

MANGO

More than 40 years
of inspiring fashion

Press dossier

2026

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We are Mango. We create fashion

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1.

We are Mango. We create fashion

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

Thanks to its strategy, based on constant innovation, the pursuit of sustainability and a strong ecosystem of channels and partners, Mango is one of the leading international firms in the fashion industry and one of the most relevant companies in the sector by number of countries in which it operates.

The company was founded with a clear international vocation. In 1992, less than a decade after its creation, the company reached a total of one hundred stores in Spain and decided to expand abroad with the opening of two stores in Portugal. In 1995 it ventured into Asia with stores in Singapore and Taiwan and in 2002 it became present in all five continents. Mango is currently present in more than 120 markets through a network of more than 2,900 stores and its online channel (mango.com).

Mango has five lines of business – Woman, as the centre of its business and sales backbone, Man, Kids, Teen and Home – and produces more than 180 million items per year. The company centralises all its creative and business activity in Barcelona, at its headquarters in Palau-Solità i Plegamans. Its logistics activity is coordinated from its centre in Lliçà d'Amunt (Barcelona) and it has decentralised warehouses to meet the needs of the online channel and its extensive international presence.

Mango closed 2025 accelerating its growth and reaching a turnover of close to €3.8 billion, which represented growth of around 13% compared with the previous year (16% compared with 2024 at constant exchange rates). In addition, the company increased its net income by 11% to exceed €242 million and to reach €722 million in EBITDA, 13% more than the previous year. This growth across all the business figures shows Mango's gradual progress towards the objectives set out in its 2024-2026 4E Strategic Plan to drive progression and take the company to the next level.





1.1. Mango in figures

AT THE END OF 2025

1.1.

Mango in figures

AT THE END OF 2025

3,767
Millions of € billing

722
€ millions of EBITDA

242
Millions of € net income

~1/3
Weight of online channel in total business

78%
Selling in foreign markets

+120
Markets where Mango is present

+2,900
Points of Sale

~900,000
M^2 of sales surface

+2,700
Declared factories of finished products, fabrics, fittings and yarns

+18,000
People in Staff

78%
Women in Staff

32
Average age of the workforce (years)

80%
Lower impact fibres

32%
Recycled fibres

30%
Garments designed under circularity criteria



1.2. Management team

1.2. Management team

Board of Directors

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

Toni Ruiz

CHAIRMAN AND CEO

Jonathan Andic

VICE PRESIDENT

Daniel López

EXECUTIVE DIRECTOR AND CHIEF EXPANSION AND FRANCHISE OFFICER

Margarita Salvans

EXECUTIVE DIRECTOR AND CHIEF FINANCIAL OFFICER

INDEPENDENT DIRECTORS

Jordi Canals

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

Jordi Constans

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

Helena Helmersson

FORMER CEO OF THE H&M GROUP AND DIRECTOR FOR DIFFERENT ENTITIES

Jorge Lucaya

FOUNDING PARTNER OF AZ CAPITAL

Marc Puig

PRESIDENT AND CEO AT PUIG

Manel Adell

FORMER CEO OF DESIGUAL AND DIRECTOR AT VARIOUS COMPANIES IN THE INDUSTRY

1.2. Management team

Steering Committee

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



Toni Ruiz

CHAIRMAN AND CEO



Luis Casacuberta

CHIEF PRODUCT AND SUSTAINABILITY OFFICER



Jochen Grosspietsch

CHIEF SUPPLY CHAIN OFFICER



Marlies Hersbach

CHIEF ONLINE AND CUSTOMER OFFICER



Daniel Lopez

CHIEF EXPANSION & FRANCHISE OFFICER



Jordi Alex Moreno

CHIEF INFORMATION TECHNOLOGY OFFICER



Sara Donninelli

CHIEF BRAND OFFICER



David Payeras

CHIEF PEOPLE OFFICER



Margarita Salvans

CHIEF FINANCIAL OFFICER



César de Vicente

CHIEF GLOBAL RETAIL OFFICER



1.3.

Strategic Plan 2024 - 2026

1.3

Strategic Plan 4E 2024 - 2026

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

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

Elevate

The first E of the plan, Elevate, presents a roadmap that will focus on reinforcing the Differential Value Proposition across all lines. The company will elevate the value of the brand through aspirationality, quality and its own style designed in Barcelona, with excellent customer service and sustainability as the company's cross-cutting axis.

Expand

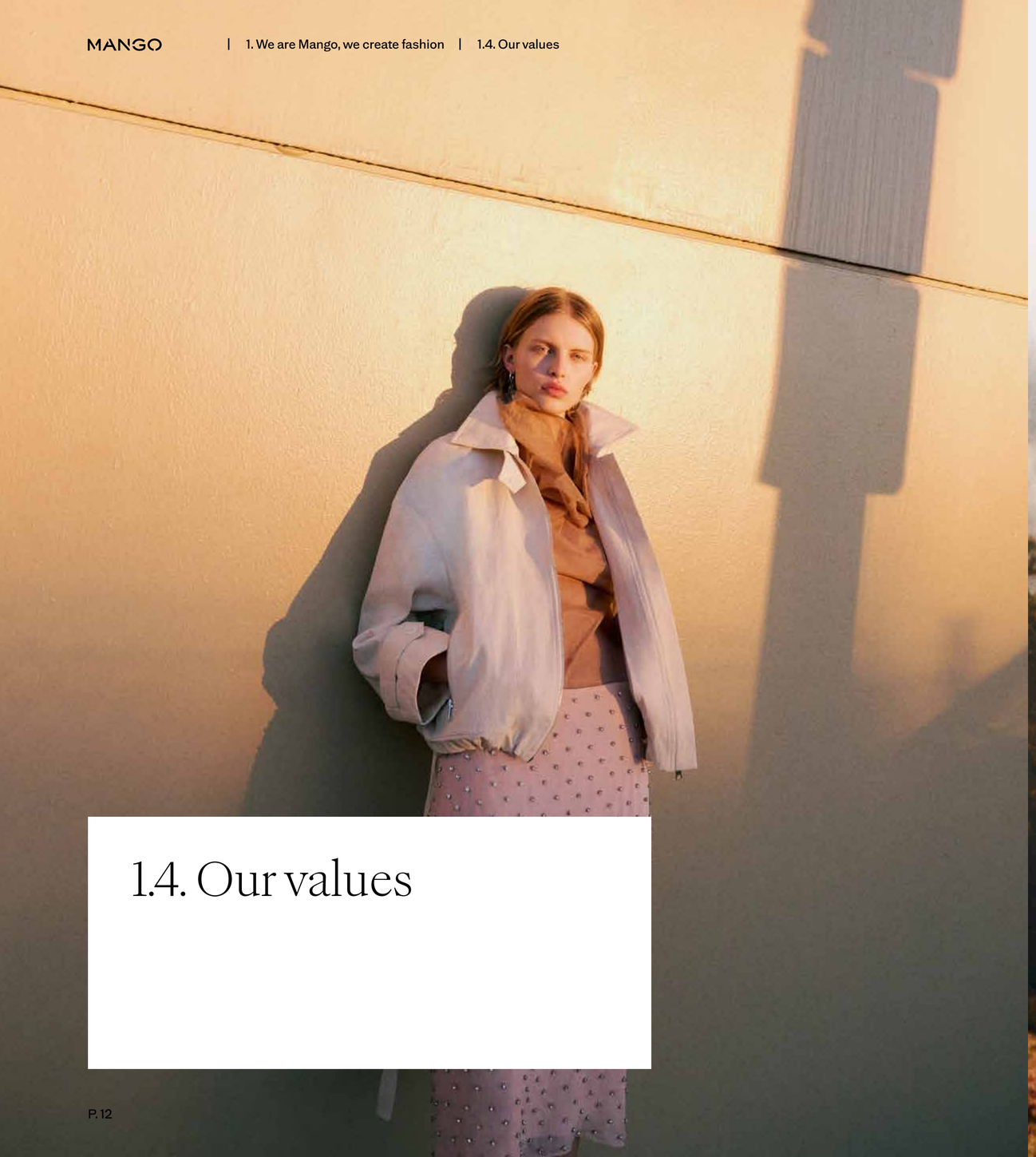
Through the second pillar, Expand, the company will continue to pursue the growth of its stores, targeting 500 new openings through 2026, mainly in the firm's strategic markets. The 4E Plan will intensify Mango's presence in key markets. Furthermore, the growth of its lines will be crucial in the coming years.

Earn

The third pillar of the plan, Earn, focuses on ensuring sustainable growth and driving sales improvement in the existing store park and online channel. In order to ensure value creation, technological development, data management and artificial intelligence and operational excellence will be key.

Empower

To achieve the 2024-2026 4E Strategic Plan, it will be essential to include Mango's main asset: its people. Through the fourth pillar of the plan, Empower, the company seeks to empower and develop its teams – more than 18,000 employees – by promoting pride of belonging and having the best talent to ensure the best organisation.



1.4. Our values

1.4

Our values

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



Caring

At Mango, we are committed to the people, customers and our partners, who we consider our family. We promote healthy relationships by being humble and close.



Committed

At Mango, we believe in acting in harmony with our entire community: company, society and the environment. We are committed to helping create a better world.



Entrepreneurial mindset

At Mango, we encourage everyone to think and act like an entrepreneur. We all have the imagination to think differently and innovate.



Authentic

At Mango, we want to be true to our Mediterranean spirit. We are proud of who we are.



Culturally curious

At Mango, we believe that art and culture make the world a more inspiring place. Beauty, style and attention to detail are in our DNA.





