





Index

A

Introduction

1	Relevant data 2012	7-8
2	Message from the president and letter from the managing director	9-12
3	Administration Board and Executive Committee	13-14
4	History	15-18
5	Content of the report	19-20
6	About MANGO	21-24

B

Our sustainability policy and model

7	Our sustainability model	29-36
8	Society and customer relationship	37-48
9	Employees	49-60
10	The supply chain and suppliers	61-72
11	Environmental aspects	73-80
12	Economic data	81-92
13	Quality and safety in our products	93-98
14	Corporate governance	99-102

C

Other information of interest

15	Contact details	105-106
16	Verification of the report	107-108
17	GRI content index	109-114



A

Introduction

1

Relevant data 2012

PRESENT IN

109

COUNTRIES

A TOTAL OF

2,598

POINTS OF SALE

NET OPENING OF

197

NEW POINTS OF SALE



A TOTAL OF

12,211

EMPLOYEES AT 31/12

CREATION OF

944

NEW NET JOBS

65,000

HOURS OF TRAINING



COLLABORATION WITH

264

SUPPLIERS OF GARMENTS
AND ACCESSORIES

A TOTAL OF

515

FACTORIES USED

OVER

110

MILLION UNITS MANUFACTURED



TURNOVER OF

1,691

MILLION EUROS

SALES OF

84%

IN FOREIGN MARKETS

TOTAL INVESTMENT OF

165

MILLION EUROS



NET PROFIT OF

113,447

THOUSANDS OF EUROS

MORE THAN

541,000m²

SELLING AREA

OVER

2,800

STYLES PER SEASON



2

Message from the president

During 2012 we have benefited from the changes made within the organisation in recent two years, in order to become more efficient and improve our competitiveness.

We have taken a new direction, giving more commercial sense to all our activities and we have also laid the **foundations for the future** by recruiting two young Vice-presidents, **Jonathan Andic** and **Daniel López**.

Last year, I announced that we would expand our target market with new product lines, which are now starting to become a reality. In mid-2013 we will have in our stores collections for children and underwear and sports clothing for women, MANGO Kids and MANGO Sport&Intimates, lines that will be placed alongside our current lines in a new concept of megastore with a larger selling area.

From 2014, we will launch two new lines, one whose concept is based on fashion for larger sizes and another aimed at a younger target market aged between 14 and 20.

We plan to multiply the company five-fold in the coming years and to do so counting on our entire team, honest and professional people. I would like to thank you for your continued efforts to make the company better, more respected and more sustainable every day.

ISAK ANDIC
President



2

Letter from the Managing Director

This Sustainability Report, the Group's ninth, has been drawn up in accordance with Guide G3.1 of the Global Reporting Initiative (GRI), and once again audited externally. It offers a balanced view of our sustainability policy and commitment. The present report, like the others, has been drafted by our Corporate Social Responsibility department.

At the close of the 2012 financial year, the group had 12,221 employees and was present in 109 countries in 2,598 points of sale. From a financial perspective, the turnover rose to 1,691 million euros, representing a 20% increase on the previous year, with 84% of the sales volume in foreign markets. During 2012, we increased the number of points of sale by 197, 17 in Spain and 180 in foreign markets. These openings have allowed MANGO to consolidate its presence in the principal markets of Europe, Russian, the CIS countries, the Middle East and Asia.

During 2011, we implemented a series of changes in different areas of our organisation in order to adapt to the market situation and improve our competitiveness. During 2012, we reaped the benefits of those changes, representing an 81.80% increase on the previous year. In 2013, the plan is to open approximately 220 points of sale and achieve a turnover of approximately 1,980 million euros, and to continue growing at this annual rate in the coming years.

We are facing an uncertain economic situation, which will influence the world economy in the medium term. However, in this environment, we have diversified our presence in the major markets, and we are also doing this by creating new product lines (Kids, Sport&Intimates, a new youth line and another more adult line). We are also continually updating our sustainability policies, analysing all the potential risks within our chain and strengthening our internal and external audit and control systems.

Like last year, we have structured the present report, presenting a list of our principal stakeholders and areas of sustainability, in other words: company and customers, employees, supply chain and suppliers, environmental, quality and safety aspects in our goods and corporate governance, in addition to the financial aspects. We continue to work

and make progress on all these issues, supporting the United Nations Global Compact we have been a part of since its origins and its Executive Committee in Spain since 2012.

Among the noteworthy aspects of 2012 is our continued commitment to the Made in Green certification, which we obtained in 2010, guaranteeing that all our garments and accessories have been produced in a sustainable way, from the perspective of the environment, respect for human rights of workers and the safety of the actual products. For the third time, we have produced a complete inventory of our greenhouse gas emissions, working to reduce them and offset them in certain cases. However, the most important aspect, once again, has been the involvement of all our employees, suppliers and collaborators in achieving such aims, whom I would like to thank for their continued effort and support.

We want to remain a company that contributes to the positive development of our environment, by generating economic activity, employment and opportunities within the framework of a sustainable policy with a long-term view, interacting with our stakeholders and society as a whole.

ENRIC CASI

Managing director and Board Member



3

Administration Board and Executive Committee

PARTNERS-ADMINISTRATION BOARD

PRESIDENT

Isak Andic

EXECUTIVE VICE-CHAIRMAN - BOARD MEMBER

Jonathan Andic

EXECUTIVE VICE-CHAIRMAN - BOARD MEMBER

Daniel López

MANAGING DIRECTOR - BOARD MEMBER

Enric Casi

OTHER BOARD MEMBERS

Carlos Costa

Isak Halfon

Salvador Vallés

MEMBERS OF THE EXECUTIVE COMMITTEE

Violeta Andic

Puri Campos

Elena Carasso

Miguel de la Capilla

Luis Casacuberta

Jorge Corbella

Sezai Eren

M^a Jesús García

Olga García

Ceci Lozano

Sergio Odriozola

Pepa del Pozo

Eva Rello

David Sancho

Arif Zurnaci



4

History





1984

Opening of the first store on
Passeig de Gràcia (Barcelona).



1993

Point of sale number 100
opens in Spain.



2000

Our online sales
portal opens.



2007

Point of sale number
1,000 opens.
-
For the first time, turnover
exceeds 1,000 million euros.



2010

Presence in over 100 countries.
-
Mango obtains
the "made in Green" certification
for all its products.



2012

Mango prepares the launch
of its new Mango Kids
and Mango Sports&Intimates
lines for 2013.



1992

First steps taken in the international
market with the opening of
two points of sale in Portugal.



1995

International expansion begins
in Asia with points of sale
in Singapore and Taiwan.



2002

Mango enters China
for the first time.
-
With its entrance into
Australia, Mango is
present in all five continents.



2008

The new Dynamic Distribution
Centre (CDD) in Parets del Vallés
(Barcelona) begins operation.
-
Mango incorporates
the Barcelona brand
into its image.
-
Mango opens its first boutique
for men, H.E. by MANGO.



2011

The expansion of MANGO Touch
line of accessories begins.
-
Corporate image is
renewed with a new logo.
-
Construction work begins on
the future Logistics Park
in Lliçà d'Amunt
(Barcelona).



1997

For the first time ever the turnover
generated abroad exceeds that
of the domestic market.



2006

Mango enters USA
for the first time.
-
The 12,000 m² design centre
"EL HANGAR"
begins operation.
-
Creation of the first Spanish award
aimed at supporting young
talent in international fashion,
"El Botón - MANGO
Fashion Awards".



5

Content of the report

The scope and profile of this sustainability report corresponds to the consolidated group formed by MANGO MNG HOLDING, S.L.U. and its subsidiary companies.

The document for the 2012 financial year was drafted in accordance with version 3.1 of the G3 Guide for drafting sustainability reports of the Global Reporting Initiative (GRI). The date of the most recent report is July 2012, corresponding to the 2011 financial year. Reports are presented annually.

Having conducted an external audit of the report, in accordance with the content and said audit, our degree of application with the same is: A+, in accordance with the terms specified in the guide.

This report contains all the major sustainability aspects of our organisation, in addition to the indicators established in the aforementioned guide and others that have been developed given the nature of our organisation and the expectations of stakeholders. No limits have been placed on the scope and coverage of the report with regard to the financial, environmental and social impact of the organisation.

All the information has been taken from the annual accounts and from the various accounting and management statements. In cases where estimates are given, these have been calculated using appropriate methods, as indicated.

All amounts, unless otherwise stated, are expressed in millions of euros.

The present report does not contain any information stated in previous reports or significant changes with regard to previous periods in the scope, coverage or valuation methods applied.



6

About Mango

RELEVANT DATA

“

MANGO SOCIALIZES THE FASHION AND DRESSES WOMEN AND MEN WHO WANT TO WEAR THE LATEST FASHION TRENDS, WITH QUALITY, DESIGN AND GOOD PRICE.

“

MANGO MARKETS ITS PRODUCTS THROUGH THE FOLLOWING BRANDS: MANGO/MNG, H.E. BY MANGO AND MANGO TOUCH.

“

AN ENTREPRENEURIAL DREAM:
“TO BE PRESENT IN EVERY CITY IN THE WORLD”.



About Mango

6.1. THE GROUP

The MANGO MNG HOLDING, S.L.U. group is the parent company of a group of companies whose principal business object is the design, manufacture, distribution and sale of clothing and accessories for women through the MANGO/MNG fashion distribution chain. Since 2008, the group has also had a men's collection with the H.E. by MANGO brand and, since 2010, a specific line of accessories, MANGO Touch.

