessibility

Mango reaffirms its commitment to universal accessibility, implementing initiatives that ensure their physical and digital spaces are inclusive for all individuals, including those with disabilities.

In this context, Mango collaborates with Ilunion, a company from the ONCE group specialised in accessibility, to evaluate and define the standards that its facilities must meet. This collaboration ensures that Mango's spaces are accessible and functional for all users, promoting an inclusive environment. Additionally, the company is working on the con-

tinuous improvement of its website Mango.com, ensuring that it complies with digital accessibility standards to facilitate its use by all groups. In collaboration with the social group ONCE, several web developers from Mango have received specific training on digital accessibility. This programme has provided them with the necessary tools to implement improvements on the portal and ensure it is fully accessible, eliminating barriers and optimising the user experience.

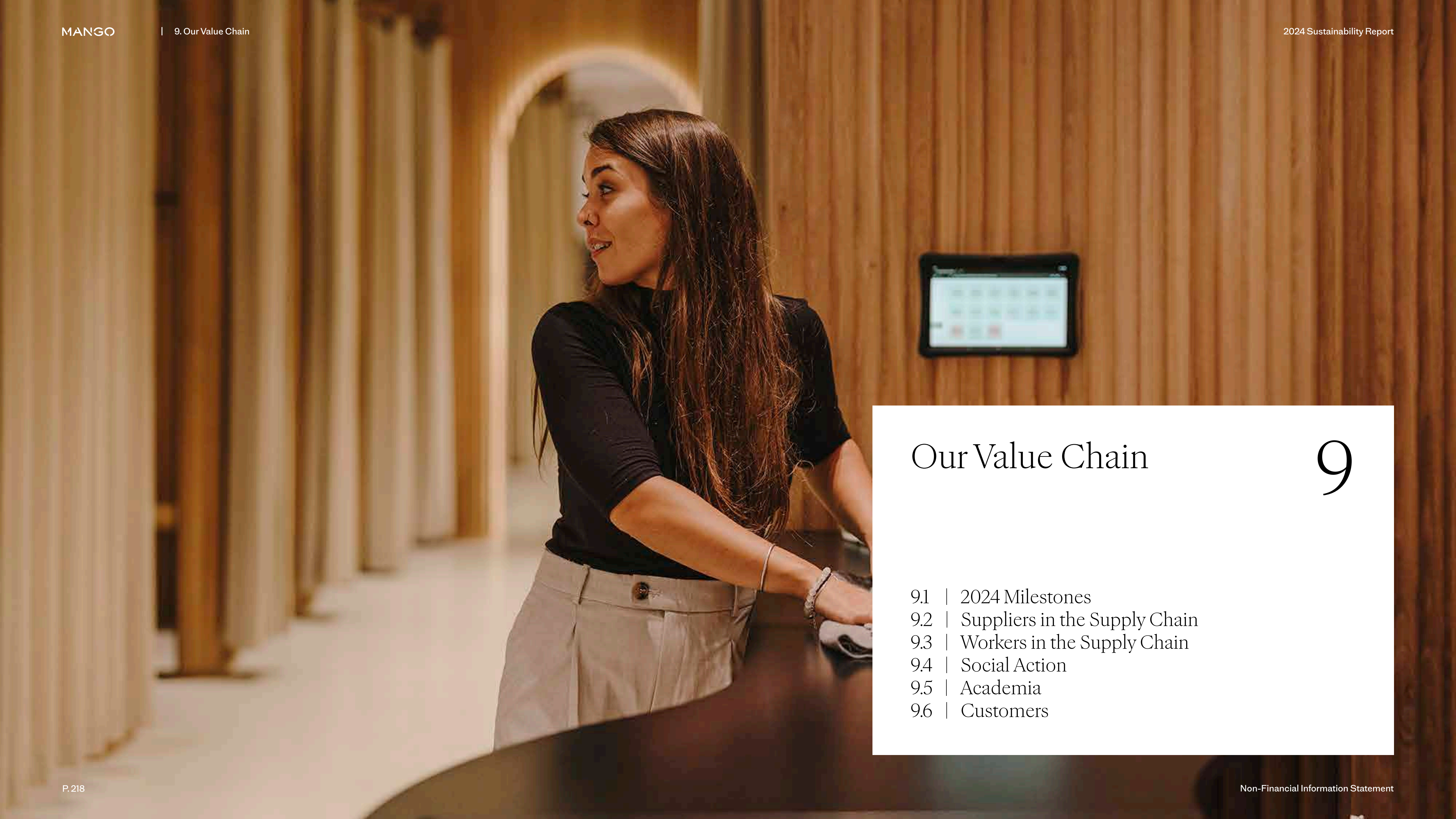
Furthermore, as part of its commitment to labour inclusion, Mango conducts a risk assessment of job positions to identify the specific needs of employees with disabilities. Based on this assessment, necessary recommendations are implemented through preventive or corrective measures, adapting the positions to the particularities of each individual and ensuring a safe and accessible work environment.

In terms of its physical stores, Mango analyses the specific accessibility needs for each new opening, taking into account local regulations and the characteristics of the space for individuals with reduced mobility. These specifications are transferred to the interior design department, which designs the stores incorporating the identified requirements. Subsequently, a local architect validates the proposals and supervises their execution to ensure compliance with accessibility standards.

Regarding labour inclusion, Mango ensures compliance with the General Law on Persons with Disabilities, guaranteeing the employment inclusion of individuals with some degree of disability, either through direct hiring or by implementing alternative measures that contribute to the social and professional inclusion of this group.

Furthermore, the company complies with the legal requirements established in all its subsidiaries, proactively reporting key data on pay gap, equality, diversity, and inclusion of people with disabilities, if defined by legal regulations.

Through these actions, Mango reinforces its commitment to comprehensive accessibility, promoting inclusive spaces and services, while encouraging the integration of people with disabilities in all aspects of its global operation.



Our Value Chain

9

- 9.1 | 2024 Milestones
- 9.2 | Suppliers in the Supply Chain
- 9.3 | Workers in the Supply Chain
- 9.4 | Social Action
- 9.5 | Academia
- 9.6 | Customers

9.1

2024 Milestones

Mango reaffirms its commitment to people, extending it beyond its direct team to encompass all parties involved in its value chain. The company strives to generate a positive social impact both within and outside the organisation, promoting traceability and transparency at every stage of its supply chain.

To achieve this positive impact with a comprehensive approach, Mango involves its suppliers, the workers in the supply chain, its social action initiatives, its academic collaborations, and its customers. Through these key areas, the company seeks to build strong and responsible relationships that drive sustainable development, contribute to social well-being, and foster a positive impact on society.

In 2024, Mango has made significant strides in its collaboration strategy with suppliers in its supply chain, highlighting key advances in traceability and transparency. The company continues to publish its

factory list annually, establishing itself as a pioneer in Spain in this practice. Furthermore, the integration of Textile Genesis technology has allowed Mango to ensure a more precise and comprehensive traceability of its supply chain, increasing control and improving monitoring over the origin of the materials used.

In parallel, Mango strengthened its supplier base, promoting strategic decisions aligned with its sustainability values. Among the year's most notable initiatives, the standout is the Mango Vendors Summit, a key meeting that brought together suppliers to address topics related to the supply chain and plans to adopt more responsible practices, as well as highlights on environmental, social, circularity, and quality issues. Additionally, the implementation of a new contract with ESG clauses and the updating of its Standard Operating Procedure (SOP) guide reinforced the actionability of responsible practices within its supplier network. This commitment was complemented by on-site visits and regular training sessions, which continue to ensure that suppliers comply with the social and environmental standards that guide Mango's supply chain management.

In 2024, the company also strengthened its commitment to human rights and the working conditions of workers in the supply chain by publishing the Human Rights Policy for the first time and updating the Code of Conduct for Product Suppliers

and Manufacturers, aligning it with international standards. As part of its focus on continuous improvement, Mango conducted an analysis of salient issues in the area of human rights within its supply chain, identifying priority areas for managing impacts on human rights. Furthermore, it participated in the Employment Injury Scheme (EIS) in Bangladesh, an initiative that provides social coverage to workers against occupational accidents, reinforcing its commitment to respecting human rights and the well-being of people in the markets where it operates.

Regarding the initiatives developed in social action, Mango intensified its efforts through a significant increase in donations and the execution of projects in key countries such as Spain, Bangladesh, Turkey, and India. These initiatives focused on priority areas such as education, training, female empowerment, health, inclusion, and humanitarian aid, adapting to the specific social and health needs of each region. Among the most notable achievements of the year is the expansion of the Goals project developed in collaboration with Save the Children. This action aims to strengthen Mango's positive impact on local communities, reaffirming its commitment to the well-being of people in the territories where it operates.

Mango strengthened its commitment to social development through strategic partnerships with academic institutions, focusing on attracting creative

and international talent. Additionally, the company promoted internal development, especially in key areas such as eco-design, consolidating its commitment to innovation and sustainability. In 2024, its collaboration with the *Universitat Politècnica de Catalunya* (UPC) stands out, where the company actively participated in organising the UPC 2024 Datathon. This event brought together 350 students to tackle real challenges related to sustainability and digital innovation. Furthermore, within the framework of collaboration with the Mango Chair of CSR at ESCI-UPF, key projects were developed such as the creation of a map of social and environmental risks of producing countries, the analysis of labour and human rights risks in the textile sector, and the establishment of guidelines for measuring corporate water footprint, along with a social audit manual. Additionally, Mango made a significant donation aimed at academic and civil society initiatives, underscoring its commitment to education and social progress.

Finally, in 2024, Mango consolidated its customer-centric approach with significant achievements that strengthen its relationship with them and enhance their experience. The growth of the loyalty programme Mango likes you stands out, which reached 38.8M users, reinforcing its strategic role in building lasting connections with users. Additionally, the company expanded its presence on social media, surpassing 32.4 million followers across all platforms, with Instagram leading as the most ac-

tive community. Among the year's most innovative initiatives, The Mango Box stands out, a new series of interviews that addresses frequently asked questions about fashion from a disruptive perspective, including reflections such as the outdated notion of "dressing according to your age," reaffirming Mango's commitment to an inclusive and contemporary vision of fashion. These initiatives have enabled Mango to remain at the forefront in creating unique, personalised experiences aligned with the values of sustainability, culture, and community.

Key Figures

Value Chain

416	22,000	99.5%
Suppliers	Factory inspections*	Manufacturing factories with a social audit
+2.3M	+32.4M	38.8M
Euros in social action projects	Followers on social media	Mango Likes You users

* 10% more than in 2023



9.2

Suppliers in the Supply Chain

Mango's relationship with the suppliers in its supply chain is based on the principles of transparency, traceability, and strategic collaboration. The company's goal is to build a resilient and responsible network, aligned with its values and sustainability objectives.

In this regard, one of Mango's main objectives is to achieve complete traceability in its value chain, ensuring transparency in the factories of finished products, fabrics, and trimmings.

The relationship that the company establishes with suppliers is guided by a strategic approach that fosters the strengthening of key partnerships and constant communication. This includes the continuous evaluation of supplier performance to ensure their compliance with environmental, social, and governance (ESG) standards, consoli-

dating long-lasting relationships that strengthen the supply chain. Additionally, in 2024, Mango has optimised processes such as digitalisation of its onboarding and the updating of contracts and operational guides (SOP), thereby facilitating more efficient and aligned collaborations.

Responsible and resilient sourcing is a strategic priority for Mango. The company conducts a detailed mapping of its suppliers by category and region, and collaborates closely with them to mitigate risks and ensure the stability of the supply chain. These actions not only aim to ensure traceability and transparency but also to strengthen relationships with suppliers, promote responsible practices, and guarantee resilience in the face of future challenges.

9.2.1

Traceability and Transparency

Aware of the importance of advancing towards greater transparency in the textile industry's supply chain, Mango facilitates access to information to support this commitment. Since 2020, the company has been a pioneer in Spain by annually publishing the list of its finished product factories, as well as its fabric and trimming factories and, since 2022, also part of its spinning mills.

This list provides detailed information, such as the name of the factory, country, city, address, number of workers, type of product, and factory typology. These data are collected in accordance with the global standards adopted by Mango, highlighting its participation in key initiatives such as theTransparency Pledge Standard and the Open Supply Hub:

Transparency Pledge Standard

The Transparency Pledge Standard is an initiative-which promotes transparency in the textile and footwear industry by requiring the publication of de-

tailed information about production factories, such as names and addresses, to ensure a traceable supply chain. In compliance with this standard and the Global Bilateral Agreement with CCOO Industria in 2018, Mango annually publishes an updated list of its factories*, although it does not own any factories exclusively. This constant update reinforces traceability and trust in the management of its suppliers.

Open Supply Hub (OS Hub)

Open Supply Hub (OS Hub) is a non-profit organisation that brings together actors from various industries, including the textile sector, to map factories and assign them a unique identifier. Since 2022, Mango has been recording its list of factories on OS Hub, enhancing its transparency by facilitating traceability and access to clear information about the supply chain. Additionally, the company uses this platform to manage its database internally and efficiently.

* For more details regarding the list of their factories, please refer to the document “List of Mango production factories,” which can be found in the “Corporate Documents” section on Mango's website.

Textile Genesis

Textile Genesis is a tool designed to guarantee the complete traceability of products, allowing the registration of supplier transactions and tracking the origin of materials. In 2024, Mango has begun implementing this platform with the aim of mapping its supply chain and integrating all its products, including raw materials, achieving total traceability by 2027. The platform enables the identification of each production stage, enhancing transparency and control over the supply chain. To ensure effective implementation, Mango has initiated internal training and the on boarding of its suppliers.



9.2.2

Responsible and Resilient Sourcing Strategy

Consolidation of the Supplier and Factory Base

Mango has consolidated its supplier and factory base by strengthening strategic relationships and implementing key projects that drive predictability and resilience in its supply chain. A notable example is the pioneering project in Morocco, carried out in 2024, which has optimised production capabilities and promoted responsible purchasing practices. This project, developed in collaboration with purchasing, production, and workshop teams, has established strategic partnerships with manufacturers, contributing to the stability and strength of the supply chain.

Supplier Approval

Internal Evaluation of Mango

Mango optimises its supplier portfolio through internal analyses conducted each season, with the participation of various areas of the company. This

evaluation is based on criteria such as purchase volume, quality, compliance with requirements, prices, deliveries, and performance in sustainability, all within the framework of the Best Project.

The results of these analyses generate a ranking which identifies strategic suppliers, fostering long-term relationships and continuous improvement plans. The highest-rated suppliers are integrated into Partner Plan, where they receive incentives and personalised plans with performance indicators for detailed tracking. The analysis, led by the Sourcing team, classify suppliers into categories (Partners Plan, Level 2, Level 3, Level 4), promoting transparent and strategic business relationships.

In 2024, 5% of the 416 suppliers Mango works with (equivalent to 21 suppliers) were classified as Partners Plan, standing out for their high performance in the evaluated practices. Additionally, Mango continues to work on updating its responsible pur-

chasing policy, reflecting its commitment to the procurement process.

To strengthen its commitment to responsible purchasing practices, Mango has implemented a key questionnaire to analyse the purchasing processes of products and services and collect data directly from its suppliers.

External Better Buying Evaluation

Mango collaborates with Better Buying, a global non-profit organisation, to assess purchasing practices through an anonymous and reliable approach. Using the Better Buying Purchasing Practices Index (BBPPI), Mango collects objective data from finished product suppliers. In 2024, Mango participated for the second consecutive year in this evaluation, addressing seven key categories, including planning, costs, sourcing, and order man-

agement. The results provide a confidential report that identifies areas for improvement to optimise the relationship with suppliers.

The Better Buying methodology is based on five key principles: visibility, stability, time, finances, and shared responsibility. These principles ensure that suppliers have the necessary information to act, that the business is stable and predictable, and that appropriate deadlines, standards, and codes of conduct are met. Additionally, they promote fair financial practices and encourage improvements in working conditions and environmental performance throughout the supply chain.

In 2024, Mango has participated once again in Cascade's Brand Retail Module (BRM) ranking, reaffirming its commitment to continuous improvement and transparency in its purchasing practices.