1.5. Our history

1.5

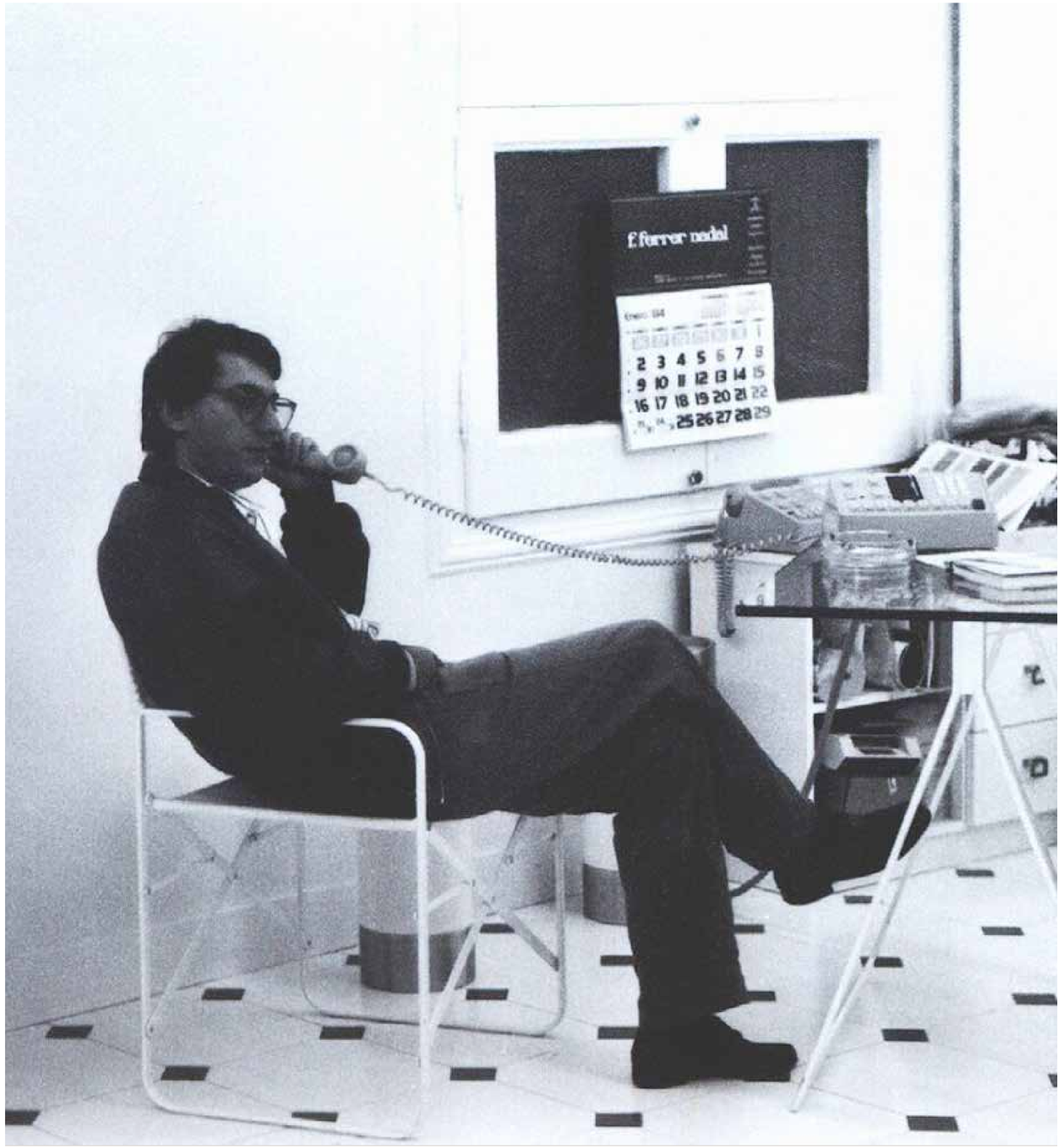
Our history

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

The Origins of Mango

Isak Andic (Istanbul 1953 – Barcelona 2024), arrived in Barcelona in the late 1960s with his family to seek a second chance. His business sense and entrepreneurial instinct led him to buy flowered, hand-embroidered blouses from a sailor in the port and then sell them to stores in the Catalan capital. This way, Isak brought colour to a post-Franco Spain, marked by grey fashion, creating the seed of Mango: quality clothing with an original design. What started with blouses transported in a bag diversified with accessories, clogs and jeans and quickly escalated. When the bag was no longer enough, Isak Andic bought a suitcase, which he then replaced with the boot of a car, until he had no choice but to build a warehouse to which he added more and more square metres distributed in different locations. The number of stores also increased. From the stalls Isak I, II and III in the historic Mercadillo Balmes, to the Roxi and Palmera stores in the galleries of Portaferrissa and Portal de l'Àngel, to Isak Los Genuinos Tejanos at number 57 on Las Ramblas in Barcelona.

Isak Andic's journeys to spot new fashion trends and discover the world led to the creation of Mango. In Paris, London and Milan he got to know the concept of the monostore and realised the importance of having the same name to give the brand greater coherence and strength. The mango fruit was discovered in the Philippines, a name that is written



1.5. Our history

and sounds the same in all languages. Thus, the first Mango store opened in 1984 at 65 Passeig de Gràcia in the former Majestic, under a unique and international name.

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

The franchise and warehouse system played a key role in Mango's expansion. The first franchise opened in Esparreguera in 1987, which was soon followed by others: Sabadell, Pamplona, San Sebastián... Mango was also the driving force in Spain for the warehouse system to manage franchisees' stocks.

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

As part of its personal commitment to image, during the 1990s Mango began to distance itself from competitors, introducing elements of marketing and communication imported from the United States. The company advertised openings on full-page newspapers, had TV adds and even produced outdoor advertising through city light posters and catalogues. In addition, the brand also gained international notoriety with groundbreaking campaigns created by advertising executive Lluis Bassat featuring the world's top models, such as Claudia Schiffer and Naomi Campbell.

A store in every city in the world

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

In 1992, less than a decade after its creation, Mango already reached a total of one hundred stores in Spain and began its international expansion by opening two stores in Coimbra, in Portugal. Three years later, it arrived in Asia with stores in Singapore and Taiwan. In 1997 turnover generated in international markets surpassed that of the domestic market and in 2002, Mango took its brand to all five continents. From 2010 onwards, Mango has promoted the opening of megastores in the world's main shopping cities, such as the flagship stores in Serrano (Madrid), Restauradores (Lisbon) and SoHo (New York).

After the pandemic, Mango came back strongly, celebrating three decades of international expansion in 2022 with a dream fulfilled: a store on New York's Fifth Avenue. The 2100 m2 flagship store marked the beginning of and international expansion that made the United States one of the group's top five markets in terms of turnover. The company is currently developing expansion plans in markets such as Spain, France, Italy, UK, Turkey, Germany and India.

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

Passion for product

Mango has been inspiring the world for over 40 years with its distinctive fashion proposition, marked by



1.5. Our history

its own style and design. Since its beginnings, the Mango product has been characterised by a quality positioning superior to that of its competitors.

During the 1990s, the company implemented its own design approach in order to democratise the major trends of the fashion industry and make them accessible to society as a whole. The 90s were characterised by summer fashion collections with handmade crochet garments, as well as leather and Isak's vision to introduce wooden clogs. A high quality product made with fine and natural materials, with high quality finishes. At that time it is important to highlight the Mango leather jacket, whose inspiration the company imported from countries such as the United States.

During this period, Mango also launched its major fashion campaigns featuring some of the world's leading supermodels at the time, such as Claudia Schiffer and Naomi Campbell.

During the 2000s, Mango began expanding into new segments such as officewear, introducing garments and fabrics with stretch, wool pieces, and entering the world of tailoring and occasionwear, which has become one of its signature categories.

Mango's global expansion led to the enlargement of its facilities. In 2006, the company opened the Hangar Design Centre, where the creative activity of Mango is concentrated, with an extension of 12,000 m2 at the Palau-solità i Plegamans (Barcelona) headquarters. Today, the design happens in the Gallery building, within the Mango Campus.

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

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

1.5. Our history

completed in 2021 with the creation of the Mango Teen and Mango Home lines.

Throughout this process of creation and growth of the company, Mango has always aimed to remain true to its roots and proudly spread its Mediterranean essence all over the world. Proof of this is that the garments are designed in Barcelona by a team of more than 500 people who work in the product area. Creativity and design are at the centre of all its decisions to offer a proposal with its own language and superior quality.

Mango designs more than 18,000 garments and accessories at its headquarters in Barcelona, which are distributed around the world. Among them, as part of the commitment to quality with timeless garments and increased durability, are those with premium Selection and Capsule collections, as well as collaborations with prestigious international names. In the Woman line, Mango has collaborated with designers such as Victoria Beckham, Simon Miller and Supriya Lele. In the men's segment, Mango Man's partnerships with iconic brands such as Italian label Boglioli and renowned British tailor Richard James stand out.

Innovation and technology as drivers of change

The ambition to reach everyone and be closer to its customers led Mango to recognise the great potential of the Internet from its inception. So much so that in 1996 it created its website and in 2000 its e-commerce, ten years before its competitors. It was the first Spanish company to open up to online sales and one of the first in Europe. In the first year of activity, the online platform, which started with four languages - Spanish, English, French and German - sold like a small company store. Two years later, it had a turnover of over one million and by the end of the decade, in 2010, it had reached 14 million euros.

As of today, this channel is now available in more than 120 markets worldwide and its turnover represents one-third of total sales.

Over the years, Mango has driven the digital channel with a variety of initiatives such as creating online exclusive collections, improving usability and website browsing, launching the app, and creating a loyalty club. The company has also driven initiatives to improve its customers' shopping experience, such as its click and collect points or RFID technology for its garments.

Currently, Mango continues to innovate through new technologies that help improve the experience of its customers and act as a co-pilot for its employees through the development of internal machine learning and artificial intelligence tools.

In addition, in 2025, Mango has taken a further step in personalising the online shopping experience with Mango Stylist, a conversational tool that currently has more than 30,000 monthly interactions. The virtual fashion assistant pioneers the industry, recommending products according to users' tastes, proposing combinations of garments and full-length looks and showcasing the latest fashion trends.

Commitment and sustainability as a reason for being

At a time when the concept of "sustainability" was not yet part of public discourse, Isak Andic was already reflecting on it. This is how Mango was a pioneer in setting up its sustainability department in 2002. Initially the focus of the department was the social sphere, but over the years the environmental aspect has gained prominence.

The sustainability strategy, Crafting Responsible Fashion, is divided into four major areas: materials and innovation, circularity, decarbonisation and our people.