For the 2012 financial year, turnover rose to 1,690,982 thousand euros, 84% of which correspond to sales in foreign markets. The profit for this period was 113,447 thousand euros. At 31 December 2012, Mango was present in 109 countries through 2,598 points of sale, of which 902 were company-owned and 1,696 were franchises, with a total selling space of 541,354m². The average number of people directly employed by the company in 2012 was 11,034, with a net creation of 944 new jobs.

During 2012, a net total of 197 points of sale were opened, with an average of 4 new stores opening every week. The forecast of new openings for 2013 is 220, entering the markets of Angola, Guinea Equatorial, Mongolia and Zimbabwe for the first time. Mango is Spain's most international textile exporter and the second-largest exporter in the sector, creating over 2,800 models per season and producing 110 million articles every year.

In addition to the points of sale referred to above, the organisation carries out its activities in a series of installations located near Barcelona: its headquarters and Hangar design centre is located in Palau-Solità i Plegamans, its distribution centre in Parets del Vallès, in addition to the warehouses of Montcada, Sabadell and Terrassa. We also have some administrative support and quality control offices located in different countries, such as China and Turkey. In addition we have other warehouses in foreign cities: Hong Kong and Shanghai (China), New Jersey (USA) and Istanbul (Turkey). In addition, construction work began in February 2011 on our future Logistics Park in Lliçà d'Amunt.

6.2 THE MANGO CONCEPT

Since its creation, Mango has clothed the woman and man who wants to follow the latest trends in fashion with design, style and affordable prices all presented in points of sale whose characteristics make the act of shopping quite an experience. With an entrepreneurial dream: "to be present in every city in the world", we are aware of the fact that we are competing at the highest of levels. With a positive attitude, constant self-criticism and continuous improvement, without losing sight of the values present in the Mango environment:

MANGO VALUES

PERSONAL
HUMILITY
POSITIVE
HONEST
RESPECTFUL
ATTITUDE

PROFESSIONAL
EFFECTIVE
KEEP IT SIMPLE
IN A TEAM
CUSTOMER-ORIENTED
BUSINESS-ORIENTED

6.3 OUR GROUPS OF INTEREST

CUSTOMERS: Our customers are the raison d'être of our organisation and their satisfaction is our main objective, offering them a quality product with safety and guarantees in all aspects of its production and seeking excellence in service at all times.

EMPLOYEES: A growth like that observed would not have been possible without the unconditional support of a team with human qualities and a solid, open and flexible mentality. There are many channels for communication and dialogue which encourage their participation in the day-to-day operation of the business.

SUPPLIERS: The relationship with suppliers is a long-term relationship of mutual trust. Suitable programming, exchange of ideas and technical support make this relationship grow stronger over time, creating synergies throughout our entire manufacturing chain.

SOCIETY: The relationship of Mango with society is based on responsibility and committed collaboration with all social groups. This commitment is particularly present in production, where we work with NGOs and trade unions. The relationships with all the organisations and groups have run smoothly thanks to regular contact and exchange of information.

FRANCHISEES: The trust and contribution of franchisees is the key to our organisation's success, and we have different departments and teams in charge of attending to them. The guarantee of specific margins, as well as the ownership of stock by Mango until the franchisees makes the sale, together with other aspects of support (merchandising, window dressing, etc.) are also key elements in this relationship.

SHAREHOLDERS: Mango is a family group with two main shareholders who are in charge of the day-to-day management of the organisation, which means that the communication with the different aspects of the company is complete and permanent.







B

Our sustainability model and policy



7

Our sustainability model

RELEVANT DATA

“

OUR RESPONSIBILITY IS TO BE ABLE TO SATISFY
THE EXPECTATIONS OF OUR GROUPS OF INTEREST.

“

MANGO HAS ESTABLISHED SPECIFIC
SUSTAINABILITY COMMITMENTS.



Our sustainability model

7.1 INTRODUCTION

At Mango we are convinced we act responsibly insofar as we are able to satisfy the expectations of our groups of interest: customers, employees, suppliers, society, franchisees and shareholders; working jointly with all of them to define and attain our policies.

Our wish is to act sustainably in all our spheres of influence, both internal and external. In order to do this, our organisation has established a series of commitments from which it has developed a series of specific codes of conduct in social, labour and environmental aspects and in terms of the safety of our products.

All these policies and procedures are based on simple and efficient management systems, verified independently both internally and externally. These are also clearly explained in our sustainability reports, which include all the major aspects and results.

7.2 MANGO'S COMMITMENT TO SUSTAINABILITY

The commitments of the Mango Group focus on the following aspects:

- 1. ECONOMIC:** Our business operations and activities are developed within an ethical framework, with a correct and reasonable attitude.
- 2. SOCIAL AND LABOUR:** Labour relations concentrate on equality, defending the fundamental rights and principles of people.
- 3. ENVIRONMENTAL:** The activities are carried out respecting the environment.
- 4. QUALITY AND SAFETY IN PRODUCTS:** Customers are offered a quality product, also guaranteeing that it does not entail risks to health and safety.

5. COLLABORATION WITH SOCIETY: Collaborations will be carried out with society in the different spheres where we develop our activities.

All Mango franchisees and manufacturers will also commit to these values, which will also be extended to all collaborators.

7.3 DESCRIPTION OF THE MAIN IMPACTS, RISKS AND OPPORTUNITIES FOR SUSTAINABILITY

ECONOMIC ASPECTS

Currently, the economic situation is experiencing a time of change and uncertainty which will set the tone in the mid-term. In this sense, the main risks of our company are those characteristic of the activity and the sector we operate within. These risks are evaluated in a permanent manner by the company management, which sets the most suitable strategy at all times. However, the figures and the results of the group that have been described ensure a suitable position and future projection.

SOCIAL AND LABOUR ASPECTS

The surroundings and characteristics of some of the manufacturing countries mean that the most significant risk in this field is to be found in the production chain. For this reason we established a code of conduct and a series of procedures which ensure this risk is controlled. In parallel, control systems and follow-up of this code have been gradually implemented both internally and externally and directly by our organisation together with our interested parties.

ENVIRONMENTAL ASPECTS

The environmental impact we generate and the possible associated risks are diverse. The emission of greenhouse gases derived from our activity, and the use of chemical products in the manufacturing and production and distribution process are the main impact we generate. The control of environmental aspect in factories, the energy adaptation of installations

and points of sale and the optimisation of the transport of goods are some of the actions that have served to identify and control this impact and risks.

ASPECTS OF COOPERATION WITH SOCIETY

Our activity, both in the countries where we manufacture our products and in the countries where we commercialise them, causes different impacts on aspects such as the generation of economic activity and employment and consequently, on the quality of life and the conditions of our workers, franchisees, manufacturers and remaining collaborators. The main risk stemming from this activity is that of not fulfilling expectations, our own or those of the different groups of interest in these aspects. For this reason, we understand that cooperation and joint work with interested parties is key to the present control and assessment of this risk.

QUALITY AND SAFETY ASPECTS

Certain manufacturing processes require the use of chemical products (dyeing, finishing, etc.) and there are a series of prohibitions and restrictions that regulate their use as well as the permitted limits of authorised substances, which may vary depending on the legislation of each country. Our policy in this field means that this risk is adequately controlled at all times through instructions to our suppliers, restrictive limits and controls carried out by specialised laboratories. These actions make it possible to detect and eliminate garments and accessories from our collection if they do not meet our standards.

RISK CONTROL, ADMINISTRATION BOARD, EXECUTIVE COMMITTEE, INTERNAL CONTROL DEPARTMENT AND CSR DEPARTMENT

The Administration Board and Executive Committee also permanently evaluate the risks derived from the different sustainability aspects within our organisation, taking all the measures necessary for their follow-up and control, and doing so jointly with the internal control and CSR departments.

“Our desire is to act sustainably in all our spheres of influence.”

“The figures and the results of the group ensure a suitable position and future projection.”

CORRUPTION

The aforementioned departments and bodies analyse the possible risks in terms of corruption, taking the necessary measures to ensure the prevention of these situations. The personnel of these departments is trained to monitor and control all these aspects.



7.4 CHRONOLOGY AND STAGES OF THE PROCESS

Since 1984 we have been acting on CSR. However, since 2001 we have strengthened all these aspects and made them more prominent.

The main events are detailed chronologically below:

2001

In November 2001 we reached an agreement with a single top European laboratory, the Textile Technology Institute - Aitex, to guarantee that our clothing and accessories contain no substances harmful to health.

2002

In March 2002 we created the Department of Corporate Social Responsibility, in charge of establishing and coordinating policies and action in CSR within our organisation.

In April 2002 we adhered to Global Compact, promoted by the United Nations. This pact calls on companies to adopt ten universal principles in the areas of human rights, labour regulations, environment and corruption.

In June 2002 we established a series of sustainability commitments in five major areas: economic; social and labour; environmental; cooperation with society; and quality and safety of our products, based on the principles and philosophy of Global Compact.

A Code of Conduct, which is compulsory for our suppliers and based on the commitments mentioned above, was developed and implemented during June 2002. This code includes, among others, the agreements and recommendations of the International Labour Organisation (ILO) that are applicable and with are based on the United Nations Global Compact, the Universal Declaration of Human Rights and the United Nations Convention on the Rights of the Child.

Internal audits to check compliance with the Code of Conduct among our providers began in June 2002, and external audits began in December 2003.