Sourcing and Quality

In addition to the internal and external evaluations for supplier approval and performance assessments in ESG, addressed in chapters "6. Circular Product," "7. Environmental Impact," and "9.3 Workers in the Supply Chain" of this Sustainability Report, Mango works closely with its suppliers to implement continuous quality improvements.

Mango's sourcing department defines and oversees the medium and long-term supply roadmap, ensuring a balance between quality, costs, and the minimisation of operational risks. As part of this department, the quality team is responsible for ensuring that all products fully comply with the standards established by the company.

Mango's extensive experience in the textile sector, combined with its knowledge of fabrics, pattern making, production processes, and machinery, enables close collaboration with selected factories to

9.2.2. Responsible and Resilient Sourcing Strategy

ensure quality in every product. In 2024, the company has identified the top five factories per country out of the total 19 countries where the company's production centres are located, evaluating their performance in key areas such as management, timeliness, and quality. Additionally, in the last fiscal year, Mango achieved a record of nearly 22,000 inspections, representing a 10% increase over the previous year, and has implemented more rigorous processes for collections with higher design and quality demands.

In addition to regular supplier evaluations, Mango conducts technical audits in factories based on its own criteria, which allows for the selection of the most suitable ones according to the type of product and the required skills. The performance measurement tools, developed in previous years, have driven significant improvements in quality and

productivity, which has also enabled the company to advance in its digital transformation with new initiatives aligned with its strategic objectives.

On the other hand, Mango also collaborates with customers to promote the durability and care of garments. Through the How to Care initiative, the company offers practical advice to extend the lifespan of its products. This is complemented by Extended Life strategies, detailed in chapter "6. Circular Product" of this Sustainability Report, which promote the production of more durable and higher quality garments.

Suppliers by product category* 2024

OUR VALUE CHAIN

TOTAL SUPPLIERS	452 IN 2023
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416

GARMENT	332 IN 2023
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273

FOOTWEAR	38 IN 2023
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40

ACCESSORIES (ONLY WOMAN)	74 IN 2023
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79

HOME	65 IN 2023
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53

* There are suppliers that are accounted for in multiple categories since they provide products of more than one type.

9.2.3

Close Relationship and Continuous Communication

Onboarding Suppliers

In 2024, Mango has taken a decisive step towards optimisation through the digitalisation of its onboarding process.The digitalisation of suppliers streamlines and simplifies the incorporation of new business partners. This digitalisation enhances operational efficiency, facilitating smoother integration, reducing time frames, and ensuring that suppliers have immediate access to the necessary tools and procedures.

A key aspect of this process is the updating of contracts with suppliers, which from 2024, incorporate new regulations and requirements focused on sustainability. These contracts include specific details about social and environmental responsibility, as well as integrating tools such as Textile Genesis, an essential platform to ensure complete traceability of products.

Furthermore, in 2024 Mango has updated its Standard Operating Procedure (SOP) guide, which encompasses all operational aspects, from social and environmental requirements to quality and logistics. This guide clearly establishes the procedures and expectations for suppliers at all stages of the business relationship, including the delivery of goods, box labelling, and quality criteria. Each department at Mango has its own section in the guide, providing detailed instructions on how to work effectively with the company and meet the newly established requirements.

Continuous Dialogue and Active Listening

Supplier Training

Mango's sourcing team maintains a constant and fluid dialogue with its suppliers, offering additional training in key areas such as environmental impact (addressed in chapter "7. Environmental Impact") and human rights due diligence (detailed in section "9.3. Workers in the Supply Chain"). This continuous communication allows for effectively meeting the needs of both the company and suppliers, strengthening relationships and ensuring efficient collaboration.

These training sessions, both theoretical and practical, enable providers to resolve doubts, discuss their internal procedures, and exchange best prac-

tices. Awareness of social and environmental sustainability issues is also encouraged, which directly impacts Mango's global influence. The evaluation of these sessions has been very positive. So, in 2025, the company will continue implementing this training in other countries, expanding the topics covered and adapting them to new challenges.

Additionally, the new Mango suppliers complete online training through the Mango e-learning Hub-platform, launched in 2020. This system includes training based on the quality and process manual, with multimedia content that combines explanatory videos and interactive exercises.

Mango Vendor Summit

In 2024, Mango has celebrated the fourth edition of its Mango Vendor Summit, a key event for maintaining constant dialogue with its suppliers. This space is a pivotal event for sharing new projects, receiving feedback, and reinforcing strategic collaboration. Various company executives have participated in this edition, highlighting Mango's long-term commitments and objectives, and the fundamental role of suppliers in achieving them.

During the event, several departments, including social and environmental sustainability,sourcing, supplier performance, quality, labelling, product, and logistics presented the latest advancements

in Mango's digital transformation. Emphasis was placed on the company's commitment to traceability and transparency in its supply chain, as well as the importance of adhering to the Code of Conduct.

Furthermore, the importance of the United Nations Sustainable Development Goals (SDGs), which guide Mango's sustainability strategy and are essential in its relations with stakeholders, has been highlighted.

On-site Visits

Mango adopts a proactive approach in managing its supply chain, conducting regular visits to factories and key suppliers in strategic countries. Multidisciplinary teams, such as those of sourcing, quality and sustainability participate in these visits to directly address local issues and provide close support. This approach strengthens relationships with suppliers and ensures compliance with the company's standards.

During the visits, Mango provides training focused on its social and environmental requirements, ensuring that suppliers understand and adopt best practices in quality, regulatory compliance, and sustainability. Furthermore, these interactions allow for the identification of new collaboration opportunities, the detection of areas for improvement, and the optimisation of processes, promoting innovative solutions that benefit both parties.

To ensure the continuous monitoring of these visits, Mango has implemented key performance indicators (KPIs) that help to measure the percentage of suppliers visited. In 2024, Mango has visited 57.89% of the countries in which it produces (11 out of 19). This monitoring ensures that visits remain an essential component of its sustainability strategy, promoting close and collaborative long-term relationships.

9.2.4

Supply Map

In 2024, Mango has continued to advance in the traceability of its value chain, working with 2,676 factories (2,994 in 2023), which reflects a decrease in the number of factories. This strategy helps the company to drive consolidation by centralising production with a smaller number of strategic partners, improving control and efficiency. This number includes factories for finished products, fabrics, trimmings, and spinning. The complete list, detailing the factory name, country, city, address, number of employees, type of product, and factory typology, is available on Mango's corporate website. In terms of production volume, the main supplier markets continue to be China, Bangladesh, Cambodia, and Turkey.

To ensure a more resilient and stable supply chain, Mango has implemented a risk analysis matrix that allows it to balance supply and purchasing volumes, promoting more resilient business relationships that are less vulnerable to external factors. This tool facilitates the identification of risks in the various regions where the company operates, enabling informed decision-making regarding the distribution of supply volumes.

UNITS PRODUCED IN FACTORIES161,411,946 IN 2023			DECLARED FACTORIES OF FINISHED PRODUCTS, FABRICS, TRIMMINGS AND SPINNING2,994 IN 2023			NEARBY FACTORIES1,204 IN 2023		
172,781,536			2,676			966		
MARKET	FACTORIES	% OF TOTAL	MARKET	FACTORIES	% OF TOTAL	MARKET	FACTORIES	% OF TOTAL
China	986	36.85%	Romania	11	0.41%	Japan	1	0.04%
Turkey	513	19.17%	Tunisia	9	0.34%	Netherlands	1	0.04%
India	305	11.40%	France	6	0.22%	Poland	1	0.04%
Bangladesh	186	6.95%	Hong Kong	6	0.22%	Serbia	1	0.04%
Spain	142	5.31%	Germany	5	0.19%	Slovakia	1	0.04%
Italy	110	4.11%	Greece	4	0.15%	Switzerland	1	0.04%
Vietnam	88	3.29%	Indonesia	3	0.11%	TOTAL	2,676	100.00%
Morocco	75	2.80%	Bulgaria	2	0.07%			
Pakistan	70	2.62%	Czech Republic	2	0.07%			
Portugal	63	2.35%	Algeria	1	0.04%			
Cambodia	34	1.27%	Austria	1	0.04%			
South Korea	31	1.16%	Azerbaijan	1	0.04%			
Egypt	15	0.56%	Ethiopia	1	0.04%			

9.3

Workers in the Supply Chain

Within the framework of its commitment to sustainability and social impact, Mango has defined a strategy focused on ensuring an ethical, fair, and responsible business model. In this regard, this Sustainability Report outlines the main actions and policies that the company has implemented to promote respect for human rights and improve working conditions throughout its supply chain, with special attention to product suppliers and manufacturers.

Mango's sustainability strategy, with its focus on social impact, is structured around three main aspects:

• **Respect for human rights and labour welfare:** the company places the respect for the fundamental rights of workers and the continuous improvement of working conditions at the centre of its management, especially in the most sensitive points of the supply chain.

• **Risk management with a focus on human rights:** Mango has adopted a due diligence model aligned with the United Nations Guiding Principles on Business and Human Rights (UNGPs) and the Guidelines of the Organisation for Economic Co-operation and Development (OECD). This approach allows for the identification, prevention, mitigation, and remediation of actual or potential adverse impacts on human rights.

• **Compliance with new regulations:** in a constantly evolving regulatory environment, the company actively works to comply with key provisions such as the Corporate Sustainability Reporting Directive (CSRD), the “Regulation prohibiting products made with forced labour in the Union market” and the Corporate Sustainability Due Diligence Directive (CSDDD).



9.3.1

Human Rights Policy and Code of Conduct for Product Suppliers and Manufacturers

In 2024, Mango has presented its Human Rights Policy, aligned with the UNGPs Guiding Principles and the OECD Guidelines on responsible business conduct for multinationals. With this initiative, Mango reaffirms its commitment to respect and promote the guarantee of universally recognised human rights in all areas of its business activity.

The policy has a broad scope that encompasses all individuals and entities with whom Mango interacts throughout its value chain. This includes product and service suppliers, manufacturers, employees, customers, business partners, and communities within the company's area of influence, among others. The principles established in the policy serve as a human rights frame of reference for Mango's governing bodies and guide its commitment to these key groups. As one of the leading international fashion groups, Mango assumes a fundamental role in promoting a more just and sustainable society within

its sustainability strategy, aligned with the Sustainable Development Goals (SDGs). Its Human Rights Policy, which will be regularly reviewed, is complemented by the Code of Ethics, the Code of Conduct for Product Suppliers and Manufacturers (hereinafter, the CoC or Code of Conduct), and other corporate policies.

On the other hand, in 2024, Mango has updated its Code of Conduct, which defines the principles of transparency, ethics, and integrity that all manufacturers and suppliers collaborating with the company must adhere to. Mango requires that every product supplier and manufacturer ensures compliance with current local, national, and international legislation, both on their part and on the part of subcontracted companies, managing any conflict of interest and rejecting any form of corruption, bribery, or extortion. The Code of Conduct sets forth the essential requirements that must be followed, including:

1. Prohibition of child labour
2. Prohibition of forced labour
3. Prohibition of violence and harassment
4. Non-discrimination
5. Occupational health and safety
6. Freedom of association and collective bargaining
7. Appropriate working hours
8. Regular hiring and appropriate remuneration
9. Transparency and collaboration
10. Regulation of subcontracting
11. Environmental commitment, encompassing energy management, emissions, water, chemicals, waste, and biodiversity

All suppliers must formally accept the Code of Conduct, incorporated into their contracts, and ensure its compliance, as well as that of their subcontractors. Mango supervises its implementation through regular audits and visits, which may be announced or unannounced, including access to facilities, inter-

action with staff, and document review. Additionally, these audits may be supported by independent organisations. In case of non-compliance, Mango works alongside the supplier to implement corrective measures that ensure adherence to the established principles.

9.3.2

Due Diligence with a Focus on Human Rights

Mango adopts the United Nations Guiding Principles on Business and Human Rights as an international benchmark for integrating the protection of human rights into its internal management, along with the OECD Guidelines. These frameworks establish the responsibility of companies to respect human rights and remedy any adverse impacts arising from their operations, promoting the adoption of binding regulations and due diligence procedures.

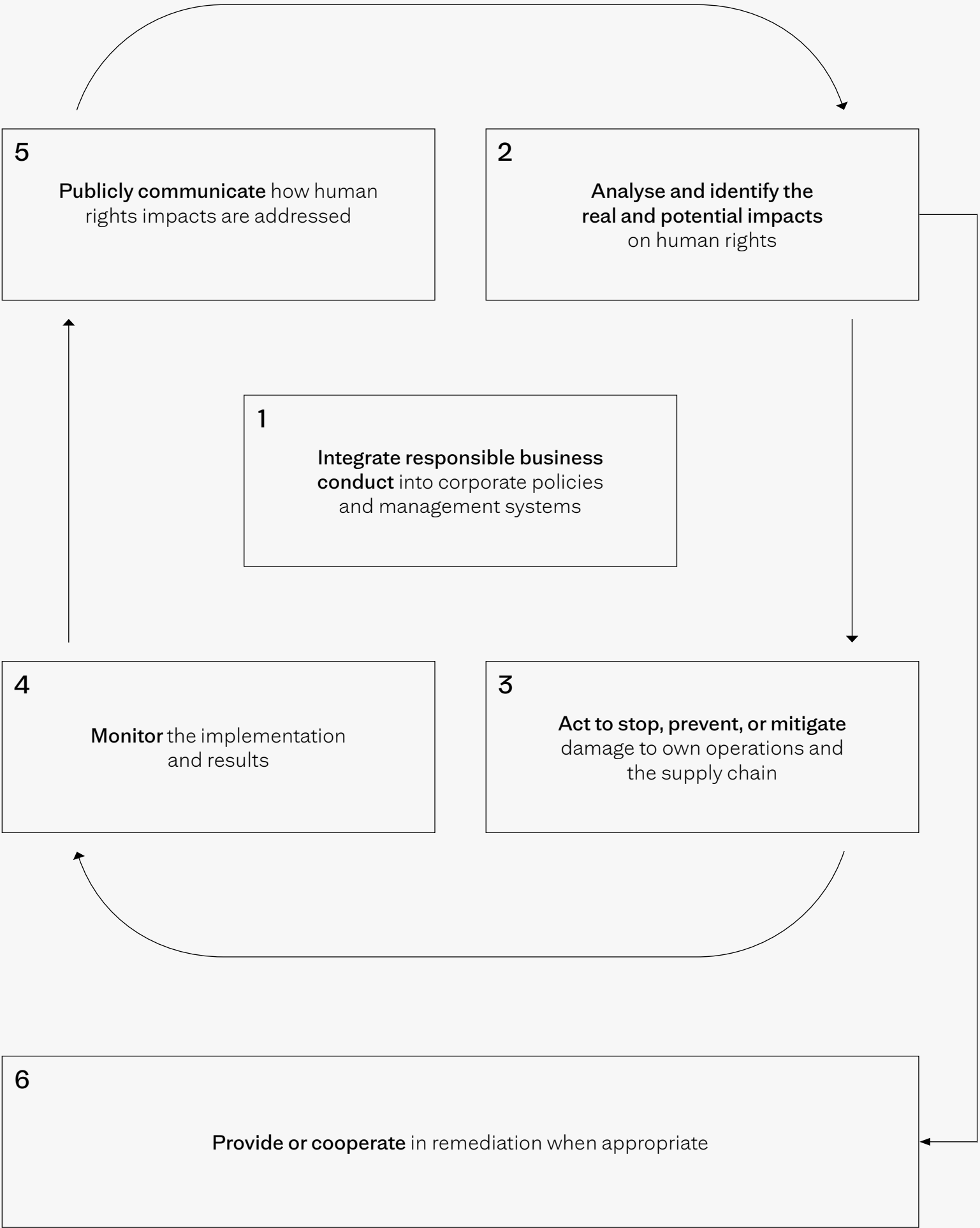
The management of human rights in the chain of activities (including the supply chain) will become even more relevant in the coming years with the implementation of the European Union's CSDDD Directive. This regulation establishes a mandatory framework for companies to identify, prevent, and mitigate adverse impacts in these areas, promoting dignified working conditions and responsible business practices*.

Mango's Human Rights Policy establishes a detailed internal procedure to integrate due diligence into its supply chain, identifying and addressing risks and impacts related to human rights in Mango's activities and its value chain.