During the early years, the sustainability department promoted the creation of the first ethical codes and codes of conduct for the factories, and began working with organisations such as Aitex and the Global Compact. In the 2010s, notable sustainability milestones were reported such as the 2015 launch of the *Recycling Box*, clothing recycling containers in Mango stores, and the 2017 launch of a collection made from more sustainable fabrics and materials. In 2022 Mango presented its sustainability strategy, aimed at reducing the company's environmental and social impact.

As a fashion benchmark and with product and design at the heart of the business, Mango's vision is

1.5. Our history

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

In 2025, Mango signed a pioneering collaboration with Circulose, as the first brand to commit to the use of its next-generation material.

In addition, investment in The Post Fibre start-up has enabled the company to launch collections specific to Kids and Teen lines using post-consumer textile waste fibres.

The history of Mango has been woven from effort, perseverance and determination, but above all from illusion. The desire of its founder to create a global company, but with its own identity, capable of enchanting the world, has characterised Mango's journey to become what it is today. Mango continues to be inspired by its rich heritage, while embracing tomorrow's challenges with the same passion that drove it from the beginning to become one of the leading international firms in the fashion industry.



1.5. Our history

Mango’s history

1984 - 2024

1984



The first Mango store

First store. Mango begins its story with the opening of the first store at Paseo de Gracia 65 in Barcelona.

1992



International expansion

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

2000



E-commerce

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

2002



Mango on the five continents

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

The company is also advancing its commitment to the environment with the start-up of its sustainability department.

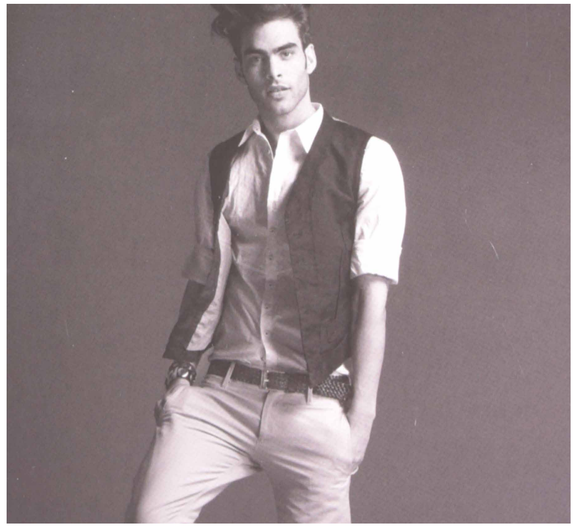
2006



El Hangar, design centre

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

2008



Mango Man

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

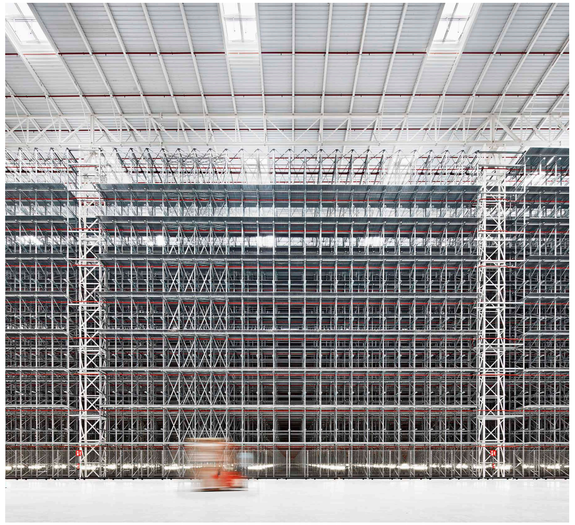
2013



Mango Kids

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

2019



Lliçà Logistics Centre

Mango opens the Lliçà d'Amunt Logistics Centre from which the distribution is centralised.

2020



Toni Ruiz, CEO of the company

Toni Ruiz is appointed CEO of the company.

2021



Five lines

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

2022



Expansion in the USA

Mango disembarks on New York's Fifth Avenue and begins a plan for expansion in the country.

2024



40th anniversary

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

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

2025



Toni Ruiz, Chairman of the Board of Directors

The Mango Board of Directors appointsToni Ruizas Chairman.

Mango Home takes a step further by opening its first monographic physical store in the world, in Barcelona.

1.6. Our founder



Isak Andic

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

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

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

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

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

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





A unique product: From Barcelona to the world

2

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

2

A unique product: From Barcelona to the world

Mango is a fashion company where the product is at the heart. For more than 40 years, the company has been creating collections with a commitment to quality and style with the goal of inspiring everyone to become who they want to be and fully express their individuality. Mango's purpose as a company is to offer quality fashion at an affordable price that inspires all people to be who they want to be and to create their own story.

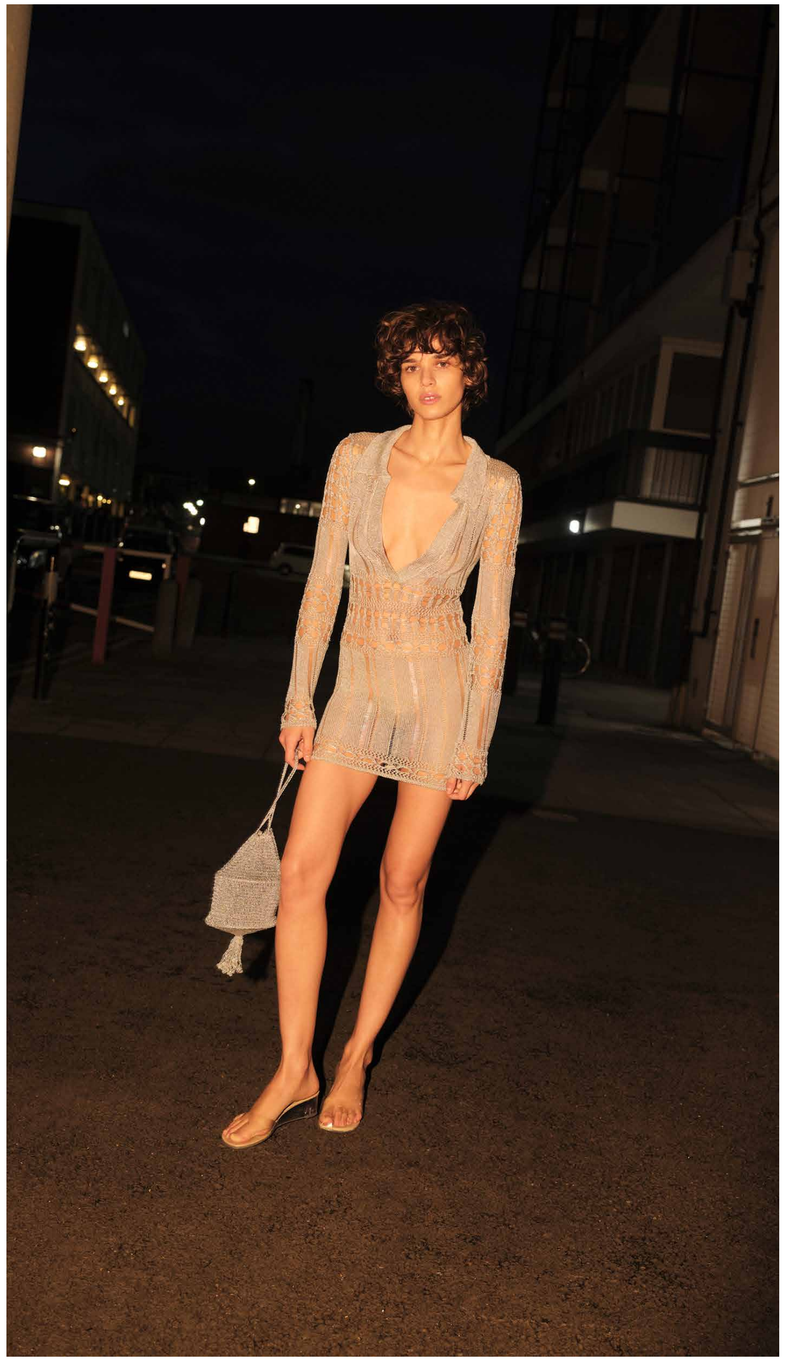
The origins of the brand go back to when Isak Andic brought colour to post-Franco Spain with hippie blouses made in Turkey. The offer quickly diversified with silver rings and earrings, alpaca sweaters, clogs and jeans like those seen in the movies which people wanted. During the 2000s, Mango began to enter new fashion segments such as office wear, with stretch garments and fabrics, woollens, and it ventured into the world of tailoring and garments for special occasions and events, one of its most characteristic hallmarks. More than four decades later, Mango continues to bring the latest trends to its customers with a clear and differential DNA: a unique design proposition and superior positioning.