2005

In June 2005 we drew up the first sustainability report for the group, which was for the financial year 2004, and was drafted in accordance with the Global Reporting Initiative (GRI) guide for drawing up sustainability reports.

2006

Since 2006 we have strengthened our co-operation with the trade union Comisiones Obreras (CCOO), specifically with the Textile and Chemical Federation (FITEQA), in aspects such as the structure and content of our sustainability reports and in the regular monitoring and checks of the factories we work with. These monitoring and checks are carried out directly at production centres jointly with our external auditors.

In July 2006 we signed an agreement with Greenpeace to work jointly on issues relating to harmful substances and the principle of precaution in the textile sector. The aim of this agreement is to reach higher levels of protection for the health of people and the environment.

In September 2006 we signed an agreement with the Higher School of International Trade (ESCI) of Pompeu Fabra University (UPF), for the creation of the Mango Chair for Corporate Social Responsibility. Its aim is to promote research in different areas of CSR on an international scale, with numerous studies having been carried out in the last few years (mango.esci.es).

2007

In this area of university-business we have also been collaborating with two masters programmes since 2007 and 2008 respectively. The first of these is a programme in retail focused on management at point of sale with the Higher School of International Trade (ESCI) mentioned above. The second is a programme in fashion and design industry management with the Higher School of Design (ESDI) and the Autonomous University of Barcelona (UAB), in aspects relating to the creation of a collection and its management. We believe these provide academic knowledge and professional experience, as executives and directors from Mango are teaching in direct collaboration with the teaching staff of these institutions.

2008

In November 2008 we signed a collaboration agreement with the Foundation for the adoption, sponsorship and defence of animals (FAADA), part of the Fur Free Alliance (FFA) international coalition, which strengthens our policy and commitments regarding the use of animal fur.

2009

In April 2009 we began communications with the Ecodes Foundation to advance in everything relating to the policies, control and follow-up of greenhouse gas emissions. These contacts materialised in 2010 through the verification of the calculation of our emissions carried out by the Foundation.

2010

In June 2010 we obtained the “made in Green” certification. This certification, awarded by the Textile Technology Institute - Aitex, guarantees that none of our garments or accessories contain substances that are harmful to health and that they have been manufactured in production centres with a suitable environmental management system, respecting the human rights of workers.

2011

During 2011 we joined the Transparencia Programme, which encourages the involvement of small and medium-sized companies, supporting them so that they incorporate the CSR in their business management. The programme is headed by the Council of Chambers and the Generalitat de Catalunya and collaborates with the Global Reporting Initiative (GRI).

In 2011 we joined the *Acords Voluntaris* initiative promoted by the Catalan Office for Climate Change of the Generalitat de Catalunya. This initiative includes the commitment to carrying out an inventory of greenhouse gas emissions and establishing measures to contribute to their reduction.

2012

In early 2012 the business initiative “Sustainable Style Forum” in which Mango participates and which is promoted by the Entorno Foundation was presented. This proposal aims to encourage sustainable lifestyles that

take into consideration values such as the environment and social protection among consumers when buying.

In June 2012 we participated in the United Nations Rio+20 conference on sustainable development which was attended by several world leaders, together with private sector representatives, NGOs and other groups. Its aim was to agree a series of measures to reduce poverty, promote social equality and protect the environment.

At the end of 2012, we signed up to the Detox initiative being promoted by the Greenpeace organisation, which consists of the banning or substitution, by our suppliers, of a series of substances that could harm the environment during manufacturing processes, to be implemented progressively until 2020. This commitment entails going beyond the internationally establishes limits in the various legislation, which we are currently applying in our organisation.



8

Society and customer relationship

RELEVANT DATA



PRESENT IN

109

COUNTRIES



TOTAL OF

2,598

POINTS OF SALE



OPENING OF

197

NEW POINTS
OF SALE



Society and customer relationship

Our customers are the raison d'être of our organisation and our main goal is their satisfaction and to offer a quality product, with safety and guarantees in all aspects of its production while seeking to provide an excellent service at all times through three specific lines: MANGO/MNG, H.E. by MANGO and MANGO Touch.

The points of sale are located in the main streets and commercial areas and are especially designed for the enjoyment and comfort of our clients, with stock selected so that it can be easily compared and matched. All this combined with specialised attention that makes shopping for our products quite the experience.

A thorough quality control throughout our entire production chain ensures suitable performance of garments and accessories which answer to every situation. In addition, we have the "made in Green" certification, which guarantees that our products do not contain chemical substances harmful to health and have been manufactured in production centres that respect the environment and the universal rights of workers. We also have permanent communication channels with our customers, both at points of sale and through social networks and specialised departments.

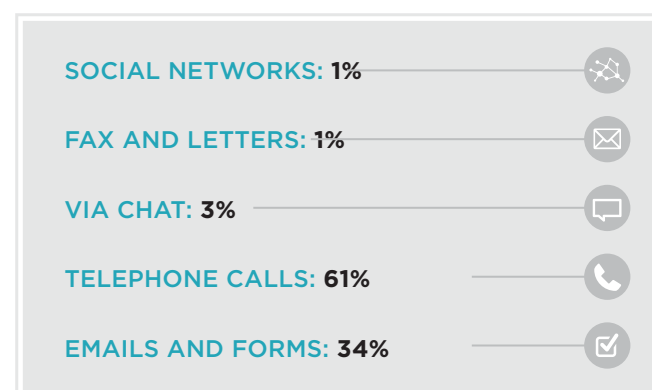
CUSTOMER SERVICE

This service is carried out at points of sale by our staff, who have been specially trained in this regard, as we are very much aware that we face the daily challenge of offering our customers an excellent service. This training is aimed at customer service, the product, merchandising, trends, etc.

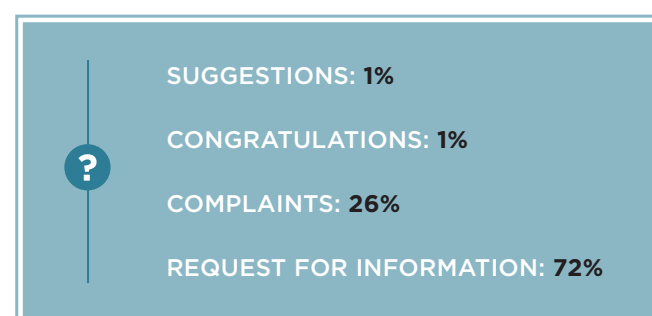
In addition, we collect the opinions of customers about our garments and accessories in order to adapt better to their tastes and needs, transmitting these suggestions to the designs of our collections. In addition to the points of sale, customers have several channels of communication. At our central headquarters we have a specialised department for any query, doubt or suggestion. Requests are dealt with in

12 languages: Catalan, Chinese, Dutch, English, French, German, Italian, Japanese, Korean, Russian, Spanish and Turkish.

En 2012 a total of 424,165 requests were dealt with. The main communication channels are listed below:



The points of origin of these queries were varied: stores, email, etc. The main aspects consulted were the following:



There were also numerous requests from students for data for research work, particularly for design, marketing, advertising, economics and business studies.

DESIGN OF POINTS OF SALE

Our points of sale are designed for the comfort and enjoyment of people and are a projection of the spirit of our staff and customers in a dynamic atmosphere resulting from the harmonisation of space. Selected products are exhibited by collection so that they are easily seen, chosen and tried on at points of sale that are comfortable, spacious and bright.

ONLINE STORE

In Spain, our organisation was a pioneer in internet shopping, creating an online store in 2000 to offer a better service to all our customers. Mango.com is our main online selling channel and currently operates in over 45 countries. Throughout 2013, we are planning to continue our expansion through our own website and by opening online concessions on the world's top websites.

SHOPPING VIA TABLET DEVICES

In 2012, Mango put a new service into operation in over 500 points of sale, a new service which allows customers to buy models not available in the store at that moment via a tablet device. The idea is to simplify the shopping experience and give customers access to the entire collection, thus catering for the needs of customers in smaller points of sale that do not have all the stock, as well as during busy periods.

MANGO STREET

In 2012 the Mango Street community was created for the fans of Mango, where they can upload photos of themselves in outfits that feature at least one garment from the current collection. Each month, a selection of the all the photos received is made and the best ones are published on the competition microsite (www.mango.com/mango-street) with the winners receiving a gift voucher.

“Points of sale in the main streets and commercial areas and designed for the comfort of our costumers.”

“Mango was a pioneer in Spain in internet shopping.”

MANGO CARD

Mango has a store card that can be used to make purchases in establishments throughout Spain. The use of this card offers numerous advantages, most notably, the postponement and payment in instalments, promotions, discounts on trips, hotels and other exclusive services.

GIFT VOUCHERS

Mango offers its customers two different ways of gifting fashion: through Mango gift cards, which can be bought at any store for the amount desired, and through virtual gift cheques for different amounts, to be used on our online store.

JOB CREATION

The growth of the Mango organisation has enabled the creation of a great number of jobs over the last few years, providing opportunities and contributing to economic development. Job applications are received at our organisation through different channels:



MANGO WEBSITE: 48%
OTHER WEBSITES: 45%
COMPANY STAFF: 5%
SCHOOLS AND UNIVERSITIES: 1%
EMPLOYMENT FAIRS: 1%

In this regard, we also support student completing their studies by offering them work experience in our organisation. In 2012 we welcomed 183 interns to our headquarters and to various points of sale throughout Spain, in collaboration with various colleges and universities. Of these, 13% were eventually taken on.