* Directive (EU) 2024/1760 of the European Parliament and of the Council of 13 June 2024 on due diligence in corporate sustainability and governance.

Mango's approach to due diligence is based on the following elements as outlined in the OECD Guidelines

OUR VALUE CHAIN



9.3.2. Due Diligence with a Focus on Human Rights

1. Integrate Responsible Business Conduct into Corporate Policies and Management Systems

Mango incorporates human rights due diligence into its supply chain through the development of specific policies, procedures, and protocols that ensure the safeguarding of this process, promoting social dialogue with affected or potentially affected groups.

The primary document supporting this commitment is the Human Rights Policy, accompanied by other relevant policies, such as the Environmental Policy, which reflect the company's high-level commitment to human rights and environmental management.

As mentioned in this chapter, Mango has a Code of Conduct as well as a Code of Ethics. The former, previously explained in section 9.3.1 Human Rights Policy and Code of Conduct for Product Suppliers and Manufacturers, establishes the principles of transparency, ethics, and integrity that must be respected by all manufacturers and suppliers collaborating with the company.

The Code of Ethics and Responsible Conduct define Mango's values as the foundation for the behaviour of all company employees. Furthermore, it establishes the principles of responsible business, which cover the following aspects:

- Working conditions
- Health and safety

- Equal opportunities
- Professional Development
- Relations with third parties
- Fair competition
- Intellectual and industrial property
- Respect for policies and legal regulations
- Data protection and privacy
- Environment and sustainability
- Financial and fiscal responsibility

This Code of Ethics is mandatory for all Mango employees, suppliers, contractors, business partners, franchisees, and any person or organisation acting on behalf of the company.

2. Analyse and Identify the Real and Potential Impacts on Human Rights

In collaboration with the Mango Chair of CSR at ESCI-UPF, Mango annually prepares two risk maps, one social and the other environmental, to classify the producing countries according to their risk level in responsible supply chain management. These maps allow for the evaluation of the suppliers' context in different geographies and guide social and environmental audits in the factories.

Given that human rights risks evolve over time, depending on operational dynamics and the context in which the company conducts its activities, Mango is aware of the importance of continuously keeping this risk identification process updated.

In 2024, Mango has conducted its first salient issues analysis in human rights, identifying and evaluating the priority issues with the greatest potential impact on these rights. This process has enabled the identification of the most urgent risks that require immediate attention, considering factors such as the magnitude of the impact, the likelihood of occurrence, and the capacity for response. Furthermore, the analysis has incorporated the perspectives of the rights holders of each salient issue, ensuring a comprehensive and participatory approach.

In 2024, Mango has also conducted a human rights impact assessment in Turkey, in collaboration with The Centre for Child Rights and Business, in which it has analysed the real and potential risks of labour practices in the country and their compliance with international standards.

The process has included a comprehensive risk analysis, considering more than 400 suppliers, a documentary review of contextual and operational risks, on-site evaluations of factories and suppliers in the main textile centres of Istanbul and Kahramanmaraş.

The key findings of the assessment highlighted several risks facing the sector, including a challenging operating environment for suppliers due to factors such as high inflation rates and labour shortages. The results of this assessment will outline the roadmap for the coming years to address

the highlighted human rights impacts in the country's supply chain. Mango is committed to tackling these challenges by strengthening the capacity of its suppliers and promoting responsible purchasing practices.

Mango's objective is to progressively increase the number of human rights impact assessments across all the regions in which it operates in the medium term, consolidating its commitment to due diligence in human rights at a global level.

3. Act to Stop, Prevent, or Mitigate Damage to Own Operations and the Supply Chain

In 2024, Mango's Social Impact department has implemented various actions to ensure respect for human rights throughout the company's supply chain. These initiatives include communication, awareness, and training programmes on human rights and social management, aimed at both company employees, suppliers and factories. The objective is to provide the necessary tools to understand the importance of protecting workers' rights and to reduce social risks across the entire value chain.

A key component of this strategy is social audits, considered a minimum safeguard and an essential tool for monitoring the social performance of manufacturing facilities. Mango requires that all finished product factories have valid and current social audits during production and provides a manual to

guide suppliers in this process, which is regularly validated. These audits aim to identify, prevent, and minimise social risks in Mango's operations, aligning with the principles of its Code of Conduct.

The audit process is carried out in several phases to gather sufficient and reliable evidence. Mango's Social Impact team ensures that all finished product factories undergo social audits and works to extend this practice throughout the entire supply chain, including fabric, trimming, and spinning factories. Audits can be initial (for new factories), follow-up (to address specific non-conformities), or periodic (for maintenance).

In 2024, Mango has updated its audit standards, adopting internationally recognised frameworks such as BSCI (amfori), SMETA (SEDEX), and Higg FSLM (Cascale), used for its business model. Additionally, for factories located in Bangladesh and Pakistan, Mango requests adherence to the International Accord for Health and Safety in the Textile and Garment Industry, which includes regular inspections and corrective action plans. If necessary, the company also implements a social evaluation procedure conducted by external firms, ensuring that any type of production centre is continuously monitored in these aspects.

In line with its commitment to continuous improvement, Mango has revised its internal evaluation methodology for social audit reports in 2024, aiming to align it with the criteria of the BSCI, SMETA, and Higg FSLM standards, and to be more demanding

9.3.2. Due Diligence with a Focus on Human Rights

with the level of social performance. This procedure is designed to be a dynamic system, ensuring its correct implementation and adaptation to current requirements.

The phases of social audits are as follows:

1. Legislative review: compilation of regulations from the legislation of each country or geographical area, using as a minimum reference the international standards established in the conventions and recommendations of the International Labour Organisation (ILO) in the absence of adequate legislation.

Interviews with factory management: evaluation of all sustainability aspects established in the CoC through a comprehensive questionnaire.

3. Complete inspection of the facilities: verification of health and occupational safety conditions, including emergency signals, appropriate fire prevention measures, and updated evacuation plans. Photographs are taken of notable and improvable points as a reference for reports.

4. Random selection of workers and representatives or unions for interviews: Individual and anonymous interviews are conducted regarding the factory's policies and procedures concerning the application of the CoC. If there are representatives of workers or unions, an interview is conducted with them, and they are present during the audit process.

5. Document review: the information provided during the interviews is verified. A validation of the working conditions outlined in the employees' contracts is conducted.

6. Compilation of the provided information and audit closure with management: for the management of non-conformities, a corrective action plan is established with designated responsible parties and a defined schedule for each action to ensure all are implemented within the stipulated timeframe. Based on the audit results, the factories are rated.

Once the social audit is completed, the results are evaluated according to the internal methodology that allows factories to be rated based on their level of compliance with the CoC, assigning grades from A (the highest) to E (equivalent to rejected). These grades are obtained through the correlation between the number of non-conformities and the weighting factor by performance area, considering their various dimensions to establish the standard. This process facilitates the classification of factories based on their level of risk, performance, and degree of compliance, providing a comprehensive and standardised view of their situation. The evaluations, aligned with Mango's quality criteria, prioritise social aspects related to the rights and working conditions of the workers. The assigned grade also determines the validity period of the social audit.

Mango uses the Correction and Remediation Plans (CAPR) as a tool for suppliers to address the non-conformities detected during the audits. These

plans, adapted to the audit frameworks accepted by the company, are key to resolving the non-compliances. Furthermore, Mango allows factories to update their social audit rating once corrective actions are implemented and validated, fostering a continuous cycle of improvement and compliance, provided that the improvements positively impact the rating and validity of the audit.

By the end of 2024, 99.5%* of manufacturing factories had undergone a social audit, as this is a mandatory requirement for this type of factory. Of the total declared and evaluated factories producing finished products, fabrics, and trims, in 2024, 15.3% received an A rating (2023: 43.8%), 13.1% received a B (2023: 15%), 32% received a C (2023: 18.2%), and 3% received a D (2023: 3.4%). It is important to note that the 2024 data is not strictly comparable to previous years' data due to the new factory evaluation methodology that increases the level of requirements. Regarding the remaining factories, either they did not conduct a social audit (as it is not a mandatory requirement for fabric and trimming factories) or they received an E rating.

4. Monitor the Implementation and Results

As part of its due diligence policy, Mango continuously monitors the effectiveness of the projects it implements, as well as regularly reviewing the procedures established in its supply chain.

A key element in this process is the complaint and grievance mechanisms that Mango makes available

to all individuals it interacts with. Furthermore, the company encourages the implementation of these mechanisms throughout its supply chain, establishing strategic partnerships to expand its reach. Mango also encourages its product suppliers and manufacturers to establish confidential, culturally appropriate, and accessible communication and grievance channels for workers, in line with the UN-GPs Guiding Principles.

Mango Ethical Channel

Mango's Ethical Channel is an operational mechanism that the company makes available to all individuals associated with Mango to facilitate the communication of inquiries or reports regarding potential irregularities. These irregularities may be related to non-compliance with Mango's Code of Ethics, the Code of Conduct, or the current legislation in the countries where it operates.

Through the Ethical Channel, Mango guarantees confidentiality, ensuring the anonymity of those who use it and protecting whistleblowers from any retaliation. This channel is an accessible tool (available in 5 languages) and effective for addressing situations that may compromise its ethical standards.

In addition to the Ethical Channel, Mango provides other reporting channels for employees:

Speak for Change

In 2022, amfori's Speak For Change (S4C) programme was launched, designed to provide work-

* It is not possible to achieve 100% of manufacturing factories with valid and current social audits due to limitations encountered with the system used. This system has been updated with more robust alert and control mechanisms that allow for more detailed monitoring.

ers in supply chains with an additional channel to express their grievances in situations where other mechanisms have not offered a satisfactory solution. Thanks to Mango's participation in this project, the company receives alerts through this channel regarding human rights issues, specifically concerning the working conditions of the employees. Each reported case is managed collaboratively between the amfori team, Mango, and other brands that produce in the same factory. The process begins with an initial investigation to verify the validity of the complaint and continues with the definition and implementation of a remediation plan. This plan includes corrective actions that must be adopted by the factory. The brands associated with the factory in question fully finance these actions.

All complaints and claims are recorded in Ulu-la, an independent platform managed by a third party to ensure the neutrality of the process. This programme currently operates in Vietnam, Turkey, Bangladesh, India, and Cambodia, and is exclusively applied to factories that have a social audit under the BSCI standard.

International Accord

The International Accord for Health and Safety in the Garment and Textile Industry offers workers in factories in Bangladesh and Pakistan, included within its scope through participating brands, a grievance mechanism that ensures protection against retaliation. This allows workers and their representatives to raise concerns related to health and safety risks in a safe and confidential manner.

9.3.2. Due Diligence with a Focus on Human Rights

If the complaints received are outside the scope of occupational health and safety, they are referred to the signatory brands of the Agreement, the union representatives, and the management of the respective factory.

The signatories of the Agreement, both brands and unions, are obliged to ensure that the mechanism continues to operate independently and autonomously, providing effective solutions to the concerns of the workers. Mango actively collaborates alongside other brands and key stakeholders in resolving complaints and implementing remediation measures.

The programme is currently limited to Bangladesh and Pakistan, although the Agreement is exploring the possibility of expanding the scope to include topics such as wages, dismissals, discrimination, and other relevant labour disputes. In 2024, Mango has participated in the first pilot programme to expand the scope of the mechanism, reaffirming its commitment to the protection and improvement of working conditions in the supply chain.

Müdem

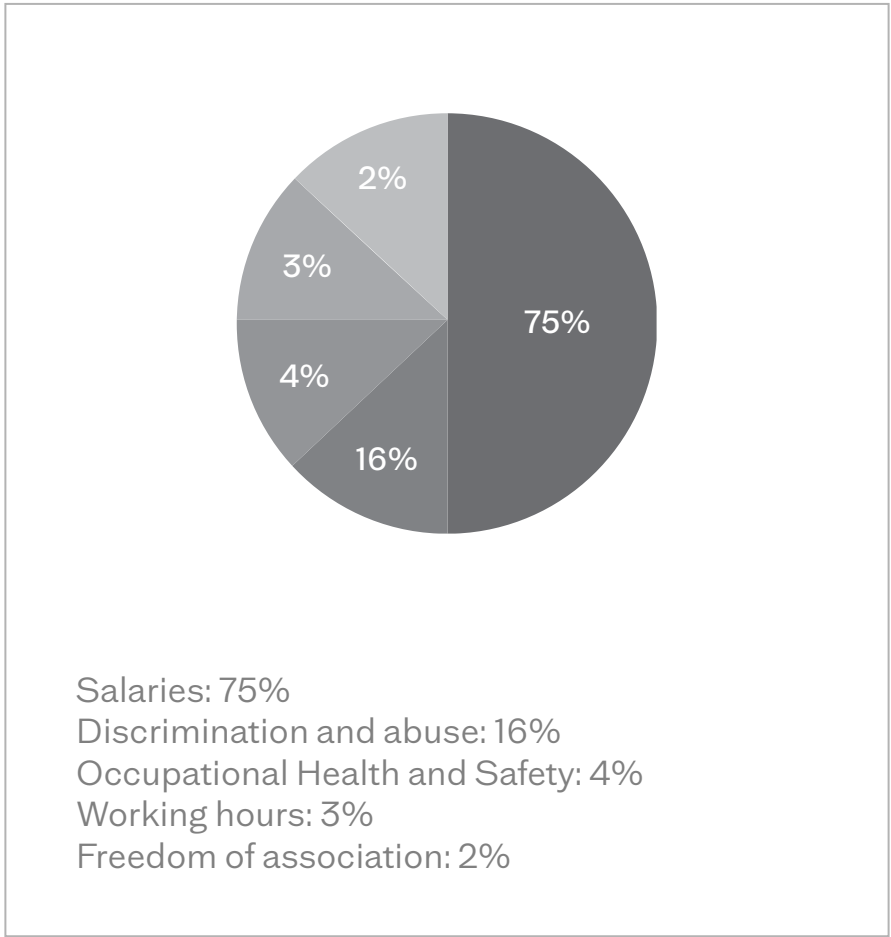
In 2024, Mango has joined the claims mechanism Müdem, specifically designed to address labour challenges in Turkey. This country hosts a large proportion of migrant workers employed in the textile sector, many of whom are exposed to significant social risks.

The mechanism Müdem is managed by the Refugee Support Centre of Müdem, a Turkish NGO that offers all workers in the textile sector, including migrants, a channel to receive legal advice and report workplace abuses. Through a website maintained by MUDEM, complaints are collected and processed following a collaborative procedure that involves both participating brands and workers.

Agreement with CC.OO.

Mango, in collaboration with the Trade Union Confederation of Workers' Commissions (CC.OO.), maintains an alert system designed to identify potential non-compliance in the factories of its production chain. This mechanism is fed by information provided by regional and local unions, as well as non-governmental organisations advocating for human rights that collaborate with CC.OO. The resolution of cases reported through this system is managed jointly between Mango, the union representatives of CC.OO., and other involved parties, when applicable.

In 2024, Mango has received a total of 118 complaints and allegations regarding human rights. Specifically, it has received 10 allegations (mainly concerning wages and purchasing practices) and 108 complaints from workers in its supply chain through the previously described complaint mechanisms. The following are indicated by theme:



5. Publicly Communicate How Human Rights Impacts are Addressed

In 2024, Mango has carried out training activities and awareness in human rights, recognising the importance of publicly sharing its due diligence process and the measures taken to address adverse impacts, in order to promote a culture that is responsible with social impact.

Among the notable initiatives is the creation and redefinition of a specific section on human rights within its internal platform, accessible to all employees.

yees. This section provides key information about the Sustainable Vision 2030 roadmap, facilitating the alignment of teams with corporate commitments.

Furthermore, Mango has announced its participation in initiatives such as the United Nations Global Compact's Business & Human Rights Accelerator Programme and the creation of its Human Rights Policy. In collaboration with the Global Compact Network Spain, the company organised a special edition of its Conscious Talks, key sessions for internal training. These focused on European legislation regarding due diligence in sustainability and on managing human rights impacts throughout the supply chain.

6. Provide or Cooperate in Remediation When Necessary

As part of its due diligence process, Mango strengthens mitigation and remediation measures for adverse impacts whenever necessary. These actions are implemented through established procedures, including collaboration with other brands in the textile industry, specifically designed to address and remedy potential human rights violations and meet the needs of affected individuals.