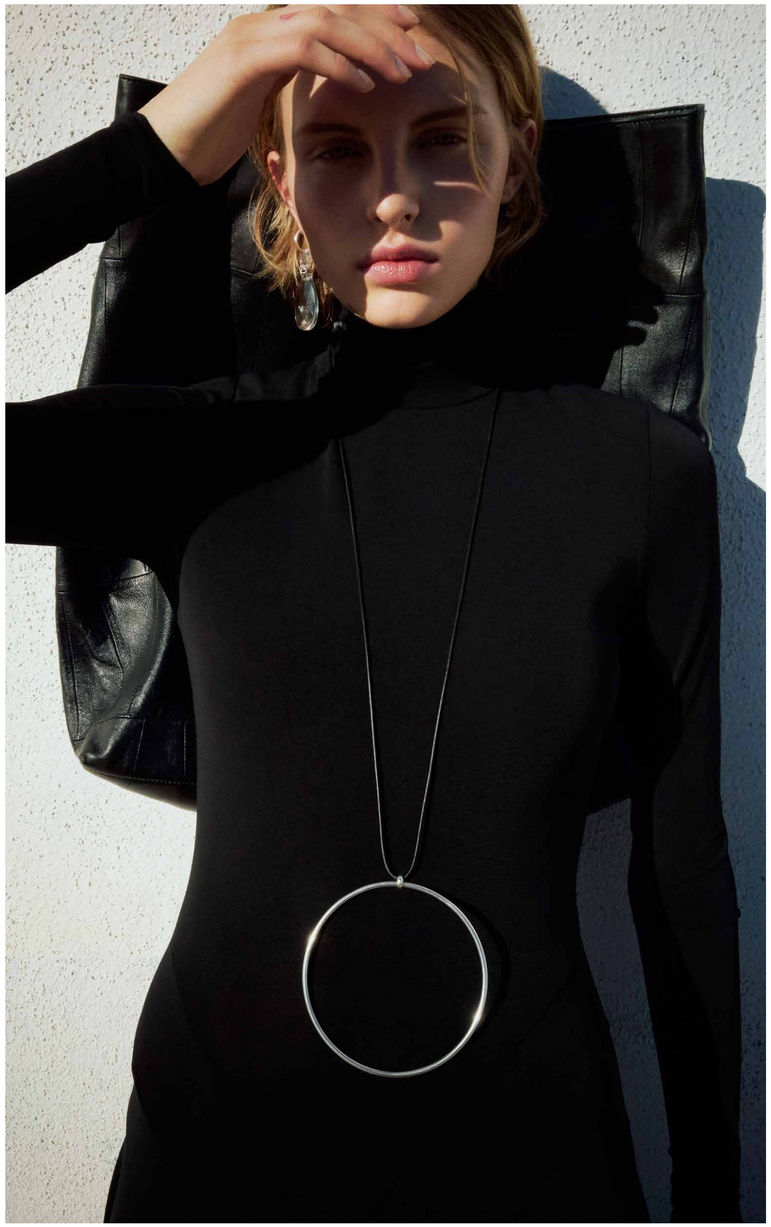
Unlike other competitors, Mango garments are designed in Barcelona at the Mango Campus. Thanks to a team of more than 500 employees working in the product area (designers, buyers, etc.), the company is able to translate the major global fashion trends into its own language to bring them closer to its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

Every year Mango creates two large, coherent global collections based on moments and events and periodically renews its offer with new product capsules to offer customers the latest trends. Among them are collections with a clear commitment to quality, such as Capsule or Selection's Woman event wear.

In addition, in the Woman line, Mango has collaborated with designers such as Victoria Beckham, Simon Miller and Supriya Lele. In the men's segment, Mango Man's partnerships with iconic brands such as Italian label Boglioli and renowned British tailor Richard James stand out.

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





2.1

The design process at Mango

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

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

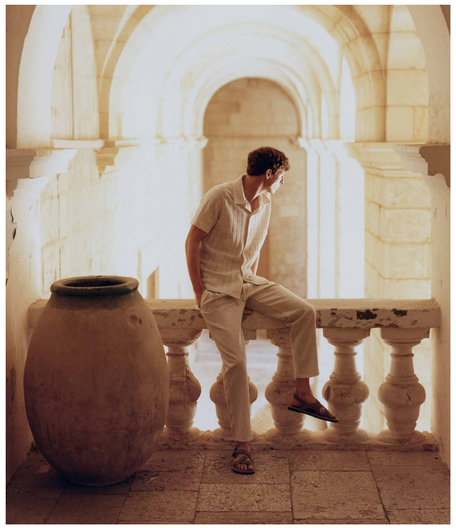
For each garment required for each new Mango collection, up to three different proposals are designed, from which the one that will work best in the market is chosen. Once the product has been designed, the industrialisation team -pattern-making, cutting and tailoring- comes into play and goes from drawing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

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

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

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

2.2. Brand values



Mediterranean soul

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



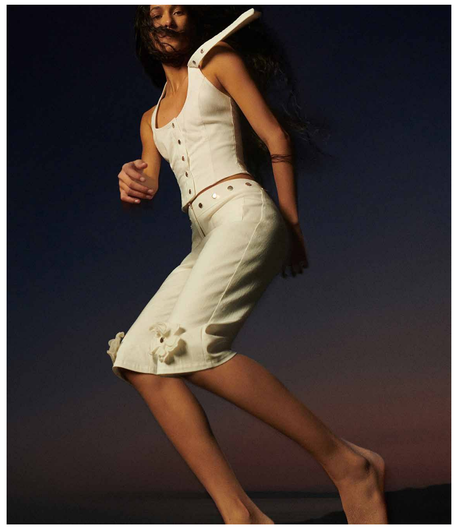
A human touch

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



Unique expertise

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



Freedom

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



Sense of responsibility

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

2.3

Brand personality



Inspiring

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



Authentic

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



Stylish

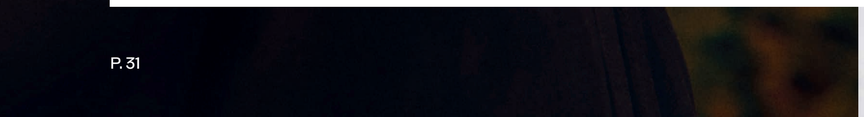
At Mango, everything we do emanates an aesthetic taste that connects the brand's creations with the spirit of each era.



2.4. Our lines

Mango articulates its value proposition around five product lines — Woman, Man, Kids, Teen, and Home — that define the brand's universe and reflect its own contemporary, aspirational style. Each line has independent product teams, which are leveraged in a synergy-generating corporate structure.

Together, all lines are marked by their own language and a commitment to higher quality that gives Mango superior positioning to its competitors.







2.4. Our lines

Mango Woman

Since its inception, Mango has accompanied the contemporary, urban woman, interpreting the latest trends through its own designs, which are carefully crafted and full of character.

Since 1984, its main line has proposed a versatile and elegant wardrobe that accompanies women from all over the world, both on special occasions and in everyday life. The Woman line offers ready-to-wear garments — such as flowing dresses, delicate blouses, iconic jeans or structured coats—, shoes ranging from lightweight sandals to sophisticated shoes and heels, and a careful selection of accessories such as bags, belts or hats, among others, designed to complete and elevate each look. Its collections explore the most relevant trends to offer a contemporary and feminine interpretation of contemporary fashion.

Through versatile, high-quality designs, Mango inspires women to embrace their individuality and confidently express who they are and who they want to be at any given moment. True to this spirit, the company has collaborated with prestigious figures in the industry such as supermodels Claudia Schiffer, Naomi Campbell, Kate Moss and Kendall Jenner; influencers such as Sofía Sánchez de Betak (Chufy), Pernille Teisbaek and Camille Charrière; celebrities such as Penélope Cruz and Milla Jovovich; and luxury brands such as Victoria Beckham. In 2025, Mango joined model and actress Kaia Gerber as a global brand ambassador. In line with its commitment to excellence, Mango has special collections such as Selection and Capsule, marked by the quality of its materials and finishes, as well as the exclusivity of its garments, designed to elevate the contemporary wardrobe with pieces that transcend seasons. In recent years, under the umbrella of Mango Collective, the brand has also developed several collaborations with leading fashion firms such as Simon Miller, Siedrés or Supriya Lele to inspire their customers with innovative proposals.



Fashion x Quality x Versatility x Femininity

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



Fashion Adviser x Quality x Versatility x New Masculinity

In its Barcelona atelier, Mango Man creates collections to inspire and help modern men enjoy fashion and express their unique character through versatile, quality fashion and style.

2.4. Our lines

Mango Man

Since 2008, Mango Man has been with contemporary men in the challenges of everyday life, from casual streetwear trends to the smart demands of formal occasions. The Man line offers garments —such as shirts, T-shirts, polos, trousers and suits —, shoes ranging from shoes to sneakers, and accessories such as belts, setting up a complete wardrobe designed to respond to the many aspects of today's men. The birth of the line was a milestone for Mango, diversifying its product offering and opening a new segment beyond the female one for the first time. Since then, Mango Man has established itself as a global brand, a benchmark for its own designs, quality and innovation.

Away from classic stereotypes, the line proposes a wardrobe designed for men, with quality, long-lasting and timeless pieces designed to accompany them for several seasons and adapt to the different codes of their daily life.

Ever-evolving, Mango has collaborated over the years with leading figures from culture and sport such as actor Adrien Brody, artist and entrepreneur André Saraiva, or footballers Gerard Piqué, Zinedine Zidane and Antoine Griezmann. In 2025, international tennis player Casper Ruud became Mango Man's new global ambassador.

Its highest proposition focuses on its Selection, Essentials and Performance collections, which bring quality and innovation closer to its customers. Furthermore, under the umbrella of The Sartorial Journey, the line collaborates with the world's finest tailoring ateliers, such as Italy's Boglioli and Britain's Richard James. In addition, Mango Man has collaborated with prestigious brands such as Italian label Boglioli and iconic British tailors Richard James to elevate its tailoring offering through exclusive collections.

2.4. Our lines

Mango Kids

Since its inception in 2013, Mango Kids brings fashion to boys and girls of all ages with collections that combine comfort, function and trend for every moment of their day: from school to holidays, playtime and special events. The Kids line, focused on children's fashion, offers a wide variety of garments for babies and children by setting up a wardrobe designed to accompany every stage with style, lightness and plenty of personality.

The launch of the line was a turning point for the company, bringing its passion for fashion to the universe of children for the first time and consolidating a global offering capable of responding to all segments.

With a proposition ranging from birth to size 14, Mango Kids accompanies the little ones as they grow up with designs carefully designed to keep up, awaken their curiosity and accompany their desire to explore the world around them.

The first collections were inspired by French chic for girls' garments and American casual for boys', a distinctive approach that has evolved over the years, adapting to new trends. Today, this vision is enriched with limited edition collections that include formal wear, swimwear and outfits for special occasions such as Halloween, elevating children's wardrobes with stylish touches designed for dreaming, playing and celebrating.





Quality x Style x Versatility x Value for Money

In its Barcelona atelier, Mango Kids designs fashion collections that grow with the little ones. 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.





Fresh, youthful style x Versatility x Value for money

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

2.4. Our lines

Mango Teen

In a moment of unique vital importance, Mango Teen creates quality, versatile fashion collections that inspire teens to express their individuality and embrace their personal style always with fresh, authentic style. Launched in 2021, the line was born with the goal of accompanying Mango customers who are comprised between Mango Kids' audience and the adult audience of Mango Woman and Mango Man. After four years in existence, the line has experienced tremendous growth by sifting through trends to build its own personality and celebrate youth through an optimistic narrative.