“ *We support students through work placements within our organisation.* ”

“ *In 2012, our mango.com website received over 250 million visits.* ”

COMMUNICATION

PUBLICITY

The Department of Communication renews our image every season and plans the media on a world scale, adapting its global strategy to the characteristics of each country. The models in our different campaigns are selected taking into account that they are fashion icons, with a suitable and healthy image.

In our brand image we transmit a series of values that set us apart: latest trends in fashion, design and style. All this strengthened by the presence in our campaigns of well-known faces from the world of showbusiness, fashion and sport. The latest signings include Scarlett Johansson, Kate Moss, Gerard Piqué, Miranda Kerr and Andrés Velencoso.

COMMUNICATION WITH THE DIFFERENT MEDIA

Our press office is in constant contact with the different communication media. During the 2012 financial year, approximately 100 press releases were issued to the press and we gave over 145 interviews.

During this period, a total of 80 institutions and schools visited our installations.

During 2012 we took part in more than 60 conferences and seminars organised by various universities and institutions, particular on issues relating to our corporate social responsibility policy, logistics system, growth and internationalisation, etc.

VISITS TO WEBSITES

Through our mango.com website we offer a wide range of information, including our catalogue, presented in interactive format, our lookbooks for the season, our monthly magazine featuring the latest trends, or our TV section in we publish our advertising videos, promotional videos, advertising campaigns and latest catwalks. It is also possible to consult information on our organisation, philosophy, the evolution of our brand and various aspects of our corporate social responsibility policy, including this sustainability report. In 2012, our website received over 250 million visits.

PERSONAL DATA PROTECTION

It should be noted that all the information on personal data used in our organisation is protected in accordance with the specifications of the different laws and regulations applicable, without there having been any incidents relating to this in the period of reference.

POLICY REGARDING ANIMAL FUR

Any animal skins used in our garments and accessories are from animals destined to the human food chain. Our organisation does not use any rabbit skin or the skin of any exotic animals even though these fall under the category above.

AWARDS AND DISTINCTIONS RECEIVED DURING THE REPORTING PERIOD

During the reporting period, Mango did not receive any award or distinction.



INTERNATIONAL FASHION PRIZE “EL BOTÓN - MANGO FASHION AWARDS”

In November 2006 Mango announced the creation of the first Spanish award aimed at supporting the young talent of international fashion, “El Botón - MANGO Fashion Awards”. This prize has the backing, as co-organisers, of five of the most prestigious European design schools: Central Saint Martins School of Art and Design in London, l’Institut Français de la Mode in Paris, the Istituto Marangoni in Milan, the Royal Academy of Fine Arts in Antwerp and the Escola Superior de Disseny in Barcelona.



With these awards Mango wanted to create a project to provide opportunities, stimulate creativity and help to increase and encourage the international projection of young talent in fashion. It must be noted that the monetary prize of 300,000 euros is the largest in the sector throughout the world. These awards are organised every eighteen months so that it is possible to alternate the different Spring-Summer and Autumn-Winter seasons.

It should be noted that some of the most important personalities in the world of design and fashion have been presidents of the jury: Valentino, Jean Paul Gaultier, Oscar de la Renta and Carolina Herrera. In May 2012 the winner of the award in its fourth edition was Thai designer Wisharawish Akarasantisook. In March 2013, the fifth edition of the event was presented.

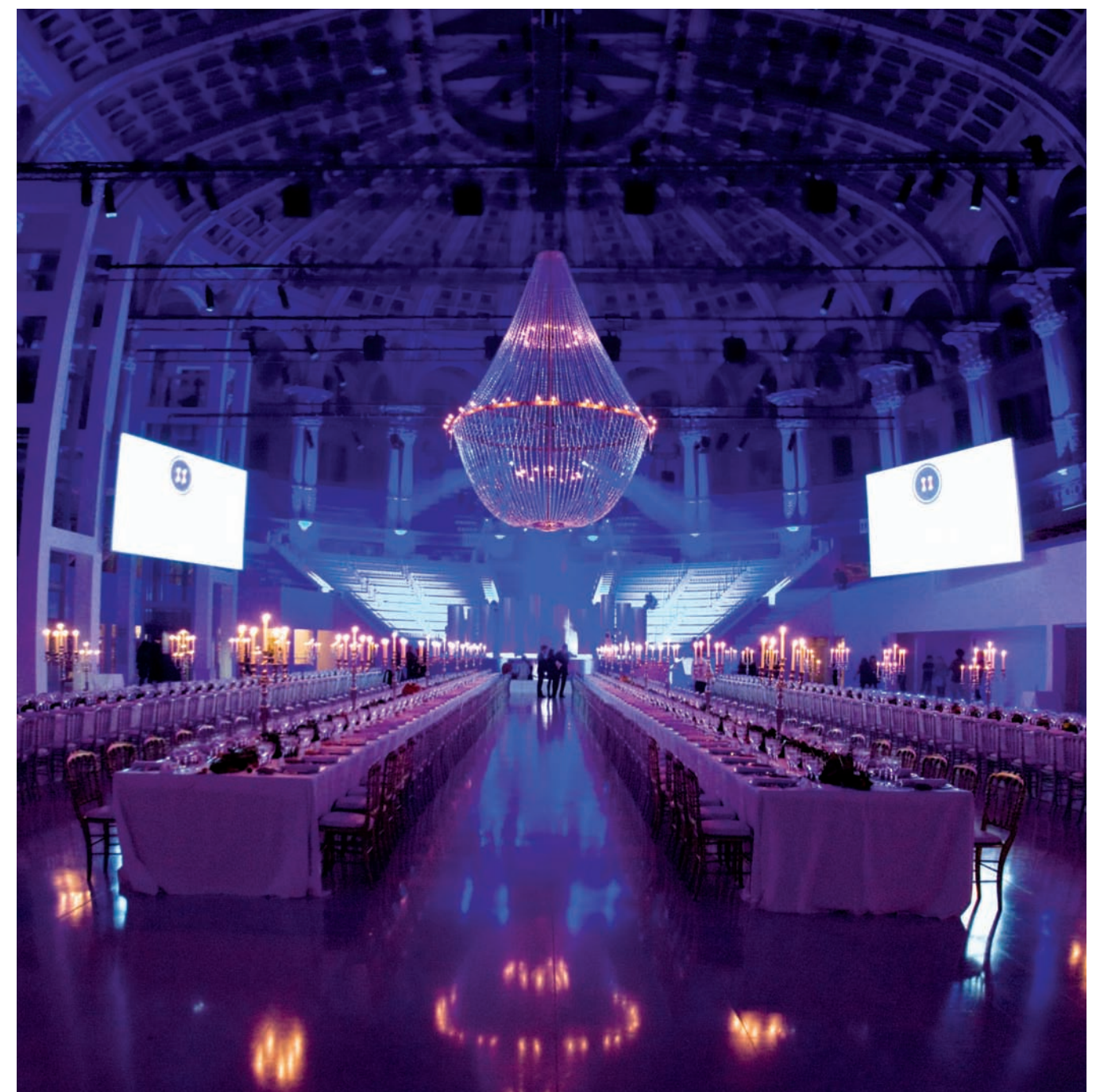




- 1 1st EDITION - MFA 2007
VALENTINO GARAVANI
- 2 2nd EDITION - MFA 2009
OSCAR DE LA RENTA
- 3 3rd EDITION - MFA 2010
JEAN PAUL GAULTIER
- 4 4th EDITION - MFA 2012
CAROLINA HERRERA

“The international prize
“El botón - Mango Fashion
Awards” supports young
talent in fashion.

“The prize of 300,000 euros
is the largest
in the textil sector.



SOCIAL ACTION

Mango participates actively in different social projects, directly or through specialised organisations. At times, we finance projects in different countries, and in other ways, through non-financial projects such as donations of clothing, staff collaborations, etc. Our actions are aimed primarily at financing projects relating to family, health and education. Nevertheless, we also work in other fields we identify with or with which we feel a special connection. Listed below are some of the most important projects we collaborated in during 2012:

FINANCIAL COLLABORATIONS

VICENTE FERRER FOUNDATION

Mango financed the construction of 45 homes in Anantapur, India, one of the poorest regions in the country. Housing is fundamental in the work of this foundation, since it gives people living in precarious conditions their dignity back.

ACTIVE AFRICA

Mango has collaborated with this foundation in the financing of an all-road ambulance for the “St. Mary’s Rehabilitation Center” in Chezi, and in the construction of four primary school classrooms in Chankhungu, where over 1,500 children aged between 6 and 16 will receive an education. Both villages are located in Malawi.

HOMAC FOUNDATION

Mango is funding the education and nourishment of 116 children in Dodola, a particularly poor region of Ethiopia. The food is sourced from a local market, and has the highest nutritional value they can receive at home, thus offering them a more balanced diet.

G3T PRIVATE FOUNDATION

Mango is financing the electrical installations and equipment in various regions of Burundi, in order to supply electricity to hospitals and schools, thus reducing the isolation of such regions. It is also financing the purchase of desks for five schools in Ngozi, Burundi.

MÉDICINS SAN FRONTIÈRES

Mango has decided to support this organisation by becoming a strategic partner of its emergency unit. All funds donated will help fund its Emergency Unit, its installations, materials, transfers, teams, etc.

FAMILIAS UNIDAS

Mango has decided to fund a special team of dentists who visit different rural settlements in the Estela region of Nicaragua. This project aims to improve dental hygiene among the child population, some 2,000 children, through a dental hygiene treatment and prevention service.