9.3.3

Priority Impact Areas – Salient Issues in Human Rights

In 2024, the company has conducted a comprehensive analysis to identify its salient issues in human rights, that is, the most significant and priority risks in this area.

After concluding this initial analysis, seven priority human rights risks were identified that directly affect workers in the supply chain. These are part of the following risk areas:

- 1. Child labour
- 2. Health and safety
- 3. Salaries, benefits, and compensation
- 4. Discrimination, inequality, and abuse
- 5. Overtime
- 6. Forced labour
- 7. Climate change and responsible environmental management

Below is the definition of each risk area or salient issue according to the CSDDD, based on international agreements such as the ILO Convention and the International Covenant on Economic, Social and Cultural Rights. The main related SDGs, priority lines of work, and key initiatives and partnerships in which Mango is working to prevent and mitigate these risks are also indicated, detailed throughout the chapter.



Salient Issue

Aware of the dynamic nature of human rights risks, Mango aims to regularly update its analysis of salient issues, with the aim of keeping its actions aligned with changes in operational contexts, ensuring that its measures remain relevant and effective in the face of new challenges and opportunities.

RISK AREAS	DESCRIPTION	MAIN RELATED SDGS	PRIORITY LINES OF WORK	MAIN INITIATIVES AND RELATED PARTNERSHIPS
Child labour	The prohibition of employing children under the age at which compulsory schooling ends or, in any case, under 15 years old, unless local legislation allows an exception, in accordance with the ILO Minimum Age Convention (1973, No. 138).	SDG 1: End Poverty SDG 4: Quality Education SDG 8: Decent Work and Economic Growth SDG 10: Reduction of Inequalities	Rapid Response Service for Child Labour to address risk situations in the supply chain.	The Centre's Child Rights in Business CRIB Working Group Monitoring social audits and implementing due diligence in the matter.
Health and Safety	Safe and healthy working conditions in accordance with Articles 7 and 11 of the International Covenant on Economic, Social and Cultural Rights.	SDG 3: Health and Well-being SDG 8: Decent Work and Economic Growth	Social audits in production factories and regular inspections and verification of healthy and safe working conditions in Bangladesh and Pakistan. Monitoring social audits and implementing due diligence in the matter.	Collaboration with International Accord and CC.OO. to promote dignified working conditions and confidential reporting mechanisms, as well as coverage for work-related accidents and compensation through theEmployment Scheme Pilot (EIS) in Bangladesh.
Salaries, benefits, and compensation	The right to fair working conditions includes receiving a fair and decent wage that allows for an adequate life, as well as sufficient income for self-employed workers and small farmers.	SDG 1: End Poverty SDG 8: Decent Work and Economic Growth	Mango aims to expand its commitment to the Living Wage, detailed in chapter "8. Our Team". Monitoring social audits and implementing due diligence in the matter.	Collaboration with Wage Indicator to evaluate and adjust the salary conditions of its workforce, with the intention of extending this collaboration to the workers in its supply chain.
Discrimination, inequality, and abuse	The prohibition of unequal treatment in hiring, employment, and remuneration, except for specific job requirements, encompassing discrimination based on origin, race, gender, religion, or opinions, and guaranteeing equal pay for work of equal value.	SDG 5: Gender Equality SDG 8: Decent Work and Economic Growth SDG 10: Reduction of Inequalities	Implementing the CSDDD Directive to mitigate risks of discrimination and abuse. Monitoring social audits and implementing due diligence in the matter.	Collaboration with complaint mechanisms Müdem, with Speak for Change and with CC.OO. to eradicate discrimination and promote social dialogue.

Salient Issue

RISK AREAS	DESCRIPTION	MAIN RELATED SDGS	PRIORITY LINES OF WORK	MAIN INITIATIVES AND RELATED PARTNERSHIPS
Overtime	Ensuring a reasonable limitation of working hours is essential to protect the health and well-being of workers, in line with Articles 7 and 11 of the International Covenant on Economic, Social and Cultural Rights.	SDG 8: Decent Work and Economic Growth SDG 10: Reduction of Inequalities	Implementing the CSDDD Directive to identify and mitigate risks related to overtime. Monitoring social audits and implementing due diligence in the matter.	Collaboration with International Accord, Speak for Change, CC.OO. and Müdem to detect labour abuses concerning the limit of overtime allowed in each country
Forced labour	Any work or service demanded from an individual under threat of penalty, without their voluntary consent, as in cases of debt bondage or human trafficking.	SDG 1: End Poverty SDG 8: Decent Work and Economic Growth SDG 10: Reduction of Inequalities SDG 16: Peace, Justice and Strong Institutions	Implementing the CSDDD Directive to identify and mitigate risks related to forced labour and compliance with the Forced Labour Prohibition Regulation, as well as specific regulations in the UK and Norway. Monitoring social audits and implementing due diligence in the matter.	Collaboration with International Accord, Speak for Change, CC.OO. and Müdem to detect cases of forced labour.
Climate change and responsible environmental management	Climate change and responsible environmental management involve preventing environmental degradation that affects natural resources, such as soil, water, and air, and that harms human well-being, including health, safety, and access to essential services like drinking water and sanitation.	SDG 9: Industry, Innovation, and Infrastructure SDG 12: Responsible Production and Consumption SDG 13: Climate Action SDG 15: Life on Land Ecosystems	Implementing the CSDDD Directive and prioritising materials with low environmental impact. Selecting and prioritising safe materials with a lower environmental impact on the health of people and the planet.	Implementing the Environmental Policy and environmental management, detailed in chapter "7. Environmental Impact" and participation in the ONU's Fashion Industry Charter for Climate Action. Partnership with The Fashion Pact, a global initiative that aims to mobilise the fashion industry to tackle climate challenges and advance towards greater sustainability. Three fundamental pillars: climate, biodiversity, and oceans. Monitoring of environmental certifications and implementing due diligence in the matter.

9.3.4

Partnerships to Contribute to the Improvement of the Working Conditions for Workers

For Mango, the creation of strategic partnerships with other organisations is essential to ensure sustainable management of its supply chain and strengthen its due diligence approach to human rights. These collaborations are crucial for advancing the SDGs and improving the working conditions of employees.

The value of these partnerships strengthens a culture of respect for human rights, promoting an ethical and responsible management of the supply chain. Mango seeks to generate a positive social impact on the development of local communities with which it interacts through its operations. In this regard, the support of expert professionals and participation in international sector initiatives are key to advancing these objectives.

Global Agreement with CC.OO. de Industria to Improve Conditions in the Supply Chain

Since 2018, Mango has established a pioneering agreement with the General Secretariat of CC.OO. de Industria with the aim of strengthening and protecting the rights of workers who manufacture the company's products. This global agreement promotes social dialogue within Mango's production factories and primarily focuses on aspects such as trade union freedom, the right to health and social security, the promotion of fair wages, and the eradication of discrimination in the factories of the supply chain.

The agreement also establishes a work plan with specific objectives and actions, which is regularly updated based on the progress achieved. Additionally, Mango annually provides CC.OO. with the list

of factories it collaborates with and conducts specific visits to factories with the International Trade Union Action Secretariat, responsible for both the Global Framework Agreements (GFA) of CC.OO. de Industria and the global Co-presidency for the fashion sectors (TGSL) of IndustriALL Global Union (IGU).

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

In 2013, Mango signed an agreement on building safety and fire protection in the facilities in Bangladesh, in response to the tragic collapse of the Rana Plaza building. The aim of this agreement was to improve the safety conditions for workers in the country's textile sector. Over the years, significant progress has been made in creating a safer and healthier work environment in Bangladesh, thanks to the collaboration between brands, unions, and other organisations.

In 2019, the transition agreement allowed this progress to continue, and in May 2020, the Ready-Made Garments Sustainability Council (RSC) assumed permanent supervision of security. In 2023, Mango signed a new International Accord for Health and Safety in the Textile and Garment Industry, reaffirming its commitment to the health and safety measures established in the 2013 agreement. That same year, the company signed a specific extension of the accord for Pakistan, becoming one of the first companies to support this initiative.

With the funding and collaboration of brands, including Mango, the Agreement carries out the following activities to improve working conditions in the region:

1. Conducting inspections in factories: all production facilities covered by the agreement are inspected

by specialised and independent engineering personnel to identify safety risks related to fires, electricity, structures, and boilers.

2. Supervision of remediation: after the initial inspections, factories develop corrective action plans with the support of the brands. Based on the identified safety issues, the remediation progress of each factory is regularly monitored and published online.

3. Training of the safety committees: the Training Programme and Safety Committee promotes a culture of safety in the workplace by forming joint safety committees between workers and employers, and organising meetings for all employees, with the aim of increasing workers' awareness.

4. Mechanisms for reporting and addressing complaints from workers: workers and their representa-

9.3.4. Partnerships to Contribute to the Improvement of Working Conditions for Workers

tives can exercise their right to raise safety concerns or refuse unsafe work through an independent grievance mechanism. This mechanism provides a reliable way for workers to register their concerns promptly, safely, and, if they prefer, anonymously.

5. Promotion of transparency and accountability: transparency is promoted through measures such as the full disclosure of information about factories, the publication of reports, an escalation procedure, the commitment of signatories to ensure the financial viability of corrective actions, and a grievance mechanism for workers. These provisions ensure that both the signatories and the factories maintain high standards of accountability while improving workplace safety.

These agreements contribute to expanding the knowledge and achievements related to health,

safety, and the fulfilment of human rights acquired in Bangladesh to other countries, promoting greater security and respect for labour rights in the global textile industry.

Participation in the Employment Scheme Pilot (EIS)

In 2024, Mango has joined the Employment Scheme Pilot (EIS) to enhance the social protection of workers in the ready-made garment (RMG) sector in Bangladesh. This workplace injury compensation system aims to provide monthly pensions to permanently disabled workers and to the dependents of those who have passed away. The payments are in addition to the compensation granted by the national institution through the Central Fund, ensuring that the benefits meet international standards, including those established by ILO Convention No. 121.

The monthly pensions of the EIS Pilot are financed by voluntary contributions from international brands, such as Mango. This system complements existing payments for disability or death at work, strengthening the compensation fund. Additionally, the EIS provides access to medical rehabilitation in case of work-related injuries or illnesses, thereby enhancing the safety net for workers in the RMG sector.

The Centre's Child Rights in Business Working Group

In 2024, Mango has joined The Centre's Child Rights in Business (CRIB) Working Group, a platform that brings together companies from various industries to collaborate, share best practices, and access updated information on child labour, children's rights in the supply chain, and human rights due diligence.

This collaboration allows Mango to be informed of the latest developments, comply with international regulations, and adapt its strategy with current data and insights, which supports informed decision-making.

As a member of the CRIB, Mango participates in regular meetings, both in-person and online, which are held three times a year. These meetings address risks related to children's rights in supply chains, facilitate problem-solving, and promote the exchange of best practices. The Working Group serves as a collaborative space for members to interact with the Centre, other brands, retailers, and suppliers, identifying common challenges and improving conditions for children, young people, and working parents. Furthermore, Mango has signed a Memorandum of Understanding (MoU) with the Centre, which includes the Rapid Response service for Child

Labour, ensuring immediate support in case of identifying child labour risks in your supply chain to effectively address any related incident.

Collaboration Project with CNTAC in China

In 2024, Mango has initiated a collaboration with the Office for Social Responsibility of China National Textile and Apparel Council (CNTAC) to develop a practical guide that assists Chinese textile companies in adapting to European legislation on due diligence in the supply chain.

This association underscores Mango's commitment to integrate due diligence in human rights within the Chinese textile sector, aligning with local values and addressing global challenges of social impact. Through this collaboration, Mango supports its supply chain in China and contributes to the improvement of the social impact of the textile industry.

9.3.4. Partnerships to Contribute to the Improvement of Working Conditions for Workers

United Nations Global Compact

The United Nations Global Compact is an initiative launched in the year 2000 to promote sustainable and socially responsible business policies. Mango joined in 2003, aligning with the 10 Principles in key areas such as Human Rights, Labour Standards, the Environment, and Anti-Corruption.

Through its participation, Mango contributes to the SDGs, accessing a global network of responsible companies. Furthermore, the company annually evaluates and communicates its progress through the Progress Report and participates in awareness and training initiatives, such as the Business & Human Rights Accelerator in 2024.





9.4

Social action

As a company committed to its environment and society, Mango has a long history of collaborating on social action projects, with which the company aims to generate a positive impact on all the communities around it. The term social action refers to the voluntary activities in which Mango is involved, offering its human, technical, and financial resources to the environment.

Mango's social action strategy is part of the company's commitment to people, aligned with brand values. Through various projects, Mango contributes to generating a positive impact on society. Specifically, the company supports the socioeconomic development of local communities, with a special focus on women and education, prioritising areas where it operates. In 2024, Mango has donated 2,380,851 euros to social action projects (2,129,979 euros in 2023).

Mango's Social Action Strategy

Mango's social action strategy aligns with its corporate values, the United Nations Sustainable Development Goals (SDGs), the 2030 Agenda, and the Directive on Human Rights Due Diligence. This strategy prioritises local communities and key areas such as education, women, health, social aid, and humanitarian action, aiming to maximise positive impacts and contribute to sustainable development.

Following the roadmap defined in 2022, Mango has implemented clear objectives in social action, ensuring that these interventions are aligned with its value chain and address specific groups across the board. Reflecting corporate values such as Committed, Caring and Entrepreneurial Mindset, these initiatives are a key tool within the company's Corporate Social Responsibility (CSR) framework.

Commitment to Local Communities

Mango's social action projects focus on areas where the company operates and/or has an impact, although they may extend to other regions in response to health or social emergencies. In alignment with its global social action strategy, Mango integrates investments, contributions, and solidarity interventions that address specific groups across the board.

In 2024, Mango has executed social action projects in multiple countries, with notable interventions in Spain, Bangladesh, Turkey, and India, strategic territories in Mango's value chain and priority areas in the corporate strategy. These countries have been prioritised due to their relevance in terms of sales, sourcing, and social and health emergencies during the fiscal year. Each of these projects is framed

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within Mango's value chain, ensuring that social action drives a real positive impact in local communities. In these countries, Mango has prioritised projects related to education and training, female empowerment, humanitarian aid, health, inclusion, and infrastructure improvement, strengthening the bond with local communities.

In Spain, in 2024, Mango has collaborated with entities such as the FERO Foundation, the Sant Joan de Déu Hospital in Barcelona, and the Ared Foundation on various social action projects. These initiatives focus on education, health, and social assistance, reinforcing the commitment to the most vulnerable populations and promoting inclusion and diversity.

With the aim of generating a positive impact in the countries where it operates, in 2023 Mango launched the Goals project in Bangladesh, in col-

laboration with Save the Children. This initiative aims to promote education and sports among children and women by constructing early childhood education centres and promoting recreational and educational activities. In 2024, the project has expanded to Turkey, seeking to align actions with the 2030 Agenda and local priorities, providing tools for learning and development to communities near the factories with which Mango works.

In India, Mango has strengthened partnerships with entities such as the Vicente Ferrer Foundation (FVF), with which it has been collaborating since 2005. Among the many projects the company has funded in the region is the FVF Multifunctional Educational Centre in Dornala, Srisailam area. The centre includes two specialised schools - intellectual disability and cerebral palsy - and an inclusive primary school for children with and without dis-

abilities, operates on a residential basis, providing rehabilitation services and therapeutic support. The goal is to ensure inclusive and equitable education that promotes the improvement of the quality of life for people with disabilities through equal opportunities, social inclusion, and integration into their communities. In 2022, Mango inaugurated the school for children with intellectual disabilities, and between 2023 and 2024, it financed the construction of the inclusive school.

Turkey is also one of the key territories in the company's social action strategy. In response to the 2023 earthquake and since then, Mango has been collaborating with AÇEV in managing three early childhood development centres in Adıyaman, Gaziantep, and Hatay, offering educational programmes and support for families. Additionally, in collaboration with IPUD, it promotes the project

"Women and Child Friendly Mobile Areas," which improves working conditions in the cotton sector and combats child labour.