Five years after its launch, Mango Teen offers a comprehensive range of clothing for young people for every moment of the day, from events to casual wear, including accessories and footwear. In addition, Mango Teen, along with Kids, has been the first line to close the circle of sustainability by including fibres from The Post Fibre, a Spanish textile recycling start-up, into its garments, which Mango has invested in to move towards circularity.

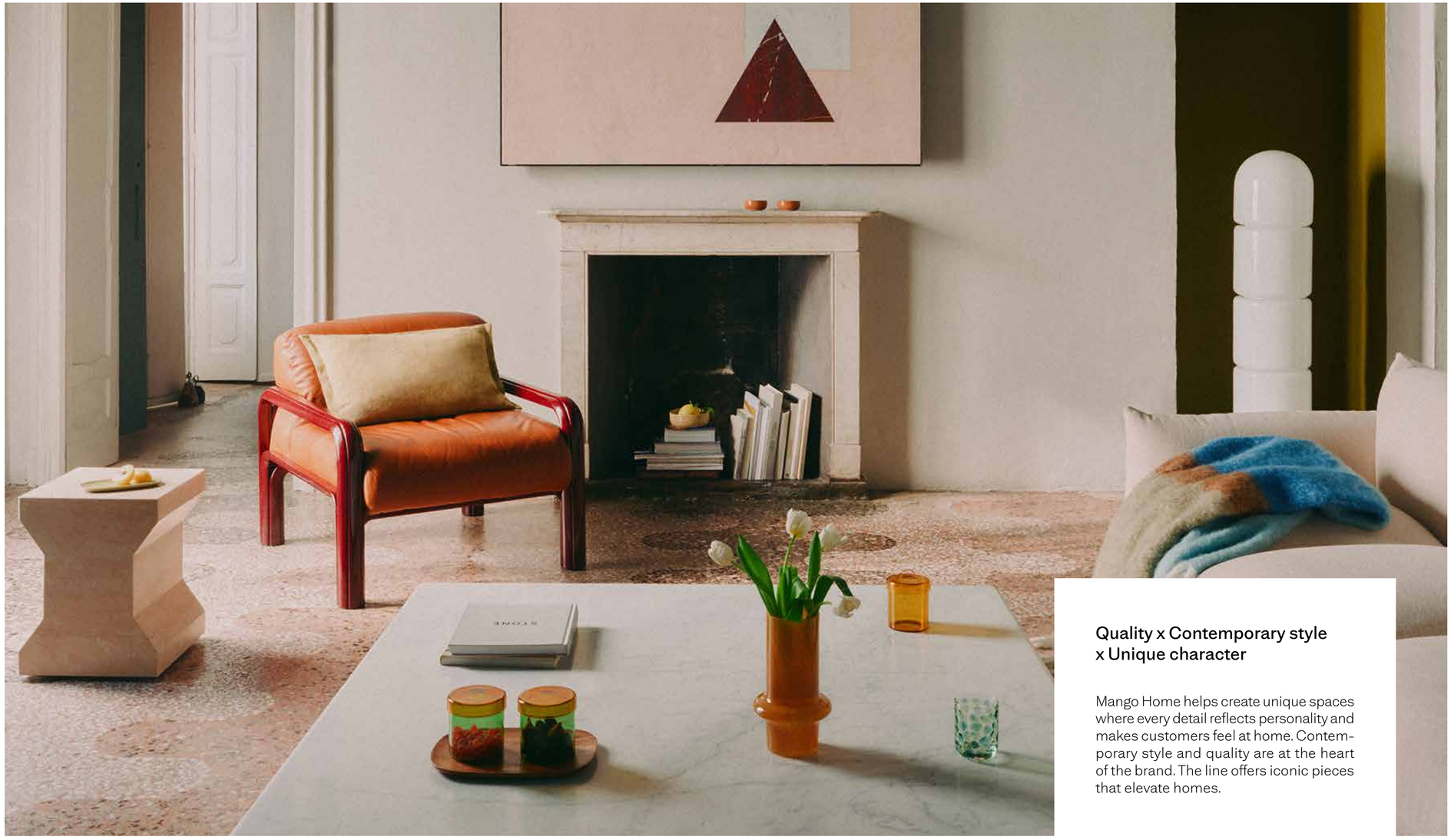
2.4. Our lines

Mango Home

Mango Home was born in 2021 in response to new consumer habits and with a focus on sharing and celebrating. Since its launch, the company's home line has more than doubled in size and expanded its product range, incorporating new categories for every room in the home, such as lighting, baby and children's products, and fragrances. True to its goal of creating homes with their own style, Mango Home proposes pieces designed to transform every corner into a welcoming and characterful space, with collections that add warmth and personality.

With natural textures, relaxed colours and sustainable materials at the heart of their proposal, their exacting standards of excellence and quality, along with their contemporary designs, reinterpret interior design trends to inspire the creation of environments with personality.

Mango Home continues to expand and diversify its commercial offering and is in the process of expanding its POS network. In 2025, the line made its big leap into physical retail with the opening of its first independent store worldwide on Barcelona's Diagonal Avenue in April. Throughout the year, it continued to drive its growth, now boasting four of its own establishments in Zaragoza, Madrid, and a second store in Barcelona. The line also has an online presence in more than 30 markets.



Quality x Contemporary style x Unique character

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



A global company

3

3.1 | Mango's distinctive channel ecosystem
3.2 | Procurement
3.3 | One of the most advanced logistics systems in Europe

3

A global company

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

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

In 1992, less than a decade after its birth, Mango reached 100 stores in Spain and began its international expansion by opening stores in Portugal. France, currently one of the group’s largest markets, was the company’s second international destination.

Three years later, Mango landed in Asia with stores in Singapore and Taiwan, and in 1997, the volume of business generated in international markets outpaced the national one, a figure that has been growing until, at the end of 2025, 78% of Mango’s business came from outside Spain.

In 2002, Mango took its brand to all five continents. Throughout its international history, Mango has combined the commitment to mature fashion markets, such as Germany, Italy or the United States, with the entrance to new destinations, such as Aruba (where it opened its first store in the Caribbean) and the Maldives. In 2022, coinciding with the 30th anniversary of its international expansion, the company fulfilled the dream of opening a flagship store of more than 2,100 m² on New York’s Fifth Avenue, one of the world’s fashion meccas.

In 2024, Mango introduced its 2024-2026 4E Strategic Plan, focused on reinforcing its differential value proposition, driving innovation and sustainability, and accelerating sales growth through a large expansion of its store network and the development of all its channels. Through the second pillar of the Strategic Plan, Expand, the company is committed to the growth of its stores, with the goal of carrying out more than 500 new openings until 2026, mainly in its strategic markets.

In this context, throughout 2025, Mango consolidated its commitment to the physical channel with more than 260 new openings and 86 store renovations. Highlights of the year include new flagships on Barcelona's Diagonal Avenue, Berlin Friedrichstrasse, Ankara Tunali, Euroroma 2 in Rome, München Neuhauserstrasse and London Long Acre. The company also expanded its presence in the United States with more than twenty new stores, including the opening of the flagship store on Chicago North Michigan Avenue and a new store on New York Broadway. In addition, Mango has opened stores in Miami, New Jersey, Portland, Houston and Las Vegas, among other locations, surpassing 60 of its own stores by the end of 2025.

At the same time, Mango has continued to strengthen and upgrade its existing network by refurbishing the company’s iconic stores, such as Boulevard des Capucines (Paris, France), Seville O'Donell (Spain), Zaragoza Plaza Independencia (Spain), Nakheel Mall (Saudi Arabia), Lyon Part-Dieu (France) and Bucharest Cotroceni Mall (Roumania).

Europe is the heart of the company’s business and accounts for 72% of the total distribution network at the end of 2025. Asia, with a presence in markets such as Singapore, the Philippines or India, accounts for 15% of the company’s total stores worldwide, while America represents 12% and Africa 1%.

Some of the most iconic Mango stores are located in cities such as Barcelona (Paseo de Gracia), Madrid (on Serrano and Preciados streets), Paris (Haussmann), New York (Fifth Avenue and Soho) and London (Oxford Street), among others.

Presence of Mango in the world



+120

Markets where Mango is present

+2,900

Points of sale

3.1

The Mango ecosystem

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

Mango's business model stands out and is distinguished by its centralised operations in Barcelona and an ecosystem of integrated distribution channels.

Integrated distribution at the service of customers

Meeting its customers' needs anytime, anywhere, and in any format. This is Mango's goal. To achieve this, the company has one of the most diverse distribution ecosystems in the fashion industry.

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

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

Strong commitment to stores

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

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

The company currently has more than 2,900 stores in more than 120 markets worldwide. In addition, Mango is the fashion company that has opened the most stores in recent years, unlike its competitors, expanding its store network by more than 500 net stores in the last five years.

True to its roots and attention to detail, Mango's stores feature a carefully crafted aesthetic under the Mediterranean-inspired New Moed concept that aims to reflect the brand's spirit and freshness. They are dominated by warm tones and neutral colour bases, which are mixed with traditional, handcrafted, sustainable and natural materials. Sustainability and architectural integration are key pillars of this concept, so new stores have elements such as eco-efficient lighting and HVAC and a design that incorporates sustainable materials such as natural paints.

They also have large fitting rooms, a specific click&-collect area and services and features such as the concierge station, a reference point where the staff can meet any of the customers' needs, or tailoring services in some stores.

As part of the channel integration strategy, it is paramount for Mango that stores are connected to its online business, head office and customer service centre to deliver value to customers and empower staff, making it easier for them in their commercial work. The digitalisation of stores involves the application of new technologies which, although not visible, enable the implementation of initiatives for ongoing improvement in the availability of garments, the distribution of collections and store traffic, among other things.

Strategic partners

Mango has different store formats that adapt to each location, and the needs and role of the store. The opening of its own stores in strategic locations is complemented by a strategy of franchises and



3.1. The Mango ecosystem

corners in shopping centres, which is one of the fundamental pillars of the Mango model.