ARED FOUNDATION

Mango has participated offering grants for training in dress-making for people at the risk of exclusion in society by increasing their independence, principally women released from prison and under social service care.

JOSEP CARRERAS INTERNATIONAL FOUNDATION

Mango supports the foundation’s programme by funding the Spanish Register of Bone Marrow Donors (REDMO), which aims to create a database of donors and patients. The Foundation allocates 40% of its resources to a programme of grants for young researchers and to funding transplant units and umbilical cord banks.

BARCELONA FOOD BANK

Mango collaborates with this organisation, which tackles hunger in the city, by storing food through the purchase of chest freezers for its centres. The Bank works for over 1,000 people through 308 organisations that receive and distribute food.

A.G.H. HUMANITARIAN FOUNDATION

Mango has financed the construction of a shelter for homeless children in Yirol, Sudan, which offers a place to wash, rest and seek refuge. At the shelter training and welfare activities will be organised for the children.

SHE FOUNDATION

Mango has collaborated with this foundation, which aims to promote healthy habits through communication and educating the population. Its goal is to influence the risk factors that affect children, adolescents and adults in order to reduce the impact of cardiovascular diseases.

FUNDACIÓN EL XOP

Mango has collaborated by refurbishing the kitchen at the day centre of the foundation, whose mission is to offer assistance to adults with mental disabilities and their families.

VOLUNTARY COLLABORATIONS

SOÑAR DESPIERTO FOUNDATION

Mango took part in a conference which made a children’s area available with games and different activities for the children attended to by this foundation, who live in shelters subsidised by the Autonomous Government of Catalonia.

EXIT FOUNDATION

Mango collaborates with this foundation through its Human Resources Department, offering guidance to young people entering the job market on the requirements and characteristics of different jobs available in the employment market.

CASAL DELS INFANTS

Mango collaborates with this organisation by offering guidance to young people at the risk of social exclusion through training visits held on its premises.

COLLABORATION WITH WORKPLACE INTEGRATION ORGANISATIONS

In this aspect, Mango contracts the services of the following specialist employment centres: **GASPAR DE PORTOL À PRIVATE FOUNDATION, ICÀRIA-ART S GRÀFIQUES, GRUPO SIFU AND PRESIDENTE AMAT ROUMENS FOUNDATION (FUPAR).**

NON-FINANCIAL COLLABORATIONS

CLOTHING DELIVERIES

During 2012, Mango donated clothing to various national and international charity organisations.

OTHER STAFF ACTIVITIES

As well as supporting charity events, it promotes social cooperation with company employees, such as: charity market stalls, conferences, money raising, campaigns to donate blood, campaigns to collect food and Christmas toys, etc.

“Our actions are aimed primarily at financing projects relating to family, health and education.

“Mango employees participate actively in many volunteer events.



9

Employees

RELEVANT DATA



A TOTAL OF
12,211
PERSONS EMPLOYED
ON 31/12



CREATION OF
944
NEW NET
JOBS



65,000
HOURS OF
TRAINING



Employees

The work environment within the Mango organisation is set by a team with human qualities, motivation and flexibility and able to adapt to changes within the framework of major growth of the company. The main aspects which also contribute to establishing this climate are specified below:

PERMANENT DIALOGUE

Employees maintain permanent dialogue with the management, mainly through a series of meetings called “if I were president” with chosen representatives from each of the departments. The conclusions, changes and improvements agreed are published and communicated to all employees on the company's internal bulletins.

Other channels that contribute to improving communication are carried out through surveys, employees' portal, suggestion box, etc.

SERVICE FOR CONFLICT RESOLUTION

In 2008 the Service for Conflict Resolution was set up. The purpose of this service is to guarantee an independent mechanism for the identification, intervention and resolution of interpersonal conflicts in the event of it being necessary.

WELLBEING PROGRAMME

The aim of this programme is to improve the wellbeing of our staff at Mango headquarters, mainly through workshops and conferences.

SALARY POLICY

In the case of structure personnel, salaries are reviewed according to professional performance and development of each employee twice a year. As regards the teams from points of sale, the system is based on a fixed salary plus another variable one depending on the turnover of the point of sale.

For the different employee categories, the salaries paid are, on average, above those of the sector. For 2012 the proportion between the initial starting salary established by Mango and the salary according to the wage agreement was 50.08% for Spain. Salaries are subsequently increased with bonuses and promotions which increase this difference substantially.

All workers, both full- and part-time, have the same rights and social benefits. Equally, there is no wage difference or discrimination between men and women.

All Mango workers are covered by a collective agreement and the respective labour law. The minimum period of notice regarding organisational changes, including those specified in the collective bargaining agreement, is 15 days.

PROMOTING AND FACILITATING FAMILY LIFE WITH WORK

MATERNITY / PATERNITY

The company provides the full complementary wages during the leave. The degree of reincorporation to the post following maternity/paternity leave has been 100% in all cases.

PROFESSIONAL FLEXIBILITY

Flexible timetables due to personal reasons on the part of the employee are facilitated, as are temporary suspensions of a contract for the same reasons, with the position being reserved for the employee in all these cases. In addition, time for attending necessary medical visits is increased.

In the case of structural staff it must be noted that, with the workers' mutual agreement, every day work timetables are extended by half an hour in order to leave at midday on Fridays and enjoy a longer weekend. Employees also have continuous working days on the eve of major holidays.

“Employees maintain a permanent dialogue with the management thanks to “if I were president” meetings.

“All workers have the same rights and social benefits.

FREE COLLECTIVE TRANSPORT

There is a transport system in place covering the main cities and routes from which our staff travel. This transport covers the different start and finish timetables, with the added advantages of not using individual vehicles.

CANTEEN SUBSIDIES

A high quality catering service is available, with food prepared in our own kitchens, part-subsidised by the company. In 2012, approximately 460 meals were served every day, representing an annual total of 114,882.

In addition, there are different dining areas equipped with the necessary services for employees who prefer to bring their own food.

WORKPLACE STABILITY

The close of the 2012 financial year, 64.59% of company employees had permanent contracts, as illustrated below:

	TEMPORARY	PERMANENT
STRUCTURAL PERSONNEL	12.37%	87.63%
POINTS OF SALE PERSONNEL	39.76%	60.24%

In addition, full-time employees in Spain represented 72.51% and part-time employees 27.49%. In the case of foreign employees, these percentages were 67.64% and 32.36% respectively.





PROFILE OF OUR WORKFORCE

Below are the main aspects of the profile of our workforce, which at 31 December 2012 was made up of 12,211 employees, 81.04% of whom were female, and 18.96% were men, according to gender is described below:

	STRUCTURAL PERSONNEL		POINTS OF SALE PERSONNEL		TOTAL
	(No.)	(%)	(No.)	(%)	(No.)
MEN	915.00	40.03%	1,400.00	14.11%	2,315
WOMEN	1,371.00	59.97%	8,525.00	85.89%	9,896

51.35%

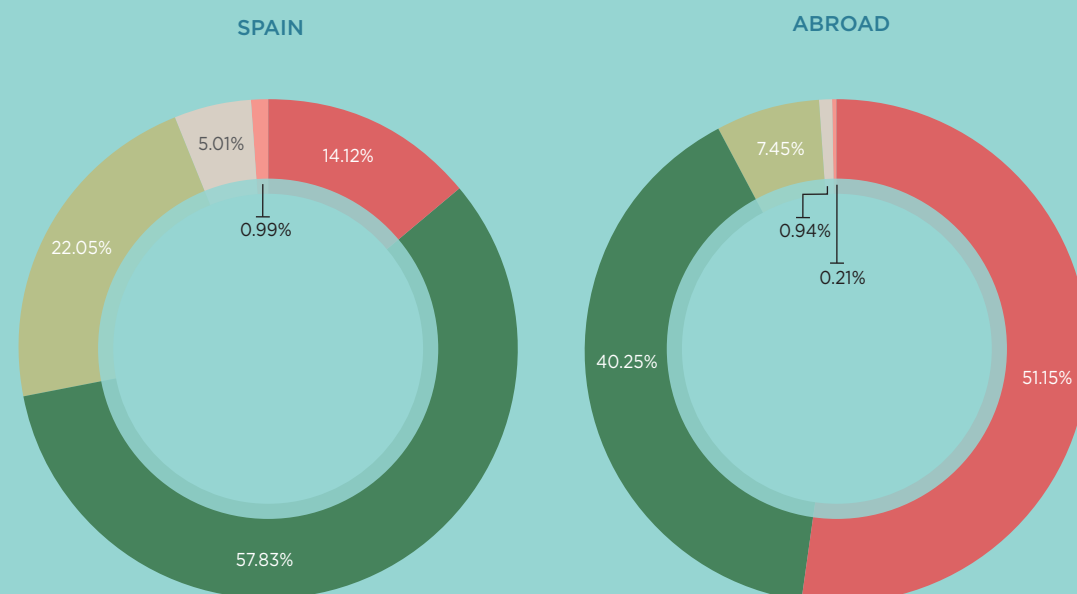
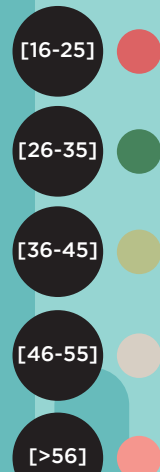
OF MANAGEMENT POSITIONS
within our organisation
are held by
WOMEN.

29.08

YEARS
IS THE AVERAGE AGE OF
OUR STAFF.