Impact Areas

Mango's work in the field of social action focuses on four key areas of impact: education, social aid, health, and emergencies. These are addressed through various forms of contribution such as solidarity investments, in-kind donations, and volunteer work. These actions are part of the company's comprehensive commitment to society, aligning with the SDGs and corporate values that strengthen its focus on creating social value.

In 2024, Mango has continued to promote projects in these four areas, with a special emphasis on education. The company has collaborated with organ-

isations such as Save the Children, the Vicente Ferrer Foundation, and Educación y Desarrollo, promoting educational opportunities, job placement, and educational quality for vulnerable groups. An example of this is the collaboration with Plan International, through which educational support has been provided in disadvantaged communities in Delhi. Furthermore, the partnership with NGOs such as Educo has enabled Mango to support educational improvement in Bangladesh.

In 2024, Mango has financed educational, training, and labour reintegration projects in countries with a distribution of resources allocated as follows: 25% in Spain, 15% in Bangladesh, 15% in Turkey, 12% in India, and 1% in Pakistan. Additionally, 52% of the projects focus on child care, primarily in two crucial areas: education and health. In education, representing 48% of the charitable investments, Mango



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has invested in projects aimed at improving teacher training and educational infrastructure, as well as promoting scholarships and providing educational support for children.

Regarding social assistance, Mango has promoted improvements in basic infrastructure and food aid, working with organisations such as Active Africa and Banc dels Aliments, strengthening inclusion and diversity in the communities where it operates. In health, the company has established partnerships with institutions such as the Elena Barraquer Foundation, the FERO Foundation, and the Sant Joan de Déu Hospital in Barcelona. This latter collaboration, initiated a decade ago, has facilitated the acquisition of advanced diagnostic technology in paediatric oncology, thereby enabling earlier and more effective care.

Health accounts for 29% of the projects and Mango is involved in initiatives that promote the development of healthcare infrastructure and the advancement of paediatric research, with projects in countries such as Spain, Turkey, India, Tanzania, and Kenya.

In the area of emergencies, Mango has contributed to the activation of extraordinary humanitarian aid programmes, such as the one carried out in Spain following the humanitarian crisis that occurred in the Valencian Community as a result of the meteorological phenomenon DANA. Mango undertook various actions to support both the individuals from the teams of Valencia, as well as their families, working on the ground and addressing each case individually, in addition to launching a completely free and anonymous psychological support programme for those who need it.

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Finally, 14% of the projects are aimed at emergency situations, while 4% focus on social aid, with an 8% participation in specific inclusion initiatives.

Traceable, Transparent, and Measurable Projects

Mango directs its social action work towards sustainable interventions with tangible results, avoiding one-off contributions with no follow-up. Therefore, the company prioritises initiatives where traceability and impact assessment are verifiable. The collaborating organisations must report the progress of the projects and comply with the principles of transparency, organisation, documentation, financing, and governing body established by Mango. Furthermore, these organisations must be registered and audited to ensure compliance with the local regulations of the country in which they operate.

Mango directly oversees the execution of the projects to ensure the correct application of resources and that the partnered organisations adhere to these principles. This approach is supported by an Internal Policy on Donations and Sponsorships that establishes clear principles and strict criteria. This policy reinforces a corporate culture based on transparency, independence, and professionalism, and is mandatory for all employees.

In this policy, a distinction is made between donations, the free provision of goods or resources to third parties, and sponsorships, support, or financing of activities with a communicative or reciprocal purpose. All contributions must be documented in writing, comply with applicable regulations, and not be directly or indirectly linked to undue advantages for the company. Furthermore, it is prohibited to allocate them for political or religious purposes.

Impact on Local Communities

Overall, 74% of the projects implemented in Mango's social action are related to the company's value chain. These social programmes aim to identify, prevent, and mitigate potential impacts on the local communities where Mango operates, through integrating responsible practices with human rights, in addition to contributing to the welfare and development of these areas. In 2024, a total of 33 projects were managed, benefiting 25 organisations in various areas.

Female empowerment also plays a fundamental role in the definition of Mango's social action projects. 17% of the projects are aimed at improving the quality of life for women at risk of social exclusion or providing them with tools for their professional development.

Other Donations, Non-Monetary Collaborations, and Volunteer Programmes

In 2024, Mango has made donations of clothing not suitable for sale, office furniture, window dressing materials, and technological products to various foundations and organisations for charitable purposes.

As part of its commitment to people, the company has facilitated the participation of its employees in a variety of social initiatives, charitable events, and charity activities throughout the year. Among these activities, notable campaigns include food and toy drives during Christmas, book collections in celebration of Sant Jordi, and theTeaming project, a platform that enables monthly donations to support social causes.

9.4. Social Action

Third-party Partnerships

Mango establishes long-term partnerships with leading organisations, focused on generating a positive and sustainable impact on the community.



Active Africa

Mango has been collaborating with Active Africa since its foundation in 2004 to improve living conditions in Malawi and Kenya. In 2024, Mango supported food security projects for orphans and vulnerable elderly individuals in Chezi and Lilongwe. The company also funded the construction of a library at a secondary school in Kafumphe to promote access to education. Furthermore, Mango backs the ECO-Women project, which offers literacy and vocational training in sewing to women living in rural areas. These initiatives reinforce the company's commitment to education, female empowerment, and improving living conditions in disadvantaged communities.



Spanish Association Against Cancer

Since 2015, Mango has been collaborating with the Spanish Association Against Cancer on research and social support projects. In 2024, Mango funded the project of Dr. Carolina Armengol, Personalised Medicine for Childhood Liver Cancer. This study aims to develop personalised treatments that improve survival rates in children with liver cancer. Additionally, Mango makes product donations for charity markets, with proceeds going towards research and assistance for affected families. The collaboration with this organisation strengthens Mango's commitment to the fight against cancer and support for medical research.



AÇEV

Mango collaborates with AÇEV to support early childhood development in Turkey. In 2024, Mango has continued funding three centres established in the areas affected by the earthquake in Adıyaman, Gaziantep, and Hatay. These centres provide educational programmes designed for the well-being and learning of children up to six years old. Additionally, they offer support to parents with the aim of strengthening their parenting skills. Simultaneously, Mango supports AÇEV's Power Programme, which seeks to empower women in human rights and promote gender equality.



Red Cross

Mango has collaborated with the Red Cross for over 10 years in projects focused on social inclusion and emergency response. In 2024, in response to the crisis caused by the meteorological phenomenon DANA in the Valencian Community, Mango has made a direct donation and has mobilised its employees through a donation platform to raise additional funds. Furthermore, the company supports with clothing donations from local stores to meet the immediate needs of those affected.

9.4. Social Action - Third-Party Partnerships



Educo

Since 2022, Mango and Educo have been working together to ensure equal and quality education for the most vulnerable children in Bangladesh, providing safe, equitable, and child-centred primary education in marginalised neighbourhoods. With a focus on gender and inclusion, the project aims to increase the participation of boys and girls in learning and improve their performance in basic skills such as literacy and mathematics. An inclusive and enriching school environment is promoted through the provision of educational materials, teacher training in teaching-learning processes, and the promotion of co-curricular, cultural, and sports activities. Additionally, initiatives are developed with students, teachers, and families to strengthen the capacities of the educational community, ensuring that schools are safe and violence-free spaces.



Friends of Rimkieta Foundation

Mango has been collaborating with the Friends of Rimkieta Foundation (FAR) in Burkina Faso since 2023, whose mission is to improve the living conditions in Rimkieta, primarily for its women and children in vulnerable situations. Thanks to this collaboration, FAR provides comprehensive care to young girls at high risk of social exclusion, victims of double discrimination: being women and living in extreme poverty. In this context, their education is not a priority, and they are victims of domestic exploitation. The initiative aims to protect girls from forced marriage and exploitation, empowering them through education and vocational training, and offering them the opportunity to build a more dignified, autonomous, and violence-free future.



ARED Foundation

Mango has been collaborating with the ARED Foundation for 25 years, promoting the socio-labour integration of women in vulnerable situations. In 2024, Mango has continued to fund the Puntadas de Libertad programme, aimed at women deprived of freedom to facilitate their reintegration through training in garment making. Additionally, the company donates materials such as fabrics, mannequins, and machinery for the training workshops. This initiative not only provides the participants with job skills but also strengthens their self-esteem and autonomy, contributing to an effective reintegration into society and the labour market.



Bancs del Aliments Foundation

Mango started collaborating with the food bank in 2011, purchasing freezer chests for organisations. In 2024, Mango continued its collaboration in the "More Proteins" project and, through internal volunteering, in the *Gran Recapte* organised annually by the food bank in Catalonia. Mango volunteers participated in the *Gran Recapte* in 2024.



Dexeus Mujer Foundation

Mango has been collaborating with the Dexeus Mujer Foundation since 2023, participating in the Annual Dinner for the awarding of research grants and the Foundation's Prize. Since then, the company has been closely linked to some of the Foundation's CSR programmes. In 2024, Mango has funded projects such as the Fertility Preservation Programme for women with cancer, allowing free freezing of eggs and ovarian tissue before oncological treatments. Additionally, Mango supports the Oncology Patient Support Programme, which offers initial psychological care to facilitate adaptation to the diagnosis.

9.4. Social Action - Third-Party Partnerships



Elena Barraquer Foundation

Since 2017, Mango has supported the Elena Barraquer Foundation in the fight against preventable blindness caused by cataracts. In 2024, the collaboration has enabled the funding for the purchase of medical equipment to perform ophthalmic surgeries in developing countries and to operate on patients with cataracts. Additionally, Mango contributes by donating clothing and accessories to a charity shop run by the foundation, which finances the operational costs of the organisation. Thanks to this support, the quality of life of people who regain their vision is improved, allowing them access to education and work, and promoting their independence and well-being.



FERO Foundation

Since 2016, Mango has supported the FERO Foundation in translational oncology research in Spain. In 2024, Mango funded the VI FERO-MANGO Project, led by Dr. Sara Sdelci from the Centre for Genomic Regulation (CRG), focused on developing tools to treat triple-negative breast cancer. Additionally, the company has supported the establishment of Dr. Francisco Barriga's laboratory at the Vall d'Hebron Institute of Oncology (VHIO), which is centred on studying the impact of genes on diagnosis and treatment resistance. This collaboration facilitates crucial scientific advancements and promotes young talent in oncology.



Humanitarian Foundation A.G.H.

Since 2015, Mango has collaborated with the A.G.H. Humanitarian Foundation on education and empowerment projects in Tanzania. In 2024, the company has funded a women's care centre in Barazani, where sewing and literacy classes are offered to promote small sustainable businesses.

Furthermore, Mango supports a daycare centre where women in the programme can leave their children, who receive lessons in hygiene, basic education, and English, along with a daily meal. This initiative allows mothers to work with greater peace of mind, improving family well-being and providing access to new educational and economic opportunities for women and their children.



Kālida Foundation

In 2024, Mango has initiated its collaboration with the Kālida Foundation to support individuals undergoing cancer treatment and their caregivers. The programme funded by Mango at the Kālida Sant Pau centre offers practical and emotional support, coordinated by specialised healthcare personnel. Users receive information about treatment, nutrition, sleep, and physical exercise adapted to their condition. Additionally, group activities such as oncology yoga, pilates, and nutrition workshops are organised. This collaboration facilitates comprehensive and free care for patients and their families, improving their quality of life during the course of the illness.



PortAventura Foundation

Mango has been collaborating with the PortAventura Foundation since 2019 through the Dreams Village project, an initiative that offers free stays to families with children undergoing treatment for serious illnesses. In 2024, Mango has funded the participation of multiple families, allowing them to enjoy the full experience, with access to the PortAventura World parks and exclusive activities in the Village. Additionally, a group of volunteers organises personalised workshops for designing t-shirts and advertising posters, among others. This experience provides an emotional respite for the families, contributing to the psychological well-being of the children and their loved ones during their treatment.

9.4. Social Action - Third-Party Partnerships



Vicente Ferrer Foundation

Since 2005, Mango has collaborated with the Vicente Ferrer Foundation on development projects in rural India. Between 2023 and 2024, Mango has funded the construction of an inclusive school in Dornala for children with and without disabilities. This multifunctional centre offers specialised education, promoting equality and inclusion. The collaboration between Mango and FVF also encompasses projects related to habitat, women, and healthcare, such as the construction of homes, schools, and craft centres. This partnership contributes to social transformation, empowering vulnerable communities through access to education, housing, and opportunities for economic and social development.



Sant Joan de Déu Hospital

For over a decade, Mango has been collaborating with the Sant Joan de Déu Barcelona Hospital on research projects and infrastructure improvements. In 2024, Mango funded the installation of a Smart Speed Artificial Intelligence device in an MRI machine. This technology enhances image quality and significantly reduces test times, avoiding many sedations and facilitating the early diagnosis of diseases. This collaboration allows more children to access high-precision tests quickly and safely without radiation exposure.



Invest for Children

Since 2019, Mango has supported the employment of people with intellectual disabilities through Invest for Children. In 2024, it sponsored the Capacit@ project, which provides adapted digital training to promote technological inclusion and autonomy for people with disabilities. The purpose of Capacit@ is to offer asynchronous and blended digital training, with cognitively adapted content, allowing people with intellectual disabilities to undertake courses that are comprehensible, usable, and practicable in conditions of safety and comfort, and in the most autonomous and natural way possible.



IPUD

Mango collaborates with IPUD to promote sustainable practices in cotton production in Turkey. In 2024, the company has supported the project "Women and Child Friendly Mobile Areas", aimed at improving working conditions in the cotton sector and addressing child labour. This initiative provides educational and support services at the workplace to families of agricultural workers, with a special focus on women and children. Additionally, Mango actively participates in field visits to monitor the project's progress and strengthen its impact.



Doctors Without Borders

Since 2006, Mango has collaborated with Doctors Without Borders and, since 2012, has been a Strategic Emergency Partner, directly supporting the activities of its Emergency Unit. This commitment has enabled the provision of medical-humanitarian care to people affected by conflicts, displacement crises, natural disasters, and epidemics. In 2024, Mango has contributed to the organisation's Emergency Fund, a mechanism that allows for immediate response to medical-humanitarian crises without relying on the arrival of external funds.

9.4. Social Action - Third-Party Partnerships



Misiones Salesianas

Mango has been collaborating with Misiones Salesianas since 2022 on educational projects for vulnerable youth. In 2024, Mango has funded scholarships for several young individuals at the vocational training centre in Lahore, Pakistan. Furthermore, through this collaboration, nursing and computer workshops are equipped, and teacher training courses and psychological support are offered to students. The project encourages access to trades such as tailoring, computing, and nursing, which are crucial areas for employment in the textile sector, as every local tailoring company requires administrative and healthcare personnel. This collaboration promotes female empowerment and facilitates the labour integration of young women in vulnerable situations.



Pablo Horstmann

Since 2019, Mango has been collaborating with the Pablo Horstmann Foundation in Kenya, supporting the training of local healthcare personnel. In 2024, Mango has funded the assistance of two Spanish paediatricians at the Regional Hospital of Lamu. After years of collaboration, in 2023, the Foundation's paediatric centre was integrated into the public hospital, creating the first paediatric department in the region. This project ensures quality and sustainable paediatric care, contributing to the autonomy of the local healthcare system. Mango's collaboration guarantees the continuity of training and capacity development for Kenyan staff.



Plan International

Since 2022, Mango collaborates with Plan International in educational projects for children and adolescents vulnerable in India. In 2024, the collaboration has supported the second phase of the Shikshantar project, which includes a school mental health programme to prevent psychological disorders in young people and academic reinforcement to strengthen the continuity of education, as well as awareness-raising workshops on occupational health and safety, violence against women and sexual harassment in the workplace, aimed at women working in textile factories in Delhi-NCR.

The project aims to improve students' academic performance through professional interventions to identify mental health issues in boys and girls. Furthermore, the aim is to strengthen the capacity of educators to understand complementary teaching pedagogy and to ensure the emotional well-being of minors.



Save the Children

Since 2023, Mango has maintained a strategic collaboration with Save the Children to support the right to education and child protection. In 2024, Mango has continued to promote the Goals project in Bangladesh and has extended the project to Turkey. The partnership between Mango and Save the Children aims to benefit vulnerable communities through educational and sports programmes, especially for girls and women. Mango's contribution strengthens social and economic development in communities affected by poverty and promotes children's rights.