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

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

A pioneering online channel

Mango is one of the pioneering fashion companies in online sales. With innovation at the heart of its business and as a result of the company's internationalisation, in 1996 it launched its corporate website with the aim of making the brand known worldwide. IIn 2000, ten years ahead of its major competitors, it committed to online sales by launching its e-commerce platform, becoming the first Spanish company to venture into online sales and one of the first in Europe.

3.1. The Mango ecosystem

Mango's e-commerce launch was initially implemented in the fifteen countries that made up the European Union in 2000 and in four languages: Spanish, English, French and German. In just four years the channel was extended to 10 more countries, reaching all 25 countries that had joined the EU. In fact, the first decade of the 2000s was key to the growth of the online business. In 2006 Mango jumped the pond to launch online sales in the United States and then, in 2008, it also added Canada. Staying true to its belief in and commitment to building a strong channel ecosystem, in 2009, it signed the first major international agreement with an online partner, Asos, to start selling beyond its own channel.

In the first online activity year, 2000, the online platform sold at the scale of a small store and two years later, in 2002, its turnover had already exceeded €1 million. By the end of the decade, in 2010, its sales had reached 14 million euros. Today the platform is present in more than 120 markets in five continents and in 25 languages. In addition, the payment, delivery and return methods (among others) are different according to the location.

Online sales closed the 2025 financial year representing about one-third of the company's total turnover. These figures place Mango as one of Europe's fashion companies with the highest penetration of the digital channel in its business.

'Mango Style Club'

In 2025, Mango launched Mango Style Club, its new loyalty programme, which is already in operation in Spain and France, where it has a community of more than 41 million users, with a forecast to progressively extend to the company's other key markets.

This club offers clients a tailored experience based on a points and levels system, which enables them to accumulate benefits, access exclusive services and participate in activities designed to strengthen the relationship with the brand.

Mango Style Club represents the evolution of Mango likes you, the loyalty programme launched in 2019. With this continuity, Mango reinforces a long-term relationship strategy with customers: an established community since 2019 that continues to operate and adapts now to a new model, with more personalised benefits and progressive implementation in different markets.

3.2

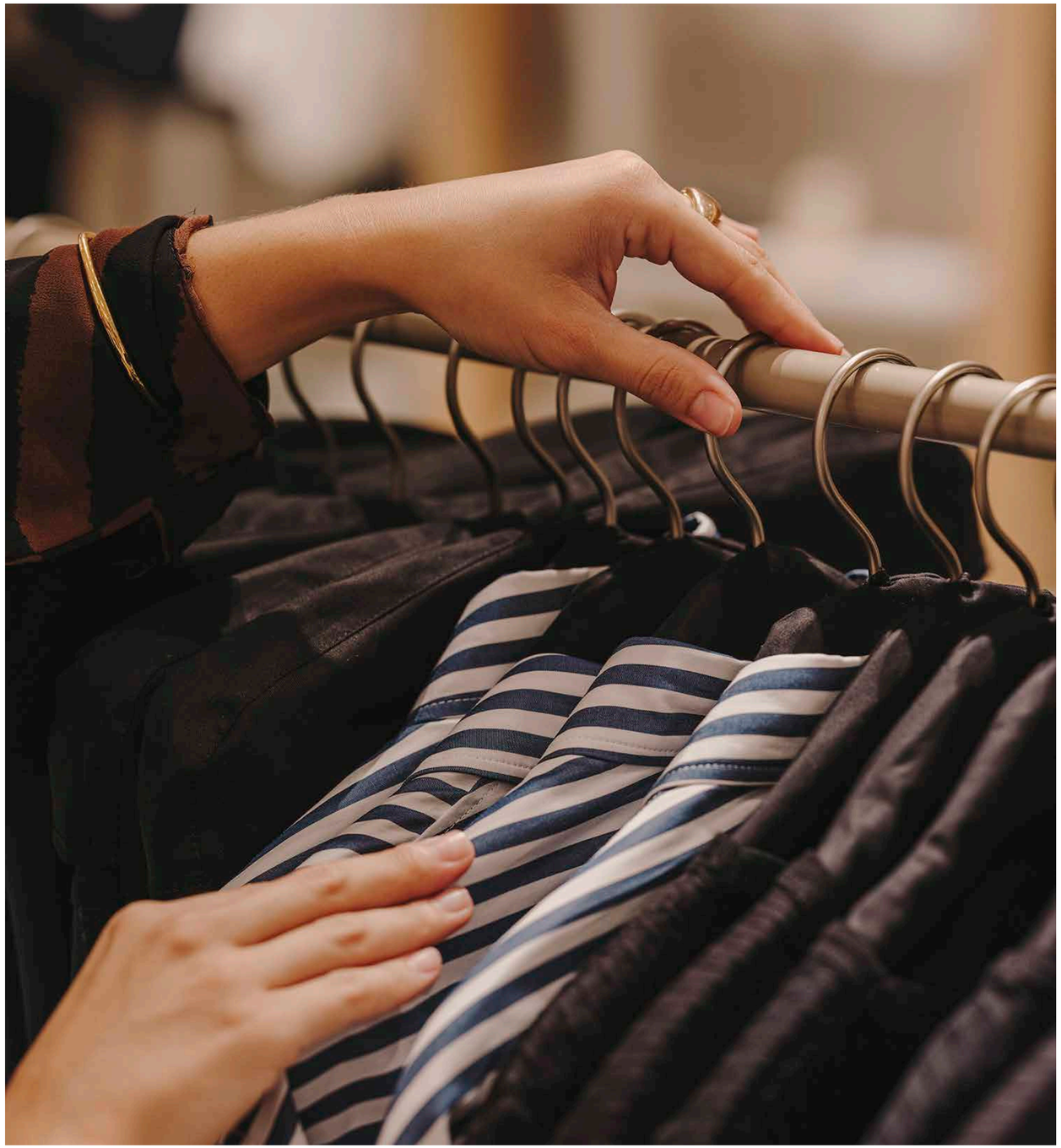
Sourcing

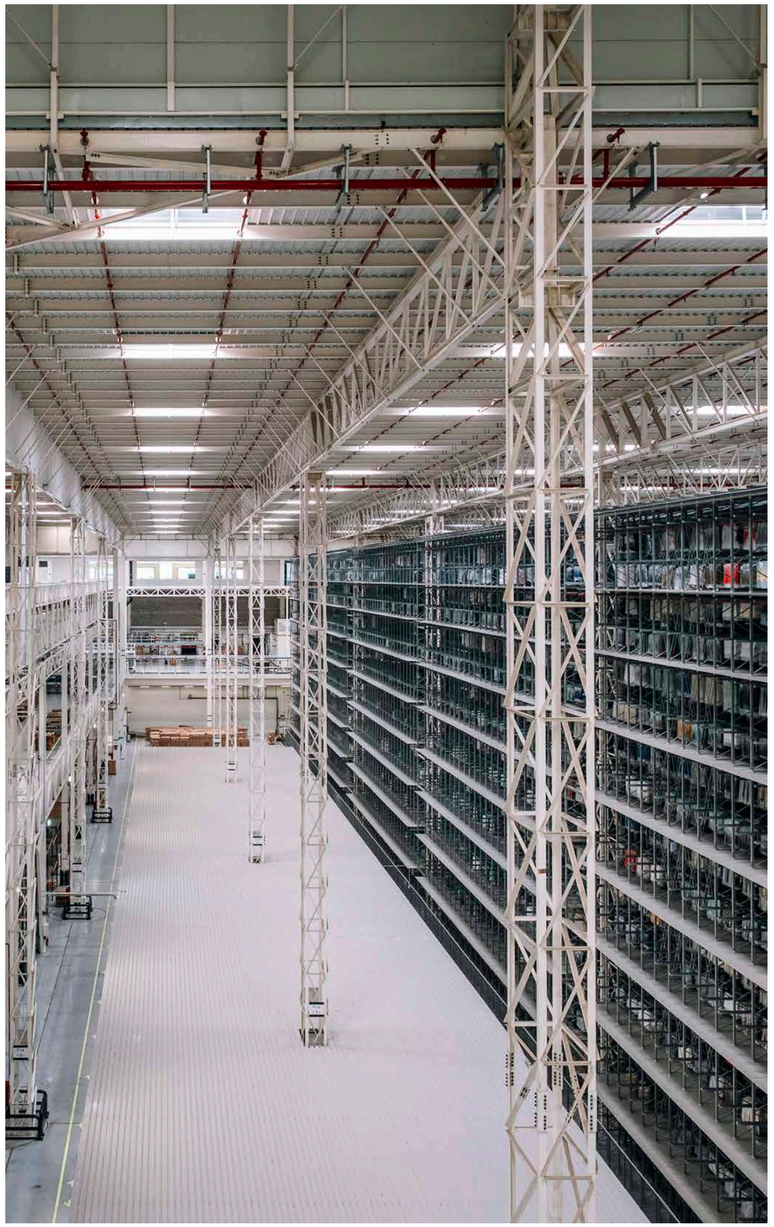
Mango's origins can be traced back to the commercial port of Barcelona, where ships arriving from Turkey docked. The company's first supplier was a merchant ship that covered the Istanbul-Barcelona pendular line from which Isak Andic bought flowered and hand-embroidered blouses with ornaments and then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

The company, which does not own any factories, worked with more than 2,700 factories as of the end of 2025. The country with the largest number of factories Mango operates with is China, followed by Turkey, India, Bangladesh and Spain. After these five markets, the countries with the largest number of factories working for Mango are Italy, Portugal, Vietnam, Pakistan and Morocco.

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

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





3.4

One of the most advanced logistics systems in Europe

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

The Lliçà centre receives all garments and accessories from the different production sites and distributes them to all stores and online customers worldwide. Equipped with the most advanced technologies, the Lliçà d'Amunt logistics centre is capable of handling more than 500,000 garments a day to supply Mango's entire distribution network.

The centre has recently been expanded to continue to embrace the growth of *e-commerce* logistics. This expansion has added an additional 90,000 m2, reaching a total area of 280,000 m2 — equivalent to more than 40 football pitches — and has increased garment management capacity by up to 10,000 more per hour, to 85,000 garments per hour.