The breakdown of the staff according to age group is as follows:

INTERVAL



Our organisation is characterised by the cultural diversity that has resulted from the internationalisation of our business. Our headquarters has a workforce made up of 22 different nationalities: Albania, Argentina, Belgium, Chile, Colombia, Czech Republic, Dominican Republic, France, Germany, Ireland, Italy, Japan, Mexico, Netherlands, Peru, Romania, El Salvador, Spain, Sweden, Ukraine, United Kingdom and the USA.

MOBILITY IN JOB POSITIONS

The international nature of our organisation facilitates the geographical mobility of any workers who request it. In addition, when new internal positions to be covered become available, staff are offered the possibility to request a change of department.

ABSENTEEISM AND ROTATION IN POSITIONS

Absenteeism in the case of Spain is described below:

STRUCTURAL PERSONNEL

	2011	2012
Sick leave	2.26%	1.89%
Leave due to workplace accidents	0.12%	0.09%
Maternity / paternity leave	1.86%	1.84%
Marriage leave	0.13%	0.14%
Other reasons	0.28%	0.63%
TOTAL	4.65%	4.59%

PERSONNEL OF POINTS OF SALE

	2011	2012
Sick leave	2.04%	1.66%
Leave due to workplace accidents	0.24%	0.12%
Maternity / paternity leave	2.97%	2.40%
Marriage leave	0.07%	0.11%
Other reasons	0.36%	0.27%
TOTAL	5.68%	4.56%

Total absenteeism during 2012 in company-owned stores abroad totalled 7.81%.

“Mango is characterised by the cultural diversity resulting from the internationalisation of our business.”

“Almost all the directors and heads of teams have come from internal promotion.”

In addition, the average rotation of employees in 2012 was 5.61% for headquarters personnel, 6.87% for warehouse personnel and 12.57% for store personnel.

INTERNAL PROMOTION

Almost all the directors and heads of teams are the result of internal promotion, thanks to a decisive policy in this regard and a motivated and flexible team that is able to take on new responsibilities.

4.26% of headquarters personnel and 17.06% of store personnel were promoted last year.





ACTIVE POLICY AND PERMANENT DIALOGUE FOR PROFESSIONAL HEALTH

The development and promotion of strategies and actions that improve conditions in the workplace is the desired goal in the field of professional health. The management of workplace risk prevention is established in the Prevention Plan and included in the general system for company management.

Listed below are the main activities carried out during 2012:

OCCUPATIONAL RISK PREVENTION TRAINING

The number of people trained in occupation risk prevention during 2012 totalled 620 for structural staff and 1,411 for store personnel in Spain.

RISK ASSESSMENT

The organisation identifies and assesses the risks associated with job positions as part of the cycle of continued improvement in management of the company, making progress in all aspects of health and safety of the workers.

REPORTS ON RISKS

Following the policy on active participation of workers, there is a procedure to inform of any situation that may entail risks or any proposal that improves work conditions.

SAFETY VISITS AND OBSERVATION OF THE WORKPLACE

Safety visits are carried out periodically in certain departments to control and guarantee optimum work conditions and to favour safe behaviour.

HEALTH MONITORING

During 2012, the company's medical service carried out a total of 763 medical check-ups for employees.

Accident rates for 2012 were as follows:

ACCIDENTS AMONG STRUCTURAL PERSONNEL	2011	2012
No. Accidents / No. Workers	0.013	0.007
Average duration of leave (in days)	12.54	13.50

ACCIDENTS AMONG POINT OF SALE STAFF IN SPAIN	2011	2012
No. Accidents / No. Workers	0.026	0.019
Average duration of leave (in days)	12.69	12.05

RISK PREVENTION IN SUBSIDIARIES AND OWN POINTS OF SALE ABROAD

During 2012, risk assessments were carried out at a total of 279 points of sale, and training was given to 3,597 people.



TRAINING AND DEVELOPMENT

In our organisation we have established a policy of permanent training and development in order to support the attainment of the strategic goals of the business. For this we have a Training and Development department that encourages these essential aspects, both in terms of technical knowledge and professional skills.

Most of these training actions are carried out in training rooms at central headquarters. The on the job recruitment plan Design your future in Mango and annual development interviews help heads of department develop and constantly accompany every member of their team.

In 2012 training was carried out during 64,932 hours, with the participation of 4,909 persons, as follows:

PROFESSIONAL CATEGORY	Hours of training	No. of people trained
Head of department	5,572	229
Administration assistant	9,288	379
Technician	13,303	531
Operators and skilled workers	4,458	182
Warehouse personnel	4,830	197
Point of sale staff	27,481	3,391
TOTAL	64,932	4,909

“Policy of discounts and additional advantages for our employees.

“In total, 4,909 people were trained in 2012.

YOUNG TALENTS

The Young Talents Programme aims to develop future managers in Mango. The candidates participating in the project are MBA graduates from the top international business schools.

The selected candidates take part in a one-year development programme based in stores. For the first six months they are training in people management, merchandising, cash desk, stockroom and product, followed by six-months managing the opening of franchise points of sale around the world. This allows them to experience the business from the front line before they work in other areas of the company.

ADDITIONAL ADVANTAGES FOR OUR EMPLOYEES

Through a policy of discounts, both for clothing and accessories purchases at our points of sale, and through agreements with different companies (car sales, medical insurance, travel, gyms, shows, etc.).

With the organisation of different fairs for our employees where garments, accessories, furniture and decoration objects are sold with, the concession of interest-free loans in certain personal circumstances, and the provision of venues for numerous activities.

MANGO



H.E. BY MANGO

MANGO

MANGO



10

The supply chain and suppliers

RELEVANT DATA



COLLABORATION WITH

264

SUPPLIERS
OF GARMENTS AND
ACCESSORIES



A TOTAL OF

515

FACTORIES
USED



OVER

110

UNITS
PRODUCED



The supply chain and suppliers

CHARACTERISTICS OF THE PRODUCT AND PRODUCTION SYSTEMS

There are two differentiated production systems in our organisation:

The first consists in designing the product, ordering its production and acquiring it once it is finished. In this case, the supplier is in charge of buying all the raw materials for production. Through this system the purchase percentage for the 2012 financial year was 70.37% of the total.

The second system also consists in designing the product, but unlike the first, all the raw materials used in the garment are acquired by our organisation and subsequently sent to these suppliers for their production. The purchase percentage for this system for 2012 was 29.63% of the total.

The characteristics of the suppliers are exactly the same regardless of the system. The use of one system or another depends mainly on geographical factors (proximity) and technical factors (specialisation in production).

The volume of garments and accessories produced during 2012 totalled 110,524,649 million.

OWNERSHIP AND EXCLUSIVITY

The Mango organisation does not have direct or indirect participation in any garment or accessory manufacturer. Equally, none of them work exclusively for our organisation.

CHARACTERISTICS OF THE PRODUCT

Our garments and accessories are good quality and always maintain the same standard of manufacture. For this reason the entire production of a model is always carried out with the same manufacturer, except on the odd occasion where legislation imposes limits for matters relating to origin and quotas.

PRODUCTION PROGRAMMING

Our manufacturing period lasts about three to four months from the time the order is placed to when the stock is received.

Prior to each season we programme dispatches to points of sale, requesting production according to this criterion. If finally there is a difference with regard to the sales forecast, the regulation of deliveries or changes between points of sale is carried out from our warehouse and central services. In the event of there being excess stock at the end of the season this is sold through discounts and promotions.

LIST AND NUMBER OF SUPPLIERS

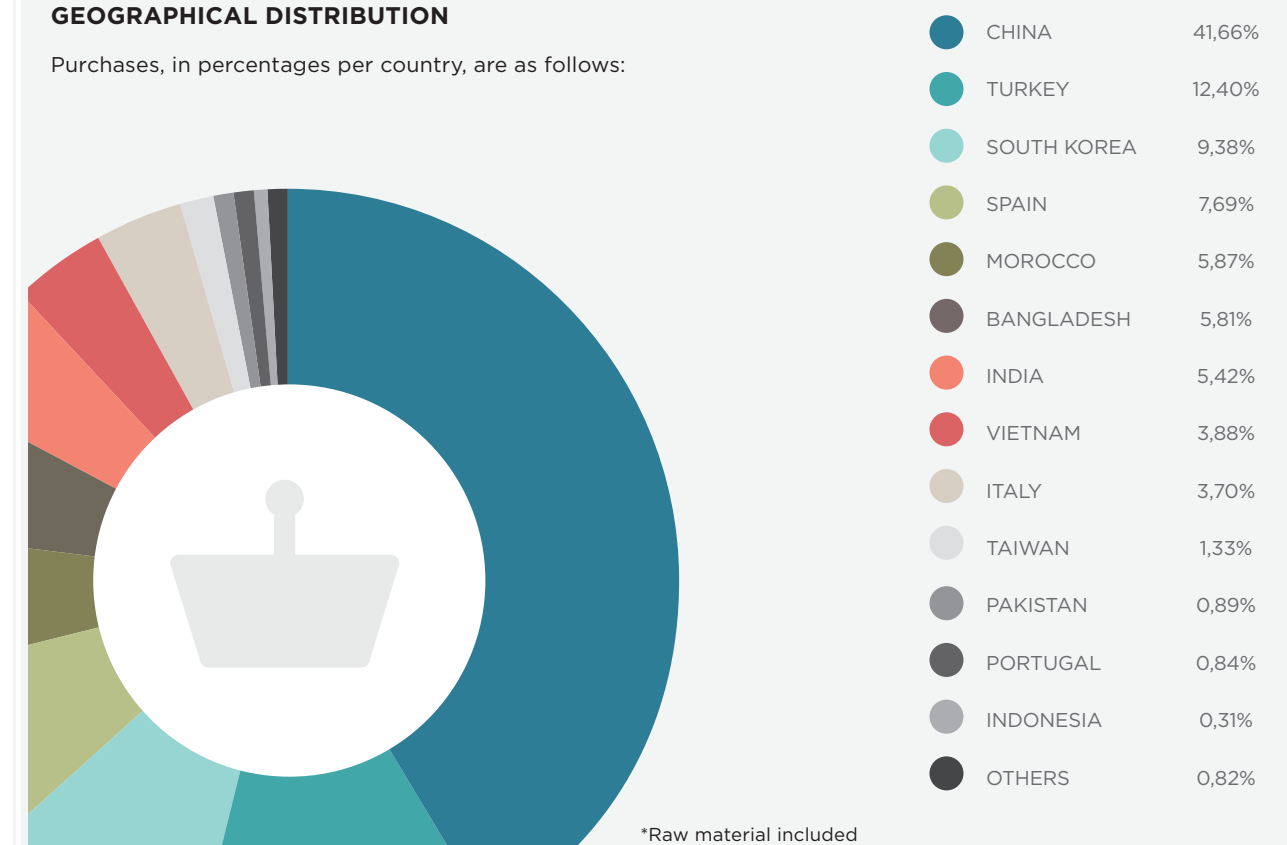
The collaboration with our suppliers is long-term, and there is a permanent dialogue, analysis and joint planning of all aspects of manufacturing as well as of the quality control carried out by our technicians in all factories. During the 2012 financial year, the number of suppliers and manufacturers used to produce garments and accessories was:

