

Norwegian Transparency Act

1. Organizational structure and business

2. Governance and responsible business conduct framework

3. Traceability of the supply chain

4. Human rights due diligence

5. Identification and assessment of risks and impacts

6. Prevention and mitigation measures

7. Tracking effectiveness and monitoring progress

8. Access to grievance mechanisms and remedy

9. Public communication and transparency

10. Approval

Act relating to enterprises' transparency and work on fundamental human rights and decent working conditions (Transparency Act)

This statement has been prepared in accordance with the Norwegian Transparency Act. It describes the human rights due diligence processes carried out by Mango to identify, assess, prevent, mitigate, remedy, monitor and communicate actual and potential adverse impacts on fundamental human rights and decent working conditions that may be linked to its operations, supply chain and other business relationships.

Mango's due diligence approach is aligned with the OECD Guidelines for Multinational Enterprises on Responsible Business Conduct, the OECD Due Diligence Guidance for Responsible Supply Chains in the Garment and Footwear Sector, and the United Nations Guiding Principles on Business and Human Rights. It is also consistent with Mango's Human Rights Policy and the company's broader responsible business conduct framework.

This statement constitutes the Mango Group Norwegian Transparency Act Report for the financial year 2025 and refers to MANGO MNG. S.A. and its subsidiaries, including MANGO NORGE AS.

1. Organizational structure and business

MANGO MNG S.A. is the parent company of a global fashion group whose business model is based on design, creativity, innovation and sustainability. Mango designs, manufactures, distributes and markets clothing, accessories and other product categories, including home and decoration products, through an ecosystem of physical stores, franchises, online channels and digital marketplaces.

Founded in Barcelona in 1984, Mango has developed several business lines, including Woman, Man, Kids, Teen and Home. Mango currently operates in more than 120 markets through company-owned stores, franchises and e-commerce channels, and

employs more than 18,000 people worldwide. Mango works with a broad network of suppliers and factories across its global value chain. In 2025, the company worked with more than 400 suppliers and collaborated with more than 2,700 factories in 35 countries. Mango recognises that its supply chain is the area where the most salient human rights risks are likely to arise and therefore places particular focus on traceability, supplier engagement, monitoring and remediation.

For Mango, the value chain includes all activities involved in delivering products to customers, from the design stage and sourcing of materials to manufacturing, logistics, retail, product use and end-of-life considerations.

2. Governance and responsible business conduct framework

Mango is committed to respecting human rights and fundamental freedoms throughout its value chain and to promoting decent working condi-

tions for all individuals who may be affected by its activities.

This commitment is embedded in a set of internal policies and governance instruments, to be found here, including:

- The Human Rights Policy
- The Code of Ethics
- The Code of Conduct for Product Suppliers and Manufacturers
- Additional sustainability-related procedures and protocols applicable across the value chain

These documents define Mango's expectations for its own operations and for its business partners. All product suppliers and manufacturers are required to accept and comply with Mango's Code of Conduct as part of their contractual relationship with the company.

Human rights due diligence is implemented through cross-functional collaboration involving,

among others, Sustainability, Sourcing, Quality, Compliance and other relevant teams. Oversight of sustainability and human rights matters is carried out through the company's governance bodies, including the Sustainability Committee, which reviews initiatives, progress and strategic priorities.

Furthermore, the Control and Audit Committee oversees the effective implementation of the Compliance model, including the crime prevention plan, audit processes, internal control environment, and the preparation of financial and non-financial reporting, while also monitoring the activity and key indicators of the whistleblowing channel and external grievance mechanism on a periodic basis.

3. Traceability of the supply chain

Traceability is a core component of Mango's human rights due diligence approach. It allows the company to improve visibility over the supply

chain, better understand operational contexts, and identify actual and potential adverse impacts on people at different stages of production. Each season, product suppliers are required to declare the production facilities used through Mango's traceability systems. Mango continues to strengthen its traceability capabilities through technological tools and data management processes aimed at improving transparency from raw materials to finished products.

Since 2022, Mango has publicly disclosed its factory list on its corporate website and, since 2024, has also registered its supplier factory list with Open Supply Hub. These measures support external transparency and contribute to stronger supply chain mapping and risk identification.

4. Human rights due diligence

Human rights due diligence is an ongoing process through which Mango seeks to identify, prevent, mitigate, account for and, where relevant, remedy

actual and potential adverse impacts on human rights and decent working conditions in its own activities, supply chain and other business relationships.