Similarly, in the last five years, the company has reinforced its logistics model to prepare Mango for its new stage of growth until 2026. This way, the company has simplified its in-store delivery operations system, concentrated and simplified operations of its centre, standardised operations of the different satellite warehouses it has to supply B2C; and implemented a technological transformation through a new distribution system, platforms to more efficiently manage stock, the incorporation of RFID technology into garments, etc.

The Lliçà logistics centre also has energy efficiency criteria in order 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.



Innovation, the driving force behind Mango

4

4.1 | Technology and Data

4

Innovation, the driving force behind Mango

Innovation has always been a key pillar at Mango that has led it to become one of the leading international fashion industry firms. From the creation of a differential business model to brand communication with today's leading celebrities or pioneering digitalisation, the company has been at the forefront of its industry.

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

The company also quickly implemented visual merchandising techniques to ensure product presentation and offer a consistent image across all stores. Innovation at Mango has also stood out in the field of communication. In its personal commitment to image, it began to distance itself from competitors by introducing elements of marketing and communication imported from America with full-page advertisements in newspapers for store openings, television advertising, city light posters and catalogues, as well as campaigns with the best models in the world such as Claudia Schiffer, Naomi Campbell and Kate Moss, among many others.

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

In 2000, ten years before the other big competitors, Mango launched its e-commerce, as the first Spanish company to open for online sale and one of the first in Europe. Initially there was only one person in charge of the team and the platform was available in the fifteen countries that made up the European Union and in four languages: Spanish, English, French and German. Today, the platform is present in more than 120 markets on five continents and in 25 languages and digital sales account for nearly 1/3 of turnover, one of the highest online shares in the fashion industry.



4.1

Technology and data

Mango is committed to building a phygital ecosystem of experiences, services and products that synchronises and converges the capabilities and opportunities of the physical and the digital world, with the goal of providing the best service to its customers. In this sense, the company is focused on digitalising the behaviour of the main players in the industry — customers, inventory and products — to maximise knowledge of customer data and connect it to the physical and online store.

Mango's commitment to technological innovation and advances in digitalisation is framed within the Earn pillar of the 2024-2026 4E Strategic Plan, aimed at creating value through technological development, efficient data management and operational excellence. Within this pillar, the company enters a stage where technology and human talent are empowered like never before at Mango, with the willingness to embrace the transformative waves that have defined the spirit of the brand since its inception.

Mango no longer speaks only of physical stores, but of connected stores, with communication and hybridisation gateways between customers, stores and Mango.com, and between designers and customers. As we move forward with operational excellence, the company works with an integrated, real-time view of commercial stock, maintaining a high degree of inventory accuracy. To do this, Mango is digitalising its stock through Radio Frequency Identification (RFID) technology by sensorising its garments from their manufacture and logistics until their arrival at the stores, in combination with the Order Management System (OMS). This unique commercial stock system available in real time offers a comprehensive and consistent experience, making available to customers the product they are looking for at the right time and place for a better brand experience.

Mango is also comprehensively digitising the product lifecycle, from the initial briefing of the collection, design and patterning, to transportation, distribution and sale, connecting planning processes to execution processes.

In parallel, Mango has driven Ada+, a platform aimed at digitalising and streamlining in-store operational processes, with the aim of optimising POS operation. Thanks to this tool, visual merchandising defined in pilot stores can be deployed and aligned across the entire network, enabling more consistent and efficient management. In addition, the simplification of operational tasks contributes to improving productivity and strengthening the in-store team experience, driving employee satisfaction and motivation and promoting a more agile and value-oriented work environment.

Finally, one of Mango's most recent initiatives in its digital transformation is the development of the Interactive Product Catalogue. The company has created a centralised repository, integrating data from several bases to generate a comprehensive digital catalogue, which not only provides detailed information about each product, such as its attributes, compositions and sustainability, but also allows for semantic searches, facilitating the identification of similar products and contributing to greater transparency and traceability.

All of these technological innovations enable Mango to strengthen integration with its manufacturers, better understand the behaviour of its products, incorporate data and algorithms to drive more sustainable purchase proposals, develop more efficient distribution models, make item recommendations, optimise designs and patterns, and minimise returns.

Uses of Artificial Intelligence in Mango

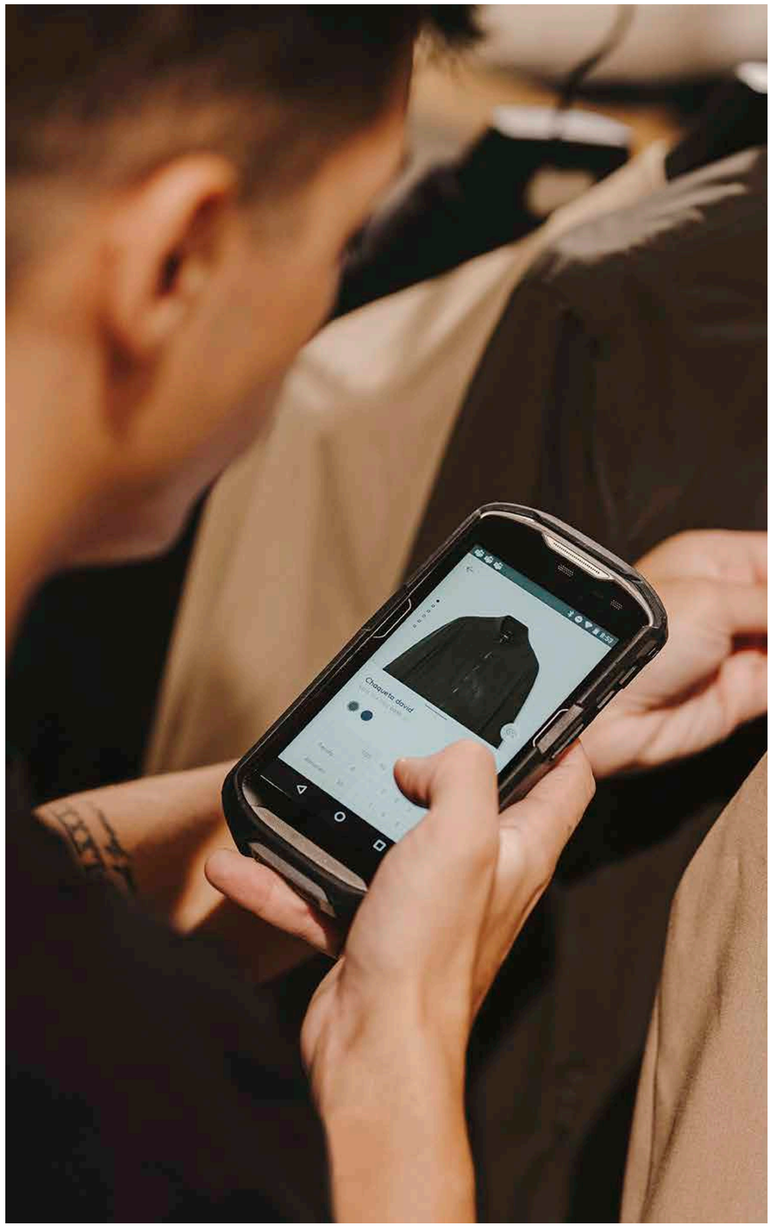
Since 2018, Mango has developed more than fifteen internal platforms designed by its own technology teams and trained with its own datasets, ensuring greater control and data privacy. Among them, an ecosystem of solutions that includes:

Lisa: internal conversational generative AI platform to address use cases of its collaborators and partners.

Inspire: image-generating AI platform that supports design and product teams in exploring concepts to co-create prints, fabrics and garments, as well as window display, architecture and interior design proposals.

Lynx: predictive analytics solution that optimises size curve and stock distribution to match supply to real demand.

Midas: advanced algorithm for dynamic price optimisation and margin management during promotional periods.



4.1. Technology and data

Gaudí: product customisation system based on customer behaviour and preferences.

Iris: a conversational platform designed to respond to queries and resolve the most common questions of its customers in different channels.

Artificial Intelligence has established itself as an amplifier of the talent in Mango's teams, by helping them create with greater capacity, make better-informed decisions and provide a more effective service. Within this framework, the commitment to generative AI has enabled campaigns to be launched for lines such as Mango Teen using models generated by artificial intelligence, a pioneering initiative that combines innovation, efficiency and sustainability. These campaigns are developed entirely in-house, with the company's own design, art, photography and technology teams, ensuring consistency with the brand's visual universe.

In addition, in 2025, Mango has strengthened the personalisation of the online shopping experience with Mango Stylist, a conversational tool that already exceeds 30,000 monthly interactions. This pioneering fashion virtual assistant recommends products based on user preferences, suggests garment combinations and proposes complete looks, as well as bringing the latest trends closer in an agile and intuitive way.

With this, Mango reinforces its positioning as one of the industry's pioneering companies in integrating a generative AI-based assistant that combines stylistic advice and customer service, offering a more personalised, friendlier and efficient experience. The tool, available in the Woman line, is active in Spain, Portugal, UK, France, Italy, Germany, Austria, Turkey and the United States.

Thanks to its commitment to innovation, the company runs product campaigns generated with AI and operates a conversational AI available in 70 countries and in more than 20 languages, handling more than 5 million queries a year and increasing both internal efficiency and customer satisfaction. In this context, Mango is moving towards an AI Everywhere model, where technology acts as extended intelligence at the service of people.



Advances in sustainability

5

5

Sustainability Strategy Integration into 2024-2026 4E Strategic Plan

Sustainability is a key pillar for Mango and is integrated cross-sectionally into its 2024–2026 4E Plan, designed to ensure sustainable, profitable and resilient growth over the long term. This strategic framework articulates the company's transformation through four levers – Elevate, Expand, Earn and Empower – that act as key drivers in the transition to a more responsible model within the Textiles, Apparels, Footwear & Accessories industry, according to the ESRS classification.

The Elevate lever drives the consolidation of a distinctive value proposition, through aspiration, quality and a unique style designed in Barcelona with excellent customer service and sustainability as a cross-cutting axis of the company. Under this axis, Mango is advancing the incorporation of more sustainable fibres, the development of eco-design initiatives and the creation of capsule collections with an aspirational and responsible approach.

The Expand Pillar guides the company's global expansion. This growth includes diversifying lines of business and opening new stores, integrating positive impact criteria and promoting sustainable international development.