	SUPPLIERS	FACTORIES
GARMENTS	192	415
ACCESSORIES	72	100

It should be noted that suppliers can work with more than one factory to produce the different collections. Equally, some of these factories can be used in different ways at different points in time, depending on the characteristics of the product.

GEOGRAPHICAL DISTRIBUTION

Purchases, in percentages per country, are as follows:



SUBCONTRACTING

Our policy of control and the characteristics of production mean that subcontracting cannot be carried out by manufacturers for the production of garments and accessories.

By subcontracting we understand the referral to a third company on the part of the supplier of all or part of the production ordered from it without the knowledge or authorisation of Mango. Although all our suppliers have unified the manufacturing process, at times there are special processes some

“All our garments and accessories are labelled, stating the country in which they have been manufactured.”

“More than 110 million of garments and accessories produced.”

suppliers cannot carry out and which are carried out by other specialised companies, such as embroidery. In these cases Mango is aware of these productions and authorises them.

LABELLING

All our garments and accessories are labelled, stating the country in which they have been manufactured. During 2012 there were no breaches of regulations relating to the information and labelling of our products.

CODE OF CONDUCT FOR MANUFACTURERS

To ensure the adequate compliance with all labour, social and environmental standards on the part of our manufacturers of garments and accessories (hereafter manufacturers), the MANGO Group establishes this compulsory Code of Conduct.



This Code is based on the principles and philosophy of the United Nations Global Compact, as well as the rights stipulated in the Universal Declaration of Human Rights and the United Nations Convention of the Rights of the Child. Equally, all the applicable conventions and recommendations of the International Labour Organisation (ILO) are included (particularly conventions: 1, 29, 75, 81, 87, 98, 100, 105, 111, 122, 131, 135, 138, 154, 155, 159, 177, 182 and 183, and recommendations: 35, 90, 111, 143, 146, 164, 168, 184 and 190).

1. CHILD LABOUR

Following the criteria observed in ILO conventions manufacturers will not use child labour. Our policy on underage workers is based on the United Nations Convention on the Rights of Children.

2. FORCED AND OBLIGATORY LABOUR

Manufacturers will not use any sort of forced or obligatory labour.

3. HEALTH AND SAFETY IN THE WORKPLACE

Manufacturers will guarantee their employees a workplace that is safe (fire prevention, machinery, etc.) and healthy (light, ventilation, hygienic conditions, etc.) also complying with any legislations applicable in this regard. They will also guarantee that these conditions extend, if applicable, to all installations for employees. In addition, in the case of denim manufacturers, the fading technique known as sandblasting which consists in the use of pressurised sand, will not be used given the risk it poses to the health of the workers carrying it out.

4. FREEDOM OF ASSOCIATION

Manufacturers will respect the rights of their employees to associate, organise or negotiate collectively without suffering any sort of sanction as a result.

5. DISCRIMINATION

Manufacturers will not discriminate in labour and hiring practices as a result of race, nationality, religion, disability, gender, age, sexual orientation, political association or affiliation or any other situation.

6. DISCIPLINARY MEASURES, HARASSMENT AND ABUSE

Manufacturers will not use corporal punishment, physical or psychological abuse and/or any other type of abuse.

7. WORK TIMETABLE

Manufacturers will comply with the applicable legislation and regulations of their industry regarding hours worked. Overtime will always be voluntary and suitably compensated.

8. SALARIES

Manufacturers will guarantee that salaries comply strictly with all legislation. Equally the minimum legal wage will be considered the legal minimum, but not a recommended wage level.

9. SUBCONTRACTING

Manufacturers may only carry out production in factories authorised and checked by Mango.

10. ENVIRONMENT

All manufacturing activity will be carried out respecting the environment and complying with the planned legislation and regulation. All manufacturers must agree to the document committing to the restrictions on chemical products by Mango.

11. COMPLIANCE WITH CURRENT LEGISLATION

Manufacturers must also comply with applicable legislation in everything not included in the points above.

COMMUNICATION

A copy of this code will be displayed at the main personnel entrances and exits in the installations of the manufacturer, both in English and the local language. The copy mentioned will include a contact e-mail address at Mango in case any worker wishes or needs to make use of it.

SCOPE OF APPLICATION

All the points mentioned are compulsory for all manufacturers working with the Mango Group. In order to attain this objective, manufacturers will authorise the Mango Group to carry out checks, either by itself or through a third party, for the monitoring of the application of this code. In addition they shall allow supervisors access to documentation and to all the necessary means to do so. These audits may be carried out either according to schedule or without prior warning.

ACCEPTANCE AND COMMITMENT ON THE PART OF MANUFACTURERS

All manufacturers will accept and commit to compliance with all the points specified in this Code, and possible subsequent action, by signing and stamping all the pages of a copy which will always be available at the Mango organisation.

VERIFICATION

The application of the Code in the different factories and installations of the manufacturers will be checked regularly, internally and externally; this verification may be carried out jointly with other organisations (NGOs, etc.).

CORRECTIVE ACTIONS

Any situation which implies the non-compliance with the points mentioned above should be corrected by the manufacturer, in under six months. It should be stated that Mango will take part in these actions providing technical support.

In the event of these corrections not having been applied within the period stated or in the case of serious situations involving social emergencies or other major aspects and the manufacturer not taking the necessary measures for their immediate correction, the Mango Group will cancel any relationship with the manufacturer in question.



MONITORING OF THE CODE

To ensure adequate compliance with the Code, we will carry out a series of actions and checks on garment and accessories factories at different times:

PRIOR SELECTION OF SUPPLIERS

The departments in charge of selecting suppliers will carry out an analysis and previous checks to ensure these suppliers meet all the points stipulated in our Code of Conduct.

QUALITY CONTROL

Given the characteristics of our production system, we have quality control teams who regularly visit the different factories, carrying out controls on quality and all other aspects relating to manufacturing. In addition to carrying out this follow-up, these technicians ensure there is no breach of our Code of Conduct.

TRAINING

The department of Corporate Social Responsibility is in charge of the direct training in this field (implementation and follow-up of the Code, etc.), both internally and externally.

INTERNAL AUDITING

This department is also in charge of carrying out follow-up controls and audits to check compliance with the Code of Conduct on the part of suppliers. The following steps are carried out in these audits:

Interview with the supervisors and/or owners of the factories to gather all the necessary information on labour, social and environmental aspects and their procedures and verification.

Thorough review of the factory installations, filming and photographing them completely.

Selection of a sample of employees from the supplier's personnel files and directly from the chain of production for interviews which include all aspects of our Code of Conduct and procedures, placing special emphasis on the review of pay conditions (salaries, payment of overtime, etc.).

In the event of the existence of trade unions, this entire process is carried out jointly with their representatives.

Finally, a report is drawn up on the compliance with our Code of Conduct as well as a document which includes a series of recommendations to be applied in all these aspects. In the event of corrective action being necessary a timeline is established for its application.

EXTERNAL AUDITING

External auditing of our Code of Conduct among our suppliers is carried out by Auren Auditors - Consultors Barcelona S.A., which came recommended by the non-governmental organisation Setem. The procedure followed in the external audit is basically the same as that followed in the internal audit.

Finally, the external auditors issue a certificate of compliance with our Code of Conduct, as well as a document including recommendations on these issues should they be necessary.

SITUATION OF INTERNAL AND EXTERNAL AUDITS

The factories audited externally in 2012, as of the date of this report, totalled 100% both for garments and accessories.

Once the factories had been reviewed and the start of production authorised, external audits were carried out in a period no longer than three months. The audits mentioned also focus on the regular maintenance of those which have already been audited.

To obtain the "made in Green" certification, 50% of our direct suppliers of raw materials and trimmings were also audited, in keeping with the system stipulated by the certification (in order of importance for the amounts purchased).