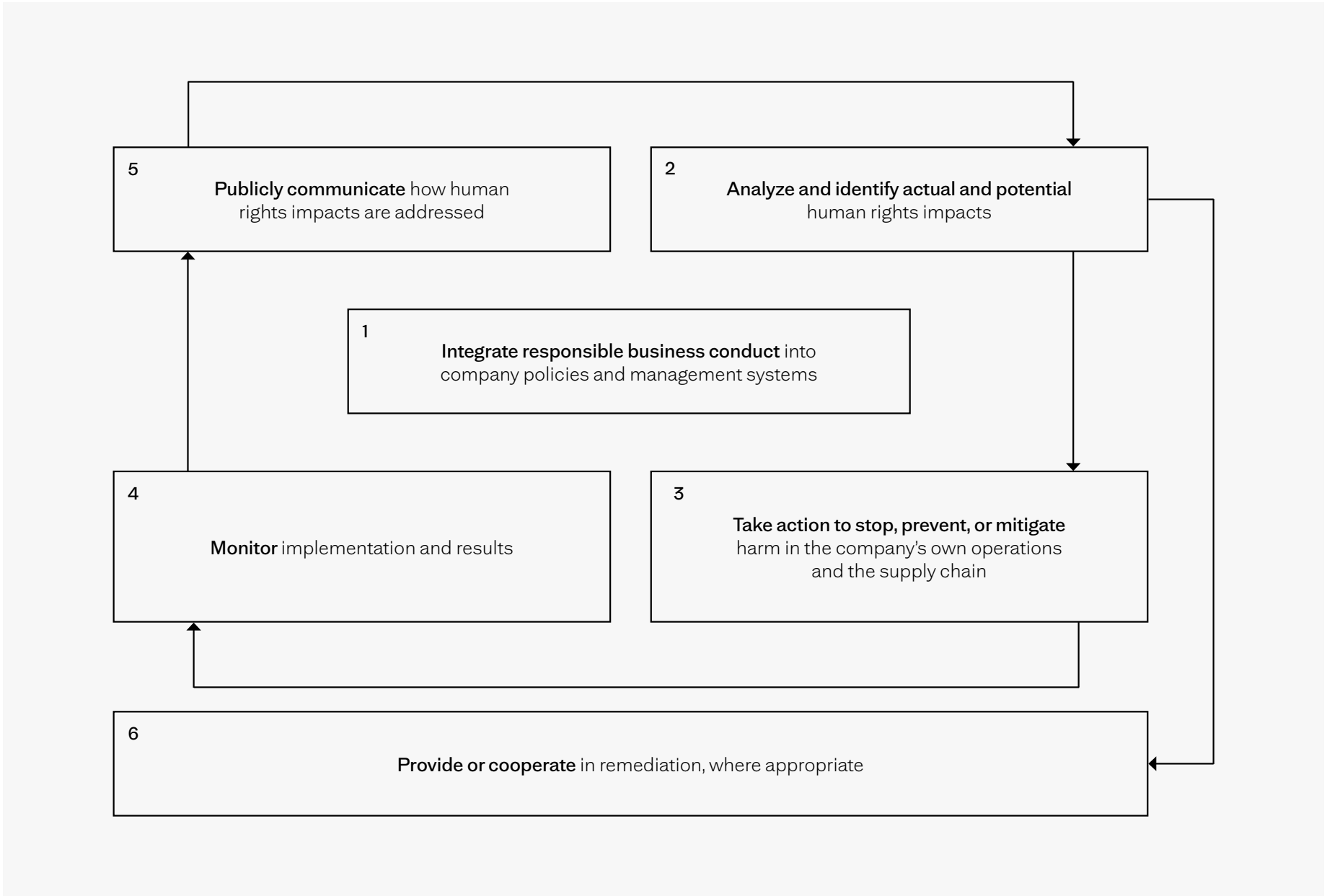
Mango's due diligence process is informed by international standards and includes the following core elements:

- embedding responsible business conduct into policies and management systems
- identifying and assessing actual and potential adverse impacts
- taking action to prevent, mitigate and remediate adverse impacts
- tracking the effectiveness of actions taken
- communicating externally on due diligence efforts
- enabling access to grievance mechanisms and remedy

In addition to implementing human rights due diligence across its supply chain, Mango is progres-

sively extending this approach to other parts of its value chain. The objective is to identify risks and potential adverse impacts affecting individuals connected to Mango through other business relationships, such as its own workforce or franchise partners, and to put in place appropriate control mechanisms together with preventive, mitigating and, where necessary, remedial measures. This progressive extension of the human rights due diligence approach across the full value chain also supports Mango's ongoing work to align with the requirements of the Corporate Sustainability Due Diligence Directive (CSDDD).

The essential elements of the due diligence process are as follows:



5. Identification and assessment of risks and impacts

The identification and assessment of actual and potential adverse impacts is a central part of Mango's due diligence process. Mango applies a risk-based and impact-based approach to prioritise the most severe and salient issues, particularly where workers and communities may be most affected.

In 2024, Mango carried out its first double materiality assessment, which helped identify sustainability issues of high relevance to both the business and its stakeholders. Labour conditions, work-related rights and the well-being of supply chain workers emerged among the most significant topics.