Through the Earn lever, Mango drives operational efficiency and technological innovation as key pillars to advance traceability, transparency and impact control. The most relevant projects include progressive digitalisation of processes, the development of tools such as the digital product passport and investments in systems that strengthen responsible supply chain management.

For its part, the Empower axis focuses on people, reinforcing a corporate culture based on ethics, inclusion and sustainability. This lever drives training in responsible design practices, strengthening



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shared purpose and protecting human rights at all stages of the value chain.

Together, these four levers set up a strategic framework that guides Mango toward a more sustainable, competitive future and aligned with the regulatory, social and environmental expectations of the industry.

Crafting Responsible Fashion

In parallel with these four axes, Mango has a comprehensive framework, Crafting Responsible Fashion, that guides the company's environmental and social transformation. A roadmap that Mango reinforces its commitment to responsibility, both to people and the planet. The company understands sustainability not as an isolated goal, but as a key principle that permeates every aspect of the business and its relationship with the environment.

Mango chooses to create responsible fashion, taking the necessary time, taking care of every step and making conscious decisions. For the company, being responsible means committing to selecting higher quality materials and fibres with less environmental impact, designing iconic and timeless pieces that last, promoting circular processes, reducing carbon footprint, and setting standards for equal opportunity. The four pillars that make up the Crafting Responsible Fashion strategy are:

• Materials and innovation: At the core of Mango products are the fibres and materials used to create them. The transition to alternative materials, driven by innovation, contributes to reducing carbon footprint, water impact and negative effects on the environment, while offering customers greater transparency into the company's sustainability efforts.

• Circularity: Traditional industrial models, based on the extraction and linear transformation of resources, needs to evolve into more circular models to reduce the pressure on virgin resources and enable the regeneration of the planet. The next European regulation in this area will accelerate this process, placing circularity as a key axis in the transformation of the textile industry.

• Decarbonisation: The fight against climate change has consolidated as a top priority on the global agenda of countries and companies. Aligning actions with the Paris Agreement to limit global warming to 1.5 degrees above pre-industrial levels is imperative to ensure the well-being of future generations. In this context, Mango works to progressively reduce its carbon footprint throughout the value chain.

• People: The textile industry employs millions of people around the world and has historically been a major driver of development in emerging economies. Mango assumes responsibility for ensuring respect for human rights at every stage of its value chain, including its own employees, promoting dignified work conditions, diversity, inclusion and equal opportunity.

This strategy is deployed across all levels of the organisation and is tailored to the overall business structure, spanning product, customers, strategic markets, people and supply chain. Its purpose is to create a real and measurable impact, aligned with current industry challenges and stakeholder expectations.

Product actions

Mango's product strategy is aimed at continuously driving actions related to material selection, design and end-of-life for garments.

Materials and innovation

The company focuses its efforts on eco-design and the selection of textile materials — such as cotton, polyester and cellulosic artificial fibres — which have a lower environmental impact in terms of emissions, water consumption, use of non-renewable resources and impact on biodiversity. This material selection is made by prioritising the environmental performance of the materials according to the company's internally developed Lowest Impact Materials Guide and aligned with the Textile Exchange Preferred Fibre and Material Matrix (PFMM), using reference tools such as the Higg MSI environmental impact index.

As part of its approach to managing pollution-related risks and impacts, and in line with the Environmental Sustainability Policy, Textile Exchange guidelines and textile industry trends, Mango has set the goal of achieving 100% more sustainable materials across all its garments by 2030. With this commitment, the company contributes to the improvement of soil health, promotes the decoupling of resource use with respect to business growth, increases the incorporation of recycled materials and guarantees the exclusive acquisition of fibres with less impact.

In 2025, Mango has made 80% of the fibres used in its collections less impactful. This step forward


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involves more efficient use of resources associated with materials of natural origin – such as cotton, as it is an agricultural product – contributing to reducing pressure on natural ecosystems, as well as contamination of soil and water resources.

In parallel, Mango has begun its foray into regenerative agriculture with a project in India, in collaboration with Materra, a company specialising in solutions for the cultivation and sourcing of regenerative cotton. This project not only focuses on sourcing more sustainable materials, but also aims to regenerate local ecosystems and restore the biodiversity of the territory.

From a comprehensive perspective, the project also guarantees the social and economic equity of farmers, especially women, strengthening both their economic security and their ability to learn. Workers, small producers and local communities are guaranteed equal opportunities, as well as decent work and social benefits related to access to the health and education of their families, as well as greater well-being and inclusion in decision-making.

Circularity

At the end of the product lifecycle, Mango works to increase the durability, recyclability and quality of its garments, taking a circular economy approach that incorporates reuse, recycling and waste reduction practices from the earliest stages of design. This approach seeks to optimise the recovery and revaluation potential of garments, which contributes to lower emissions associated with the product lifecycle, while extending its lifespan.

From a driving perspective to innovation and textile waste recovery, Mango is a co-founder of the RE-VISTE Association, an initiative aimed at collectively promoting textile recycling in Spain.





People, Mango's engine

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6.1 | Social action

6

People, Mango's driving force

MAIN FIGURES:

+18,000

People on staff at the end of 2025

78%

Women in Staff

48%

Women in Top Management

+160

Nationalities Represented

+1,100

Internal promotions

At Mango, people are the driver of their success. The company is committed to offering quality employment and job stability, promoting an inspiring environment based on open dialogue, continuous training and recognition of effort, to enhance both the professional and personal development of its employees.

In 2026, Mango first received Top Employer certification and is among the top 100 companies to work for in Europe according to the Financial Times. In addition, the company was recognised as one of the World's Best Companies 2025 by Time magazine.

Through the Empower lever of its 4E Strategic Plan, the company supports its teams throughout the entire employee journey, promoting leadership, autonomy, resilience and adaptability to change, and strengthening their development through training, mentoring, internal mobility and performance evaluation. To do this, Mango remains firmly committed to developing its talent, with an average age of 32 years, eminently female (with 78% of women in its workforce) and international, made up of more than 160 nationalities.

The company remains committed to employee well-being through the "We Care" programme, which includes preventive policies, recognition initiatives, and activities focused on physical and mental health. Mango integrates diversity, equity and inclusion and sustainability criteria into its Human Resources processes, promoting participation in volunteer actions and social action programmes, including the collaboration with 'Inspiring Girls', which promotes female leadership and reinforces corporate purpose and values.

True to its commitment to diversity, equality and inclusion, Mango strives to ensure a respectful, inclusive work environment free of all forms of discrimination. The company sees diversity as a strength and fosters working relationships based on mutual respect, fairness and collaboration. In this sense, within the Working Together Plan, Mango has proposed to increase the direct hiring of people with disabilities in Spain until 2027, including headquarters, stores and its logistics centre.

In 2025, Mango added more than 1,600 people, increasing headcount by nearly 17% since 2023, to a total of more than 18,000 people. In addition, the company promoted more than 1,100 employees, also promoting internal mobility and consolidating its mentoring and coaching programme.

In this line, Mango has strengthened its commitment to diversity and equality and has increased its female presence in Top Management to 48%. Other initiatives that highlight your commitment to the Equality Plan, the Management Playground programme, which promotes a culture of feedback and recognition and improves the quality of development conversations, and the Leadership Development Programme. Between the two leadership programmes, more than 1,000 managers have already been trained, consolidating a management model focused on the comprehensive development of individuals.

The company has a team of more than 60 different nationalities at its Mango Campus in Barcelona, more than 160 nationalities globally, a multicultural diversity that enables it to combine cutting-edge, sustainability and a passion for fashion, from an inspiring and future-proof workspace

Transforming and modernising the Mango Campus

Throughout 2025, Mango has carried out a project

to transform and modernise its headquarters in Palau-Solità i Plegamans, known as Campus Mango. This project, which will be extended through 2026, aims primarily to provide modern, collaborative and work-friendly spaces, in order to foster productivity and the connection between teams located at the head office.

The project contemplates the renovation of offices and common areas for both Mango employees and non-employees who work at the head office. It also incorporates new green areas and rest spaces, along with the integration of advanced technological solutions to facilitate daily work and reinforce internal communication. Sustainability is also a priority focus of the project, through the application of energy efficiency criteria and the use of responsible materials, with the goal of reducing its environmental impact.





6.1

Social action

Isak Andic, founder of Mango, always believed he should give back to society some of what he had received from it, as well as "helping those who help." He had a vocation for service to others, which he channelled at a business level into a fashion firm aimed at making all women feel good, and at the social level collaborating altruistically and anonymously with several organisations with the aim of making the world a better place.

This generous, contributing spirit is part of Mango through a Social Action department that has professionalised this philanthropy, collaborating with several entities for more than 20 years to generate a positive impact on the communities in which it operates.

Inspired by the legacy of its founder, Mango wants to build a future where fashion reflects its values: inclusion, diversity and respect for individuals, to inspire all people to power their best selves.

Objectives and Territory

At Mango, we believe that business success is not only measured in economic terms, but also by the positive impact on society. Through social action, we seek to contribute to a fairer and more equitable world, where all people have the opportunity to reach their full potential.

The purpose of Mango's Social Action is to dedicate business resources to lasting projects and collaborations, to generate a positive impact on the communities in which it operates with a key focus on women, and in the fieldsof education, health and basic social care.

At Mango, we always put women at the centre, not only by offering exciting fashion that makes every woman feel unique and allows her to express her personality, but also through actions that promote female talent, equal opportunities and the improvement of the lives of women and girls around the world. This approach responds to the company's reality: women represent 78% of the workforce and close to 90% of their customers, and they are also the main collective. We have been collaborating with referring entities such as Fundación Elena Barraquer, Inspiring Girls, Save the Children or Hospital Sant Joan de Déu, among others.

Recently, the company has formalised its partnership with UNHCR and its DAFI scholarship programme, through which the company will support nearly 100 young refugees in their access to college education.

Mango Chair In Social Innovation

Mango has established a Chair in Social Innovation with the Pompeu Fabra University School of International Trade. An academic initiative that enables joint projects to be developed, knowledge to be shared and the strategic focus of its social action to be reinforced.

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