Vita Mundi

Mango has been collaborating with Vita Mundi since 2015 on the "Help to Live" project in the slums of Mumbai, India. In 2024, Mango has financed basic food parcels for the families in the programme, which are distributed every fortnight. This support is conditional upon the children attending school, promoting education as a tool for change. Additionally, literacy classes are offered for women at Ankur's Children Home. This collaboration ensures food security for vulnerable families and promotes education and female empowerment in disadvantaged communities in Mumbai.

9.5

Academia

As one of the world's leading fashion groups, Mango reinforces its commitment to social development through strategic relationships with leading institutions and actors, including academia. This approach aims to promote education and research as pillars of social and professional progress. In line with this commitment, Mango has made a donation of 1,154,388 euros in 2024 to academia and civil society (212,243 euros in 2023).

Attracting Talent

A Creative and International Company

Mango collaborates with universities and educational institutions, both national and international, to foster research, learning, and professional development for students. These partnerships not only promote fundamental skills and best practices in

future professionals, but also strengthen the connection between academia and industry.

Notable Collaborations in Spain

- IESE Business School
- *Universidad Complutense de Madrid (UCM)*
- *Universidad Politécnica de Madrid (UPM)*
- *Escola Superior d'Administració i Direcció d'Empreses ESADE*
- *Universitat Pompeu Fabra (UPF)*
- *Universitat Politècnica de Catalunya (UPC)*
- *EAE Business School*

International Collaborations

- Parsons School of Design United States
- London College of Fashion and Central Saint Martins – University of the Arts London (United Kingdom)

Among the main initiatives promoted by the company in this area, the following stand out:

- Academic projects: integration of theoretical knowledge in real-world scenarios.
- Job fairs: identification of emerging talent.
- Masterclasses: delivered by Mango executives who share their experience and vision.
- Office visits: students interact with different areas of the company.

In 2022, Mango strengthened its collaboration with the Parsons School of Design, establishing an agreement led by Toni Ruiz, CEO of Mango, and Ben Barry, dean of the institution. This agreement promotes global leadership in design and retail through scholarships and training, funded with a \$250,000 fund. Mango also participates in the

Fashion Management Program, providing expertise in areas such as technology, marketing and new business models.

Furthermore, the collaboration with IESE Business School stands out due to its focus on leadership and entrepreneurship, preparing students to innovate in business, from start-ups to global corporations.

Committed to Innovation and Technology

Technology is a strategic pillar for Mango, which seeks to attract qualified profiles in digital innovation. A key collaboration is with the *Universitat Politècnica de Catalunya* (UPC), highlighting the 2024 UPC Datathon, an event that brought together 350 participants to solve real challenges posed by Mango.

During this event, students faced a real challenge presented by the company, which allowed them to identify innovative solutions and establish valuable connections with the next generation of tech talent.

This event not only served as a platform to share knowledge about the use of generative artificial intelligence and other advanced technologies applied at Mango, but it also was a means to recruit most of the scholarship students who have been part of the company's technology team for a period of time.

Internal Talent Development

- Eco-design Fashion Training: Mango's commitment to the development of its team is reflected in a series of training initiatives that underscore its dedication to innovation and sustainability. In 2024, the company has strengthened its focus on



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training in circular product through a collaboration agreement with the Centro Superior de Diseño de Moda de Madrid (CSDMM) fashion school, affiliated with the Universidad Politécnica de Madrid (UPM). Thanks to this partnership, Mango and the CSDMM-UPM have launched a training programme of 8,000 hours, designed to equip designers, buyers from all lines of the company, and members of the quality team. The programme concluded with the awarding of a certificate to the participants, recognising them as beneficiaries of the Eco-design Fashion Training. For more details, see chapter "6. Circular Product".

Mango also promotes the continuous development of its team through its internal masterclasses, visits to academic centres, and other professional development activities. For more details on other internal training initiatives, please refer to chapter "8. Our Team".

Mango Chair in CSR at ESCI-UPF

In 2006, Mango established the Mango Chair in Corporate Social Responsibility (CSR) through the signing of a collaboration agreement with the ESCI-UPF International Business School, affiliated with *Universitat Pompeu Fabra* in Barcelona. This initiative reflects Mango's alignment with the values of both institutions in terms of sustainability and ethical commitment. The main objective of the chair is to deepen the understanding of CSR and analyse the sustainability of economic and business activities, combining academic rigour with practical application.

The Mango Chair aims to generate knowledge, promote analysis and debate on these topics, and transfer the conclusions and reflections to society. Its activity focuses on conducting research projects

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related to various aspects of CSR, especially in the international context. The results of these projects are published in working papers and specialised academic journals.

Furthermore, the Mango Chair actively participates in work, events, and conferences organised by companies and institutions that request its collaboration. The projects and activities are available on the initiative's website: <https://www.esci.upf.edu/es/catedra-mango-rsc/catedra-rsc-presentacion>

The chair also has an advisory board composed of prominent CSR individuals, connected to representative organisations from the business, administrative, social, and academic sectors. This board aims to provide strategic guidance in the chair's activities, identifying key topics to enrich its lines of work.

Among the projects carried out in 2024 within the framework of this collaboration, the following stand out:

1. Map of social and environmental risks of producing countries: The Mango Chair has developed two risk maps, one related to social risks and the other to environmental risks, with the aim of classifying producing countries according to their level of risk from a perspective of responsible supply chain management. This tool is essential for assessing the risk context of suppliers in different countries and supporting due diligence processes, with a focus on human rights and the environment. Furthermore, it provides guidance on the necessity and frequency of conducting social audits in supplier factories and prioritising environmental actions. The maps, which cover 191 countries, use a five-level risk classification based on key indicators such as

child labour, occupational health, biodiversity, and climate impact.

2. Occupational and human rights risks in the textile sector: The Mango Chair has prepared a report that compiles the available information on social risks in the supply chains of the clothing, textile, and footwear sectors. This information is compared with the risk classification by country on the Chair's social risk map, concluding that countries with reported incidents in these sectors are usually classified as medium or high risk. The study covers key issues such as child labour, forced and compulsory labour, occupational health and safety, and freedom of association.

3. Guidelines for measuring the corporate water footprint: The Mango Chair has prepared a report that reviews existing initiatives related to measuring

water usage by companies with the aim of identifying commonly used metrics and making recommendations for measuring the corporate water footprint in the garment industry.

4. Social audit manual: Initiated in 2015, this project involves the creation of a social audit manual applicable to any business sector and company size. The manual addresses the main aspects that should be verified in audits, and as a complement, specific files have been developed for the different relevant producing countries, detailing applicable legislation and best practices. To date, files have been prepared for countries such as Morocco, Turkey, Vietnam, China, and Portugal.

In addition to these research projects, the Mango Chair has conducted studies on sustainability and CSR, particularly in relation to calculating the integrated social value generated by organisations.



9.6

Customers

Mango adopts a customer-centric vision,ensuring that all company decisions are made with the customer as a priority. In recent years, the company has made significant progress based on this goal, involving its customers in conversations and in the different phases of product creation and service design, so they become an active part of the future the brand is building.

The company strives to establish a close connection with its customers, understanding their life contexts, concerns, hobbies, and their relationship with fashion. This deep understanding allows Mango to define collections more aligned with the lifestyle of its customers and offer distinctive and personalised experiences that reflect its brand values.

To be able to respond swiftly and promptly to the needs of its customers, Mango has undertaken a digital transformation focused on the three main pillars of its value chain: the product, the stock and

the customer. Within this framework, the company has developed tools and systems to maximise the understanding of customer data, adapting its strategy, product offerings, and distribution more efficiently.

Mango has also created specialised teams for customer data collection and insights and fosters a customer-centric culture in strategic areas such as product teams, online and in-store, acting as key intermediaries to capture the consumer's needs.

The integration of physical and digital channels is essential for Mango, allowing it to offer a seamless and combined (phygital) shopping experience. This strategy ensures that customers enjoy the benefits of both environments, with content and recommendations tailored to their preferences, meeting their needs regardless of their location.

Understanding the purchasing behaviour of its customers and gathering their feedback on products, campaigns, and experiences, is an essential pillar of Mango's business model. To achieve this, the company has implemented various key initiatives that enrich its strategic decisions with the direct customer insight.

Mango likes you

One of the most significant initiatives implemented by the company is its loyalty programme Mango likes you, whose objective is to strengthen the bond with its customers through experiences aligned with the company's brand positioning: sustainability, culture, and community. By the end of 2024, the programme reached a base of 38.8M users, reaffirming itself as a key initiative to strengthen the building of solid relationships with customers and reflecting growth compared to the previous year, highlighting its relevance in the company's strategy.

Social Media

Social media is the primary channel through which users spontaneously interact with Mango, sharing their most relevant points of connection with the brand. Therefore, monitoring these platforms is a strategic priority for the company.

Firstly, thanks to their immediacy, social media allows for the early detection of potential reputational crises and the activation of relevant teams in each situation to address customer concerns. Secondly, the high level of engagement generated by these platforms facilitates the creation of interactive Mango content, which not only entertains but also informs and provides value to users.

Some examples of interactive content developed by the company include the Instagram Stories series This or That, in which the community can select their

favourite garments through simple surveys; Style Advisora monthly feature in which Mango poses a question to users and suggests ad hoc garments selected by the Design team; and The Mango Box, a new series of interviews that address frequently asked questions about how to dress from a different perspective, dismantling the most common fashion clichés. The launch of The Mango Box has been produced with a first episode featuring Alexa Chung, a well-known British television presenter, model, and designer, in which she reflected on the concept of “dressing according to your age”.

Furthermore, Mango pays special attention to othervaluable insights, like the garments that have gone viral on Instagram for being the favourites in-user-generated content, which allows it to identify key trends each season.

In 2024, Mango has reached over 32.4 million followers across all its social media platforms, solidify-

9.6. Customers

ing its digital presence. Its main Instagram account, @mango, leads with 15.7 million followers, having the largest community and the most interaction and engagement. Other important platforms for the company include Facebook (12M), LinkedIn (900K), Twitter (720K), Tik Tok (600K), Pinterest (560K), or Youtube (87K).

Customer Voice Programme

Through this programme, Mango offers its customers the opportunity to share their opinions via surveys focused on their experience with the products, as well as their visits to physical stores or digital channels. This practice enables the company to implement active and continuous listening, facilitating the identification of areas for improvement, the discovery of emerging opportunities, and the prioritisation of initiatives that respond to the needs and expectations that customers are demanding.

Innovation Community

Thanks to the innovation community, Mango established a forum during the social disruption of the pandemic, creating a space for direct dialogue without intermediaries in which consumers and customers participate proactively.

This digital platform allows the company to interact with its users in a swift and accessible manner. This space encourages authentic conversations between consumers and Mango employees, strengthening the connection between both parties.

Community members have the opportunity to interact with Mango employees and share their opinions on products, services, and campaigns, actively influencing the creation process.

Iris

In 2020, Mango launched Iris, its artificial intelli-

gence-powered virtual assistant, designed to respond to inquiries and resolve the most common questions from its customers. Iris operates in over 60 countries and is available in more than 20 languages, providing support to Mango users.

Through all these described channels, Mango seeks to increasingly connect with its customers, interact and engage in conversations with them, and dedicate time to better understand their needs, preferences, as well as their expectations and perspectives on the future of fashion.

Mango aims not only to meet but exceed expectations, which drives its challenge and motivation. The company is committed to providing a unique and memorable experience that surprises its customers, achieved by designing products with a distinctive style, generating inspiring content, of-

fering personalised recommendations, providing exceptional service. All of this fosters a sense of community among customers, who feel they share a lifestyle and a form of expression.

9.6.1

Customer Service

Customer service is a fundamental pillar for Mango, whose main challenge is to offer excellent service and ensure an optimal experience for its users. The customer service team acts as one of the company's main points of contact, consistently responding to customer questions, concerns, and recommendations through multiple channels, such as chat, WhatsApp, telephone and social media.

Customer service is a valuable source of information that keeps Mango connected with the needs and expectations of consumers, allowing for the identification of areas for improvement and the continuous adjustment of the customer experience.

The company's objective in this area is to promote active listening and support at all customer touch-points, whether by providing friendly advice in physical stores or addressing inquiries before, during, or after the purchase with speed and efficiency. Mango's presence in different markets allows it to offer service in more than 20 languages, facilitating

connection with customers from diverse cultures and enhancing the internationalisation of its teams.

Privacy is also a priority for Mango. In addition to complying with various regulations and legislation regarding the protection of personal data, Mango considers privacy as a demonstration of respect, transparency, and commitment towards those who trust the company.

In line with this objective, Mango is committed to actively listening to its customers as a tool that enables the company to consider their ideas and proposals, guiding the development of new products and valuable services. In this way, the company contributes to forming an international community united by a shared passion for style, culture, the Mediterranean, and sustainability.

Customer Service

RESULTS

TOTAL QUERIES4,900,227 IN 2023

5,153,632

INFORMATION REQUESTS2,200,167 IN 2023

2,799,94754.3%

CLAIMS AND COMPLAINTS1,438,470 IN 2023

1,091,07321.2%

REQUESTS969,620 IN 2023

979,30519%

OTHER291,970 IN 2023

283,3075.5%

RESOLVED QUERIES4,897,566 IN 2023

5,147,18699.87%



Financial
Results

10

© MANGO

Financial Results

Transparency and good governance form the foundation 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 accurately reflects the recording of accounting operations in the financial statements, based on the applicable regulations in each country and in a completely transparent manner.

Key Financial Indicators

The financial management of Mango, which also depends on the overall economic situation of the sector and the country, has a significant impact on stakeholders, specifically on the company's employees and suppliers. It affects aspects such as the purchase of products and services, the com-

mercial network, and business strategy, among others. Compliance with socio-economic regulations is necessary to ensure the absence of negative impacts in relation to sustainability. Furthermore, non-compliance with laws can result in economic 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 the regulations established in the International Financial Reporting Standards (IFRS), in application of the current legislation.

All 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 its subsidiaries has been audited by the

auditing firm PricewaterhouseCoopers Auditores, S.L. with the aim of demonstrating greater transparency.

The following data is taken 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.

Financial Results

RESULTS	In thousands of euros	2024	2023
Net turnover		3,339,077	3,103,802
EBITDA		636,084	533,484
Gross profit		282,796	213,156
Net profit		219,035	172,127
BALANCE	In thousands of euros	2024	2023
Net worth		890,713	721,693
Total balance		3,505,404	2,759,562
Percentage of equity over total balance		23%	25%
DIRECT ECONOMIC VALUE GENERATED AND DISTRIBUTED	In thousands of euros	2024	2023
Economic value generated		3,350,387	3,116,700
Economic value distributed		2,834,154	2,669,290
Retained economic value		516,233	447,410

Financial performance indicators

TOTAL SALES	In thousands of euros	2024	2023
Sale of goods		3,277,293	3,039,987
Other sales and provision of services		61,784	63,815
TOTAL		3,339,077	3,103,802
SALE OF GOODS BY TYPE OF BUSINESS	In thousands of euros	2024	2023
Wholesale		586,713	561,575
Retail		1,607,779	1,441,346
Online		1,082,801	1,037,066
TOTAL		3,277,293	3,039,987
SALES OF GOODS BY GEOGRAPHICAL AREA	In thousands of euros	2024	2023
National		725,007	688,864
International		2,552,286	2,351,123
TOTAL		3,277,293	3,039,987

Financial performance indicators

* Last year's figure has been restated.