In addition, Mango conducted an analysis of salient human rights issues in 2024, which was updated in 2025 with the support of an independent external consultancy. This updated assessment included a deeper value chain analysis, metho-

dological review and internal and external consultation. As a result, Mango identified nine priority human rights risk areas:

- forced labour
- child labour
- climate change and responsible environmental management
- freedom of association and collective bargaining
- social protection
- wages, benefits and compensation
- overtime
- health and safety
- discrimination, inequality and abuse

These risks may affect different stakeholder groups in different ways. However, Mango has confirmed that workers and communities in the supply chain are among the most exposed groups and therefore remain a key focus of the company's prevention and mitigation efforts.

To support risk identification and prioritisation, Mango also uses public ESG risk sources, stake-

holder input, audit information and data from partner organisations. In addition, the company conducts country-specific risk and impact assessments in selected sourcing countries. Following a human rights impact assessment in Türkiye in 2024, Mango conducted a further country-level assessment in Morocco in 2025 and plans to continue expanding this work to other sourcing regions.

Before entering a new production country, Mango also performs an ESG risk assessment covering issues such as labour standards, forced labour, child labour, environmental risks, governance conditions, corruption exposure and sector-specific challenges.

6. Prevention and mitigation measures

Mango implements a range of measures to prevent and mitigate adverse human rights impacts across its value chain.

Before production starts, proposed factories are reviewed by relevant internal teams to assess whether they meet Mango's sustainability and quality requirements. As a minimum requirement, finished product factories must have a valid third-party social audit in place at the time of production.

Social audits remain an important tool for monitoring supplier performance and compliance with Mango's Code of Conduct. Audit results are reviewed through an internal assessment methodology that helps classify factories according to their risk level, performance and degree of compliance.

Where non-conformities are identified, Mango promotes the implementation of corrective action plans. These plans are used to address gaps found during audits and to support continuous improvement. Depending on the audit scheme, progress may be verified through follow-up audits,

platform-based monitoring or internal desk-based verification supported by documentary evidence.

Mango also carries out additional monitoring and engagement activities, including joint visits in specific cases and collaboration with relevant worker representation and stakeholder initiatives.

To address risks affecting particularly vulnerable groups, Mango develops dedicated protocols and awareness initiatives. Recognising the heightened vulnerability of migrant workers to abusive recruitment and employment practices, Mango developed a Migrant Worker Protocol in 2024 and started implementation in 2025 through supplier engagement and training sessions in multiple languages. The company plans to monitor implementation through targeted audits and follow-up action plans.

Capacity building is another important part of Mango's due diligence approach. Mango provi-

des training and awareness-raising activities for internal teams, suppliers and factories on human rights, decent working conditions and social risk management. The company also promotes dialogue and engagement with suppliers through recurring forums and dedicated events.

In 2025, Mango continued implementing actions derived from previous country-level assessments. For example, as part of the follow-up to the human rights impact assessment conducted in Türkiye, Mango launched training initiatives in selected factories focused on labour rights, responsible recruitment and ethical employment practices.

7. Tracking effectiveness and monitoring progress

Mango recognises that due diligence is only effective if the company tracks whether its actions are working in practice.

To monitor supplier performance more systematically, Mango implemented a structured supplier scorecard in 2025. This tool supports periodic

evaluation of suppliers across a broad range of criteria, including social, environmental, quality, operational and commercial performance. The objective is to identify risks early, monitor recurring issues and support continuous improvement.

Mango also tracks grievances, complaints and allegations received through its internal and external channels, and uses this information to identify patterns, strengthen prevention and adjust its response where necessary.

The Sustainability Department regularly reports to internal governance bodies on due diligence developments, findings and progress. In parallel, Mango also reviews its sustainability performance through external benchmarks, assessments and third-party reviews.

8. Access to grievance mechanisms and remedy

Mango is committed to enabling access to effective grievance mechanisms and to remedying adverse impacts where it has caused or contributed to harm.

The company makes available different complaint and grievance channels for individuals involved in its operations and value chain, including employees, supply chain workers, suppliers and consumers. These channels are intended to enable concerns to be raised safely, support investigation of potential misconduct, and allow for corrective and remedial action where appropriate.

Mango's complaints channel is publicly available and can be used to report potential non-compliance or misconduct. In addition, Mango participates in external grievance mechanisms and collaborative initiatives that provide workers in the supply chain with channels to raise concerns and seek remedy.

Since 2025, Mango has also published information on grievance mechanisms available in each production country in the transparency section of its corporate website. The company further complements these channels through partnerships and agreements with relevant organisations that

may identify risks or support remediation processes in specific cases.

9. Public communication and transparency

Mango considers transparency to be a core element of responsible business conduct. The company publicly reports on its sustainability and human rights efforts through this statement, its annual Sustainability Report and disclosures published on its corporate website. Mango also makes information available regarding its human rights commitments, supplier standards, grievance mechanisms and supply chain transparency measures. The company will continue to strengthen public reporting in line with legal requirements, stakeholder expectations and the evolution of its due diligence systems.

10. Approval

This statement was prepared by Mango and approved by the Board of Directors in June 2026.

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