CAPITAL PROVIDERS	In thousands of euros	2024	2023
Short-term debts with financial institutions		- 18,662	- 15,678
Long-term debts with financial institutions		- 259,772	- 216,753
TOTAL DEBT		- 278,434	- 232,431
Treasury and short-term financial investments		199,951	261,105
TOTAL NET DEBT		78,483	- 28,674*
TOTAL BALANCE		3,505,404	2,759,562
NET DEBT / BALANCE (%)		2.2%	- 1%*

Subsidiaries included
within the scope of consolidation

SUBSIDIARY	DATE OF INCORPORATION	ADDRESS	% OF CAPITAL	CAPITAL-OWNING COMPANY	ACTIVITY
PUNTO-FA, S.L. (*)	13.12.1989	Palau-solità i Plegamans (Barcelona)	95%	MANGO MNG HOLDING, S.A.U.	Fashion retail
MANGO FRANCE, S.A.R.L. (*)	15.11.1995	Paris	100%	PUNTO FA, S.L.	Fashion retail
MANGO DEUTSCHLAND GMBH	13.09.1996	Dortmund	71.21% - 28.79%	PUNTO FA, S.L. MANGO NEDERLAND B.V.	Fashion retail
MANGO TR. TEKSTILTIC LTD. STI. (*)	29.08.1997	Istanbul	100%	PUNTO FA, S.L.	Fashion retail
MNG MANGO UK LTD.	22.04.1997	London	100%	PUNTO FA, S.L.	Fashion retail
MANGO NEDERLAND B.V.(*)	13.11.1997	Rotterdam	100%	PUNTO FA, S.L.	Fashion retail
MANGO HONG KONG LIMITED (*)	29.10.2003	Hong Kong	99.2% - 0.8%	PUNTO FA, S.L. MANGO MNG HOLDING, S.A.U	Fashion retail
MANGO SVERIGE AB (*)	02.07.2004	Stockholm	100%	PUNTO FA, S.L.	Fashion retail
MANGO MNG USA INC	03.03.2005	New York	100%	PUNTO FA, S.L.	Share management

SUBSIDIARY	DATE OF INCORPORATION	ADDRESS	% OF CAPITAL	CAPITAL-OWNING COMPANY	ACTIVITY
MANGO NY INC	03.03.2005	New York	100%	MANGO MNG USA INC	Fashion retail
TEXDIS USA INC	03.03.2005	New York	100%	MANGO MNG USA INC	Asset management
MANGO (CZ) S.R.O. (*)	29.12.1999	Prague	100%	PUNTO FA, S.L.	Fashion retail
MANGO MERITXELL, S.L.	27.10.1998	Escaldes Engordany	100%	PUNTO FA, S.L.	Fashion retail
MNG MANGO BELGIQUE SPRL.	29.01.1999	Brussels	100%	PUNTO FA, S.L.	Fashion retail
MANGO ÖSTERREICH HANDELS, GMBH (*)	16.08.1999	Vienna	100%	PUNTO FA, S.L.	Fashion retail
CONSOLIDATED ARTIST, B.V.	27.01.1998	Rotterdam	100%	PUNTO FA, S.L.	Asset management
MANGO SUISSE, S.A.	10.06.1999	Gin	100%	PUNTO FA, S.L.	Fashion retail
MANGO ITALIA S.R.L. (*)	26.09.2005	Milan	100%	PUNTO FA, S.L.	Fashion retail
MANGO HUNGARY KFT (*)	11.10.1999	Budapest	100%	PUNTO FA, S.L.	Fashion retail
MANGO POLSKA SP. Z.O.O.(*)	08.11.1999	Warsaw	100%	PUNTO FA, S.L.	Fashion retail
MANGO DANMARK APS	28.02.2000	Copenhagen	100%	PUNTO FA, S.L.	Fashion retail

SUBSIDIARY	DATE OF INCORPORATION	ADDRESS	% OF CAPITAL	CAPITAL-OWNING COMPANY	ACTIVITY
MANGO NORGE, AS	26.05.1998	Oslo	100%	PUNTO FA, S.L.	Fashion retail
MANGONOR COMER.DE VESTUAR. S.A (*)	20.12.2007	Lisbon	100%	PUNTO FA, S.L.	Fashion retail
MANGO SLOVENSKO, S.R.O	26.02.2007	Bratislava	99.91% - 0.09%	PUNTO FA, S.L. MANGO MNG HOLD, S.A.U	Fashion retail
MANGO GARMENTS HELLAS, S.A (*)	28.02.2007	Athens	99.9% - 0.1%	PUNTO FA, S.L. MANGO MNG HOLD, S.A.U	Fashion retail
MANGO RUSSIA	15.03.2007	Moscow	100%	PUNTO FA, S.L.	Fashion retail
MANGO SUOMY OY	25.04.2007	Helsinki	100%	PUNTO FA, S.L.	Fashion retail
MNG MANGO IRELAND, LTD	26.11.2007	Dublin	100%	PUNTO FA, S.L.	Fashion retail
MANGO GARMENTS RUMANIA, SRL (*)	17.07.2008	Bucharest	100%	PUNTO FA, S.L.	Fashion retail
MANGO GARMENTS AND ACCESSORY (CHINA) LTD (*)	12.01.2011	Shanghai	100%	MANGO HONG KONG LIMITED	Fashion retail
MANGO SINGAPORE GARMENTS PTE. LTD (*)	27.07.2011	Singapore	100%	PUNTO FA, S.L.	Fashion retail
DARDANELOS INVERSIONES, S.A.	27.10.2003	Palau-solità i Plegamans (Barcelona)	100%	PUNTO FA, S.L.	S.I. and F.
TOPKAPI INVERSIONES, S.A.	27.08.2003	Palau-solità i Plegamans (Barcelona)	100%	PUNTO FA, S.L.	S.I. and F.
FOURSOME, S.A.	04.12.1998	Palau-solità i Plegamans (Barcelona)	100%	PUNTO FA, S.L.	S.I. and F.

SUBSIDIARY	DATE OF INCORPORATION	ADDRESS	% OF CAPITAL	CAPITAL-OWNING COMPANY	ACTIVITY
INVESTMENT AKNAM, S.A.	28.06.2002	Palau-solità i Plegamans (Barcelona)	100%	PUNTO FA, S.L.	S.I. and F.
INVESTMENTS ANSAVE, S.A.	18.07.2003	Palau-solità i Plegamans (Barcelona)	100%	PUNTO FA, S.L.	S.I. and F.
KAYSERI INVERSIONES, S.A.	02.08.2001	Palau-solità i Plegamans (Barcelona)	100%	PUNTO FA, S.L.	S.I. and F.
DEREK INVESTMENT, S.A.	19.06.2006	Palau-solità i Plegamans (Barcelona)	100%	PUNTO FA, S.L.	S.I. and F.
INVERSIONES GIRALDA, S.A.	05.10.2012	Palau-solità i Plegamans (Barcelona)	100%	PUNTO FA, S.L.	S.I. and F.
AFYON INVESTMENTS, S.A.	15.03.2007	Palau-solità i Plegamans (Barcelona)	100%	PUNTO FA, S.L.	S.I. and F.
MANGO KOREA LTD	03.04.2012	Seoul	100%	PUNTO FA, S.L.	Fashion retail
MANGO MODA D.O.O.	24.01.2013	Zagreb	100%	PUNTO FA, S.L.	Fashion retail
MANGO LUXEMBOURG, S.A.R.L.	13.05.2013	Luxembourg	100%	PUNTO FA, S.L.	Fashion retail
MANGO UKRAINE TOV	25.07.2013	Kiev	100%	PUNTO FA, S.L.	Fashion retail
MANGO OPERACIONES MEXICO S DE RL DE CV	06.02.2014	DF	99.9% - 0.1%	PUNTO FA, S.L. MANGO MNG HOLD, S.A.U	Fashion retail
VLT MODA TEKSTIL IC VE DIS TIC	10.02.2014	Istanbul	100%	PUNTO FA, S.L.	Fashion retail

SUBSIDIARY	DATE OF INCORPORATION	ADDRESS	% OF CAPITAL	CAPITAL-OWNING COMPANY	ACTIVITY
MANGO BULGARIA EOOD	19.02.2014	Sofia	100%	PUNTO FA, S.L.	Fashion retail
MANGO ON LINE CANADA CORPORATION	14.03.2017	Montreal	100%	PUNTO FA, S.L.	Fashion retail
MANGO STARTUP STUDIO, S.L.	30.05.2022	Palau-solità i Plegamans (Barcelona)	100%	MANGO MNG HOLDING, S.A.U.	Management and Consulting Services
MANGO SL, D.O.O.	30.06.2022	Liubiana	100%	PUNTO FA, S.L.	Fashion retail
MANGO FASHION INDIA PRIVATE LIMITED	12.01.2023	Delhi	99.9% - 0.1%	PUNTO FA, S.L. MANGO MNG HOLD S.A.U.	Fashion retail

* Audited companies. None of the affiliated companies are listed on the Stock Exchange.

The consolidation method for all companies is full integration.

Profit, taxes
and subsidies received

2024

COUNTRY	PRE-TAX PROFIT OR LOSS WITHOUT CONSOLIDATION ADJUSTMENTS	CORPORATE TAXES PAID	SUBSIDIES RECEIVED	STAFF SUBSIDIES (€)
Germany	985,737.45	-46,719.65	-5,898.61	-
Andorra	282,771.60	-	-	-
Austria	-129,198.41	32,629.00	-	528.44
Belgium	5,424.59	-	-	-
Bulgaria	531,814.47	28,595.91	-	-
Canada	282,488.34	948,560.16	-	-
China	44,982.88	-	-	-
South Korea	267,007.66	2,719.15	-	-
Croatia	469,822.07	-	22,595.07	-

Profit, taxes
and subsidies received

2024

COUNTRY	PRE-TAX PROFIT OR LOSS WITHOUT CONSOLIDATION ADJUSTMENTS	CORPORATE TAXES PAID	SUBSIDIES RECEIVED	STAFF SUBSIDIES (€)
Denmark	-317,906.07	-	-	- 10,611.62
Slovakia	34,930.06	-	-	-
Slovenia	51,626.38	8,329.04	-	-
Spain	463,531,222.31	32,975,636.90	-	1,868,655.79
United States	-7,214,603.65	497,761.60	-	-
Finland	90,225.22	-	-	-
France	2,494,840.34	316,469.67	6,000.00	210,044.94
Greece	177,815.44	70,731.12	-	-
Hong Kong	197,344.05	575.24	-	-

Profit, taxes
and subsidies received

2024

COUNTRY	PRE-TAX PROFIT OR LOSS WITHOUT CONSOLIDATION ADJUSTMENTS	CORPORATE TAXES PAID	SUBSIDIES RECEIVED	STAFF SUBSIDIES (€)
Hungary	50,399.81	5,993.92	-	-
India	181,730.47	42,286.43	-	-
Ireland	-174,192.93	-58,873.63	-	-
Italy	-1,075,484.94	58,797.00	-	26,000.04
Luxembourg	-60,590.20	-	-	4,091.77
Mexico	6,258,090.53	2,716,482.37	-	-
Norway	122,548.92	49,099.48	-	-
Netherlands	-41,571.42	513.00	-	25,514.00
Poland	706,949.66	-	-	-

Profit, taxes
and subsidies received

2024

COUNTRY	PRE-TAX PROFIT OR LOSS WITHOUT CONSOLIDATION ADJUSTMENTS	CORPORATE TAXES PAID	SUBSIDIES RECEIVED	STAFF SUBSIDIES (€)
Portugal	1,112,221.85	48,749.00	-	- 38.54
United Kingdom	4,852,598.92	3,168,239.16	-	-
Czech Republic	181,307.42	-	-	-
Romania	6,396.06	-	-	-
Russia	-210,947.37	59,323.19	-	-
Singapore	338,431.52	79,986.15	-	243,946.07
Sweden	-21,542.95	-	-	-
Switzerland	-1,893,553.01	62,883.57	-1,887,461.92	- 1,121.86
Turkey	8,438,531.66	1,771,197.65	-	-
Ukraine	854,129.19	308,539.69	-	-
Overall total	481,411,797.92	43,148,505.12	-1,864,765.46	-

Profit, taxes
and subsidies received

2023

COUNTRY	PRE-TAX PROFIT OR LOSS WITHOUT CONSOLIDATION ADJUSTMENTS	CORPORATE TAXES PAID	SUBSIDIES RECEIVED	STAFF SUBSIDIES (€)
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	-

Profit, taxes
and subsidies received

2023

COUNTRY	PRE-TAX PROFIT OR LOSS WITHOUT CONSOLIDATION ADJUSTMENTS	CORPORATE TAXES PAID	SUBSIDIES RECEIVED	STAFF SUBSIDIES (€)
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	-	-	-

Profit, taxes
and subsidies received

2023

COUNTRY	PRE-TAX PROFIT OR LOSS WITHOUT CONSOLIDATION ADJUSTMENTS	CORPORATE TAXES PAID	SUBSIDIES RECEIVED	STAFF SUBSIDIES (€)
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

Profit, taxes
and subsidies received

2023

COUNTRY	PRE-TAX PROFIT OR LOSS WITHOUT CONSOLIDATION ADJUSTMENTS	CORPORATE TAXES PAID	SUBSIDIES RECEIVED	STAFF SUBSIDIES (€)
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	-	-
OVERALL TOTAL	317,904,619.21	39,485,507.90	495,116.96	-

Contact Information

Contact Information

Any suggestions, contributions, or comments from Mango's users or stakeholders regarding the content of the Sustainability Report or aspects related to the company's corporate social responsibility can be made through the following contact addresses:

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Annexes

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#GRACIASISAK

* Letter published on 19 December 2024

Farewell Letter from Our President and CEO of Mango, Toni Ruiz, to our founder, Isak Andic*

It has been less than a week since our dear Isak Andic left us in a tragic and unexpected manner. He has gone too soon, with thousands of things left to do, with so many conversations to have, with brilliant ideas and future ambitions to continue sharing.

In this intimate reflection to find meaning and regain the strength to continue and look ahead, I have come across many of the lessons from my relationship with Isak since we met at the end of 2014. Isak was a visionary, a leader, a dreamer, someone who believed that the sky is the limit, but with a special ability to turn ideas into realities, someone who made the difficult seem easy.

His strategic vision, his sensitivity to design, art, fashion, and his passion for detail paint the profile of a humanist entrepreneur and businessman. He had a unique ability for active listening, connecting with those he was talking to and showing genuine empathy at all times. The way he delegated inspired and empowered all of us around him, helping us to grow both personally and professionally.

Isak taught me that teams make the difference. At Mango, we know how to surround ourselves with excellent professionals and even better people. This is yet another reflection of the values that Isak always instilled in us: the innovative and entrepreneurial spirit; attention to detail and sensitivity to everything around him.

One of the greatest lessons I take from him is that we must embrace and lead change. Isak possessed

a unique talent and ability to reinvent himself and constantly reinvent the project, anticipating industry transformations while never losing sight of Mango's core unique values.

I feel deeply proud and grateful to have earned your trust by delegating to me the responsibility of overseeing the day-to-day operations of the company over these years, and I am also convinced that we will honour and continue your legacy. Your ability to dream, inspire, and build a team is a lesson in leadership that has transformed my professional and personal life.

I would also like to recall some words spoken at his farewell ceremony: "Thank you, Isak, for the opportunity to grow alongside you. For wanting us to always be the best version of ourselves. Because you believed that we were all diamonds in the rough, even more than we ourselves did. Thank you for being the captain, for being a beacon guiding us to port. From now on, all that remains is for us to row together."

I feel privileged to have shared the journey with you. I promise to work tirelessly so that your dream of MANGO continues to grow. As you told us just a week ago: "This is only the beginning."

Thank you, Isak, for everything you have taught us. Thank you. Thank you. Thank you so very much. I will miss you very much.

Toni Ruiz, President and CEO of Mango

Social and employee-related issues

AVERAGE AND YEAR-END WORKFORCE BY COUNTRY

MARKET	AVERAGE WORKFORCE 2024	AVERAGE WORKFORCE 30.12.2024	AVERAGE WORKFORCE 2023	AVERAGE WORKFORCE 30.12.2023
Spain	6,759	7,080	6,310	6,574
France	1,713	1,779	1,703	1,694
Turkey	1,320	1,458	1,291	1,735
Germany	809	777	801	832
United Kingdom	780	901	617	703
Italy	636	714	535	621
Portugal	426	460	412	435
United States	562	641	298	454
Poland	286	282	275	299

AVERAGE AND YEAR-END WORKFORCE BY COUNTRY

MARKET	AVERAGE WORKFORCE 2024	AVERAGE WORKFORCE 30.12.2024	AVERAGE WORKFORCE 2023	AVERAGE WORKFORCE 30.12.2023
Netherlands	209	213	192	225
Singapore	234	281	177	250
Belgium	165	178	167	169
Croatia	152	152	159	158
Romania	158	164	141	155
Austria	146	166	125	131
Switzerland	138	162	121	117
Czech Republic	113	127	113	117
Greece	95	90	90	100
Ukraine	106	106	90	112
Ireland	108	117	89	116
Sweden	77	84	70	74
Finland	66	57	65	72

* Mango does not have its own stores in Russia. As of the end of 2024, the company has active employees from the corporate centre in the country, responsible for managing supervision and support to the franchisee.

AVERAGE AND YEAR-END WORKFORCE BY COUNTRY

MARKET	AVERAGE WORKFORCE 2024	AVERAGE WORKFORCE 30.12.2024	AVERAGE WORKFORCE 2023	AVERAGE WORKFORCE 30.12.2023
Hungary	53	54	55	51
Bulgaria	56	63	45	58
Denmark	54	60	44	47
Andorra	48	52	39	41
China	25	24	29	29
Norway	33	42	27	30
Slovakia	17	16	23	21
Russia*	16	15	18	17
Mexico	5	2	17	16
Slovenia	15	16	16	17
Luxembourg	17	20	12	13
Hong Kong	8	35	6	6
Canada	3	3	4	2

AVERAGE AND YEAR-END WORKFORCE BY COUNTRY

MARKET	AVERAGE WORKFORCE 2024	AVERAGE WORKFORCE 30.12.2024	AVERAGE WORKFORCE 2023	AVERAGE WORKFORCE 30.12.2023
United Arab Emirates	4	4	3	3
South Korea	4	9	3	1
TOTAL	15,417	16,404	14,180	15,495

Closing headcount
by type of contract

Indefinite-term contract

By gender, age,
professional classification
and type of contract

2024	2023
TOTAL	TOTAL
Total people13,602	Total people12,614
Women10,480	Women9,575
Men3,122	Men3,039
AGE	AGE
< 30 years6,146	< 30 years5,770
30 - 50 years6,574	30 - 50 years6,118
> 50 years882	> 50 years726
JOB CLASSIFICATION	JOB CLASSIFICATION
Executives and middle management2,634	Executives and middle management2,310
Store workforce8,833	Store workforce8,135
Headquarters workforce1,353	Headquarters workforce1,341
Logistics workforce782	Logistics workforce828

Workforce at year end by contract type

Temporary contract

By gender, age, professional classification and type of contract

2024	2023
TOTAL	TOTAL
Total people2,802	Total people2,881
Women2,248	Women2,454
Men554	Men427
AGE	AGE
< 30 years2,151	< 30 years2,208
30 - 50 years593	30 - 50 years603
> 50 years58	> 50 years70
JOB CLASSIFICATION	JOB CLASSIFICATION
Executives and middle management86	Executives and middle management92
Store workforce2,518	Store workforce2,667
Headquarters workforce45	Headquarters workforce54
Logistics workforce153	Logistics workforce68

Annual average number
of workforce at year end
by contract typology

Indefinite-term contract

By gender, age,
professional classification
and type of contract

2024	2023
TOTAL	TOTAL
Total people12,937	Total people11,668
Women9,933	Women8,837
Men3,005	Men2,831
AGE	AGE
< 30 years5,784	< 30 years5,042
30 - 50 years6,342	30 - 50 years5,964
> 50 years811	> 50 years662
JOB CLASSIFICATION	JOB CLASSIFICATION
Executives and middle management2,584	Executives and middle management2,358
Store workforce8,254	Store workforce7,161
Headquarters workforce1,346	Headquarters workforce1,327
Logistics workforce754	Logistics workforce822

Annual average number of workforce at year end by contract type

Temporary contract

By gender, age, professional classification and type of contract

2024	2023
TOTAL	TOTAL
Total people2,480	Total people2,512
Women2,050	Women2,148
Men430	Men364
AGE	AGE
< 30 years1,852	< 30 years1,940
30 - 50 years571	30 - 50 years518
> 50 years57	> 50 years54
JOB CLASSIFICATION	JOB CLASSIFICATION
Executives and middle management88	Executives and middle management88
Store workforce2,197	Store workforce2,317
Headquarters workforce43	Headquarters workforce46
Logistics workforce152	Logistics workforce62

Workforce at year end by contract type

Full-time

By gender, age, professional classification and type of contract

2024	2023
TOTAL	TOTAL
Total people8,690	Total people8,083
Women6,120	Women5,705
Men2,570	Men2,378
AGE	AGE
< 30 years3,347	< 30 years3,042
30 - 50 years4,607	30 - 50 years4,402
> 50 years736	> 50 years639
JOB CLASSIFICATION	JOB CLASSIFICATION
Executives and middle management2,607	Executives and middle management2,304
Store workforce4,103	Store workforce3,651
Headquarters workforce1,267	Headquarters workforce1,360
Logistics workforce713	Logistics workforce768

Workforce at year end by contract type

Part-time

By gender, age, professional classification and type of contract

2024	2023
TOTAL	TOTAL
Total people7,714	Total people7,412
Women6,608	Women6,324
Men1,106	Men1,088
AGE	AGE
< 30 years4,950	< 30 years4,936
30 - 50 years2,560	30 - 50 years2,319
> 50 years204	> 50 years157
JOB CLASSIFICATION	JOB CLASSIFICATION
Executives and middle management113	Executives and middle management98
Store workforce7,248	Store workforce7,151
Headquarters workforce131	Headquarters workforce35
Logistics workforce222	Logistics workforce128

Annual average number of workforce at year end by contract type

Full time

By gender, age, professional classification and type of contract

2024	2023
TOTAL	TOTAL
Total people8,206	Total people7,719
Women5,772	Women5,465
Men2,433	Men2,254
AGE	AGE
< 30 years3,080	< 30 years2,859
30 - 50 years4,432	30 - 50 years4,275
> 50 years694	> 50 years585
JOB CLASSIFICATION	JOB CLASSIFICATION
Executives and middle management2,551	Executives and middle management2,313
Store workforce3,675	Store workforce3,337
Headquarters workforce1,258	Headquarters workforce1,339
Logistics workforce722	Logistics workforce730

Annual average number of workforce at year end by contract type

Part-time

By gender, age, professional classification and type of contract

2024	2023	Employees with disabilities	
TOTAL	TOTAL	2024	2023
Total people	7,211	Total people	118
Women	6,210		
Men	1,001		
AGE	AGE	2024	2023
< 30 years	4,556		
30 - 50 years	2,480		
> 50 years	175		
JOB CLASSIFICATION	JOB CLASSIFICATION	TOTAL	
Executives and middle management	120	Total people	880
Store workforce	6,777	Women	685
Headquarters workforce	131	Men	195
Logistics workforce	183	AGE	
		< 30 years	526
		30 - 50 years	330
		> 50 years	24
		JOB CLASSIFICATION	
		Executives and middle management	111
		Store workforce	700
		Headquarters workforce	48
		Logistics workforce	21

Activities related to nuclear energy and fossil gas

–	ACTIVITIES RELATED TO NUCLEAR ENERGY	–
1	The company conducts, finances, and is exposed to research, development, demonstration, and implementation of innovative electricity generation facilities that produce energy from nuclear processes with minimal fuel cycle waste.	NO
2	The company undertakes, finances, and is involved in the construction and safe operation of new nuclear facilities to produce electricity or process heat, including for urban heating purposes or industrial processes such as hydrogen production, as well as their safety improvements, using the best available technologies.	NO
3	The company conducts, finances, and is involved in the safe operation of existing nuclear facilities that produce electricity or process heat, including for urban heating purposes or industrial processes such as hydrogen production from nuclear energy, as well as their safety enhancements.	NO
–	FOSSIL FUEL ACTIVITIES	–
4	The company conducts, finances, and is exposed to the construction or operation of electricity generation facilities that produce electricity from gaseous fossil fuels.	NO
5	The company undertakes, finances, and is involved in the construction, renovation, and operation of combined heat/cooling and electricity generation facilities that use gaseous fossil fuels.	NO
6	The company undertakes, finances, and is involved in the construction, renovation, and operation of heat generation facilities that produce heat/cold from gaseous fossil fuels.	NO

Content Indexes

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Mango has presented the information cited in this GRI content index for the period from December 31, 2023, to December 30, 2024, with reference to the GRI Standards.

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302 - 1 (2016)	Energy consumption within the organisation	7. Environmental Impact	127	Principle 8
305 - 1 (2016)	Total direct greenhouse gas emissions (scope 1)	7. Environmental Impact	128	Principle 8
305 - 2 (2016)	Total indirect greenhouse gas emissions (scope 2)	7. Environmental Impact	128	Principle 8
305 - 3 (2016)	Other indirect greenhouse gas emissions (scope 3)	7. Environmental Impact	128	Principle 8
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MATERIAL TOPIC: BIODIVERSITY AND ECOSYSTEMS				
3 - 3 (2021)	Management of material topics - Biodiversity and Ecosystems	7. Environmental Impact	162 - 167	-
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MATERIAL TOPIC: RESOURCE USE AND CIRCULAR ECONOMY				
3 - 3 (2021)	Management of material topics - Resource use and Circular Economy	4. Our Sustainable Vision/ 6. Circular Product / 7. Environmental Impact	46 - 47 / 56 - 57 / 85 - 103 / 143 / 146 / 151	Principle 9
301 - 1 (2016)	Materials used, by weight or volume	6. Circular Product	85	-
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403 - 1 (2018)	Occupational health and safety management system	8. Our Team	203 - 206	-
403 - 2 (2018)	Hazard identification, risk assessment, and incident investigation	8. Our Team	203 - 206	-
403 - 3 (2018)	Occupational health services	8. Our Team	201 - 202	-
403 - 4 (2018)	Worker participation, consultations, and communication about occupational health and safety	8. Our Team	203 - 206	-
403 - 5 (2018)	Training of workers on occupational health and safety	8. Our Team	204	-
403 - 6 (2018)	Promoting workers' health	8. Our Team	205	-
403 - 7 (2018)	Prevention and mitigation of occupational health and safety impacts directly linked through business relations	8. Our Team	203 - 206	-
403 - 8 (2018)	Workers covered by an occupational health and safety management system	8. Our Team	203 - 206	-
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405 - 2 (2016)	Ratio between the basic salary and the remuneration of woman and men	8. Our Team	194 / 196	-
MATERIAL TOPIC: WORKERS IN THE VALUE CHAIN				
3 - 3 (2021)	Management of material topics - Worker in the value chain	9. Our Value Chain	227 - 232 / 234 - 239	-
412 - 1 (2016)	Operations subject to human rights impact reviews or evaluations	9. Our Value Chain	229 - 232	-
414 - 1 (2016)	New suppliers who have passed selection filters in accordance with social criteria	9. Our Value Chain	228 - 232	-
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3 - 3 (2021)	Management of material topics - Consumers and end users	9. Our Value Chain	253 - 255	-
417 - 1 (2016)	Requirements for information and labelling of products and services	6. Circular Product	109	-
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3 - 3 (2021)	Management of material topics - Business conduct	5. Good Governance / 9. Our Value Chain	64 - 78 / 221 - 232	-

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RISKS	The main risks associated with the group's activities, its commercial relationships, products, or services that may have negative effects and how the group detects and manages such risks.	3-3	4. Our Sustainable Vision/ 5. Good Governance / 7. Environmental Impact / 8. Our Team / 9. Our Value Chain	51 - 54 / 75 - 78 / 117 - 118 / 121 - 123 / 154 / 162 / 203 - 206 / 221 / 228 - 232
ENVIRONMENTAL ISSUES	GLOBAL ENVIRONMENT			
	Detailed information on the current and foreseeable effects of the company's activities on the environment and, where applicable, health and safety; environmental assessment or certification procedures; resources dedicated to the prevention of environmental risks and the application of the precautionary principle; the amount of provisions and guarantees for environmental risks.	3-3 / 2-23	7. Environmental Impact	114 - 118 / 121 - 123
	POLLUTION			
	Measures to prevent, reduce, or repair carbon emissions that severely impact the environment; taking into account any form of atmospheric pollution specific to an activity, including noise and light pollution.	3-3	7. Environmental Impact	124 - 132

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	Circular economy.	3-3	6. Circular Product	80 - 97
	Waste: Measures for prevention, recycling, reuse, other forms of recovery, and disposal of waste.	306 - 3 (2016)	6. Circular Product / 7. Environmental Impact	98 - 103 / 153
	Actions to combat food waste.	3-3	No material	-
	SUSTAINABLE USE OF RESOURCES			
	The consumption of water and the supply of water according to local limitations.	303-3 (2018) / 303-5 (2018)	7. Environmental Impact	154 - 161
	Consumption of raw materials and the measures adopted to improve the efficiency of their use.	3-3 / 301-1 (2016) / 301-2 (2016)	6. Circular Product	89 - 97
	Direct and indirect energy consumption, measures taken to improve energy efficiency and the use of renewable energy sources.	3-3 / 302-1 (2016)	7. Environmental Impact	124 - 132 / 134 - 151
	CLIMATE CHANGE			
	The important 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)	7. Environmental Impact	124 - 132
	The measures adopted to adapt to the consequences of climate change.	3-3	7. Environmental Impact	124 - 132
	The voluntarily established medium and long-term reduction targets for reducing greenhouse gas emissions and the means implemented for this purpose.	3-3	7. Environmental Impact	124 - 132
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	Measures taken to preserve or restore biodiversity.	3-3	7. Environmental Impact	162 - 167
	Impacts caused by activities or operations in areas protected.	304 - 2 (2016)	7. Environmental Impact	162 - 167
SOCIAL AND STAFF ISSUES	EMPLOYMENT			
	Total number and distribution of employees by gender, age, country and professional classification.	3-3 / 2-7 / 405-1 (2016)	8. Our Team / Annexes	190 - 193 / 277 - 288
	Total number and distribution of types of employment contracts.	2-7	Annexes	281 - 288
	Annual average of permanent contracts, temporary contracts, and part-time contracts by gender, age, and professional classification.	2-7 / 405-1 (2016)	Annexes	281 - 288
	Number of dismissals by gender, age, and professional classification.	401 - 1 (2016)	Annexes	288
	Average remunerations and their evolution with a breakdown by gender, age, and professional classification or equal value.	2-19 / 405-2 (2016)	8. Our Team	194 / 196
	Wage gap, the remuneration of equal job positions or the average in society.	3-3 / 405-2 (2016)	8. Our Team	215 - 216
	The average remuneration of directors and executives, including variable compensation, allowances, severance payments, contributions to long-term savings schemes, and any other perception with a breakdown by gender.	3-3 / 2-19	This indicator is not reported due to confidentiality reasons.	-

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	Organisation of work time.	3-3	8. Our Team	199 - 200
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	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)	8. Our Team	203 - 207
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	EQUALITY			
	Measures adopted to promote equal treatment and opportunities for women and men.	3-3	8. Our Team	214 - 216
	Equality plans (Chapter III of 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 gender-based harassment, integration and universal accessibility of people with disabilities.	3-3	8. Our Team	214 - 216
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	Reports of human rights violations.	406-1 (2016)	5. Good Governance / 9. Our Value Chain	77 / 232
	Promotion and compliance with the provisions of the fundamental conventions of the International Labour Organisation related to respect for freedom of association and the right to collective bargaining.	407-1 (2016)	9. Our Value Chain	228
	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) / 408-1 (2016) / 409-1 (2016)	8. Our Team / 9. Our Value Chain	214 - 217 / 228 - 236
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	Monitoring and auditing systems and their results.	3-3	9. Our Value Chain	228 - 232
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	Measures for consumer health and safety.	3-3 / 416-1 (2016) / 417-1 (2016)	6. Circular Product	104 - 109
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	Proportion of eligible and aligned, eligible non-aligned and non-eligible economic activities in relation to capital expenditure (CapEx), calculated according to the criteria of section 1.1.2. of Annex I of the Delegated Regulation 2021/2178 and its subsequent amendments.	N/A	7. Environmental Impact	177 - 181 / 289
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03. Ensure healthy lives and promote well-being for all at all ages	104 - 109 / 203 - 207 / 240 - 248
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12. Ensure sustainable consumption and production patterns	79 - 112
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17. Strengthen the means of implementation and revitalize the global partnership for sustainable development	58 - 62 / 82 / 92 / 115 / 235 - 236 / 237 - 239 / 241 - 242 / 244 - 248 / 249

MANGO