“ *Internal and external audits are performed to check compliance with the code of conduct.* ”

“ *Quality control teams regularly visit the different factories.* ”

The Mango organisation provides the organisations it collaborates with in the supply chain with a list of the garment and accessories factories it works with.

AUDIT RESULTS

The breaches of our Code which have been identified in the different audits carried out in factories during the period in question are described below:

COUNTRY	Number of breaches	Points of code breached
Cambodia	2	3, 7, 11
China	5	7, 8, 11
Morocco	18	3, 7, 11
Turkey	8	3, 7, 8, 11
Vietnam	18	3, 7, 8, 11

On detecting a breach of our Code of Conduct, a plan of action and follow-up was drafted to resolve the situation. Said breach must be resolved within a maximum deadline of 6 months. If it is not resolved, appropriate action will be taken with said workshop and/or supplier.

In the case of incidents reported by local trade unions, their analysis and resolution were carried out jointly with the said unions and with the organisations involved with which we have a CSR agreement.

GOALS

The main objective for the year 2013 is to maintain the criteria and percentages reached in the 2012 audits, both for garment and accessories factories, as well as the volumes from audits carried out on raw material and trimmings factories stipulated by the “made in Green” certification.





11

Environmental aspects

RELEVANT DATA

“

ANNUAL INVENTORY OF GREENHOUSE GAS EMISSIONS.

“

ADHERENCE TO THE ACORDS VOLUNTARIS
INITIATIVE ON GREENHOUSE GASES.

“

ANNUAL COMPENSATION OF EMISSIONS FROM OFFICES,
WAREHOUSES AND STAFF TRANSPORT.



Greenhouse gas compensation project through wind energy in Maharashtra and Gujarat (India)

Environmental aspects

ENVIRONMENTAL POLICY AND MANAGEMENT SYSTEM IN MANGO

The starting point of Mango in this area was in 1999 with the creation of a manual for good environmental practices, which identified the most important aspects, and the application of prevention measures. A few years ago Mango implemented its Environmental Management System (SGAM), which aims to carry out a detailed monitoring of all the environmental aspects.

The characteristics of our activity involve two clearly differentiated spheres in environmental management, an internal one and an external one.

INTERNAL SPHERE

PRODUCT, CONTAINERS AND PACKAGING

Within our organisation we have a Packaging Waste Prevention Business Plan (PEP) approved by the administration and which provides the framework for the following actions:

Reduction and optimal use of packaging in relation to the product. The proportion between waste and product is measured by dividing the total weight of packaging used (Kr) by the product weight measured in kilos (Kp). The calculation of this indicator for 2012 was 0.327 Kr/Kp.

Use of 100% recycled material in all boxes, use of paper tape without any sort of metallic elements.

For the first dispatches to points of sale we use the cross-docking system, which consists in selection pre-established and prepared from suppliers. In this way, boxes do not need to be manipulated when they reach warehouses and are sent directly to destination. This system presents advantages such as less use of packaging and lower energy consumption.

CENTRES OF ACTIVITY

Our organisational activity is carried out in different centres, which are optimised in terms of energy consumption and efficiency. All of them have selective waste systems for recycling.

LOGISTICS CENTRES

Our centres for the distribution of goods have classification and boxing systems with specific software that makes it possible to optimise the content of the boxes sent to points of sale.

No boxes are used in transport to our distribution centres for garments which are distributed on hangers from the supplier according to their characteristics. Equally, the same system is followed from these centres to the closer points of sale.

POINTS OF SALE

We are part of a sector where the characteristics of the point of sale and the presentation of the product are key factors; lighting, space and climatisation are essential to the correct management of our business. As regards franchises, these are organised from within the group as the management system and operation are centralised from our central headquarters. We are committed to managing this sphere in the most balanced manner and with the least possible environmental impact. For this reason we have taken a series of measures that are detailed below:

Lighting

We continue to place great emphasis on the reduction of electric consumption, on the duration of materials and their environmental impact. For years we have been lighting our stores with halide lights, which provide better lighting with lower consumption, manage to save over 45% energy and are more durable in comparison to other technologies.

Since the end of 2012 we have been optimising the lighting system, obtaining significant additional energy savings. In ad-

dition, this has also led to a reduction in residual heat, making it possible to adjust the heating in the point of sale.

LED (light-emitting Diode) lighting is being tested out in some of our stores but will not be fully implemented until its chromatic reproduction can be optimised.

Materials

In points of sale we use materials that are less aggressive to the environment and more natural, such as basalt for flooring. We are gradually replacing wood in points of sale for other types of elements that are longer-lasting and require less maintenance. However, parquet flooring has been used with the certification awarded by the organisation Programme for the Endorsement of Forest Certification Schemes (PEFC) which ensures sustainable silviculture. Finally, it should be noted that anti-graffiti liquid protectants applied to the façades of points of sale are composed of 100% natural wax.

Reuse

As regards reuse, it should be noted that all returns of clothing and accessories at the end of the season are made in reused boxes, as are all dispatches of stock between the different points of sale. In addition, some of the furniture of outlets is from other points of sale and installations. Hangers used in points of sale are made of high quality durable wood; the plastic hangers with which the clothes arrive are reused for sales.

Bags

All the paper used in the production of the bags handed to clients has the certification of sustainable forest management issued by the Forest Stewardship Council (FSC) or is recycled paper. In outlet stores and during the sale period, in all points of sale, goods are given to customers in plastic bags. During 2012, we have started replacing the conventional plastic bags with oxo-biodegradable ones as an intermediate phase to their elimination.

“Our commitment is to manage the points of sale with the lowest possible environmental impact.”

“Implementation of the mango environmental management system.”

Sustainable point of sale

In 2011 we took part in a project developed by the Mango-ESCI Chair to draw up a guide of practical recommendations for energy efficiency in points of sale. For this purpose a points system and classification was created depending on the technical characteristics of the installations.

INTERNAL TRANSPORT

Regarding the movement of our staff to the different installations, we have a free collective transport system from the most important cities nearby with the ecological advantages this entails.



THE EXTERNAL SPHERE

DISTRIBUTION AND SUPPLY

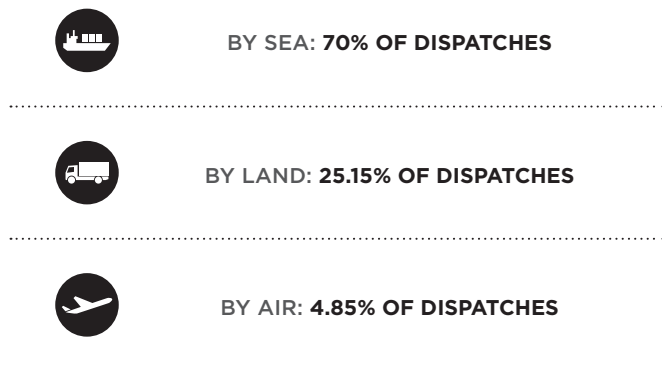
All the logistic activities of our organisation are contracted out to third parties and controlled and monitored from our central headquarters.

All the points of the distribution chain are optimised in terms of time and load volumes, generating the least environmental impact possible.

Whenever possible single carriers deliver to the greatest number possible of destinations, thus optimising dispatches. It should be noted that all the transport companies we collaborate with are leading companies with established environmental policies.

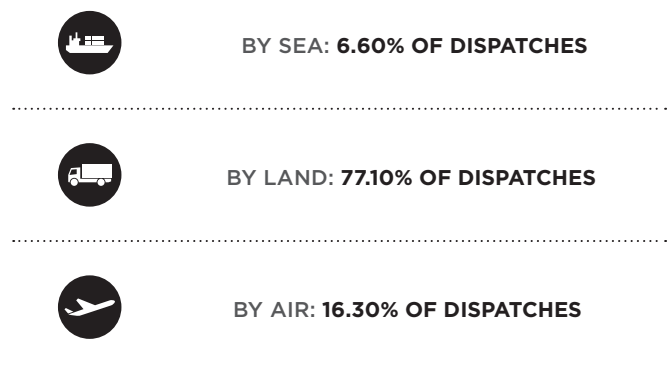
DELIVERIES FROM SUPPLIERS

For finished garments and accessories delivered from suppliers, the principal means of transport used, and the one with the lowest environmental impact, is by sea. However, in certain regions and specific cases, road transport and very occasionally air transport is used, as illustrated below:



DELIVERIES TO POINTS OF SALE

Initial deliveries to points of sale are almost entirely made by preparing assortments using the cross docking system, as explained above. However, restocking is performed on a periodic basis in accordance with sales via optimised dispatches. This is illustrated below:



MANUFACTURERS, SUPPLIERS AND PRODUCT

All manufacturing activity is carried out by third-party companies located in different countries. One of our priorities in this regard is the implementation of environmentally-friendly practices through different types of actions:

Compliance with our code of conduct on environmental commitments on the part of suppliers.

Verification of compliance with these environmental policies and practices through external audits in factories.

The creation of a chemical substances standard, mandatory for suppliers, during the manufacture of different products and externally verifying compliance with the standard through a leading laboratory.

GREENHOUSE GAS EMISSIONS

CALCULATION OF EMISSIONS

For the last three years, a comprehensive study and calculation of greenhouse gas emissions has been carried out. This study includes all the categories of emissions and has been produced in accordance with international protocols, namely: scope 1 (direct emissions), scope 2 (indirect emissions associated with electricity) and scope 3 (other indirect emissions).

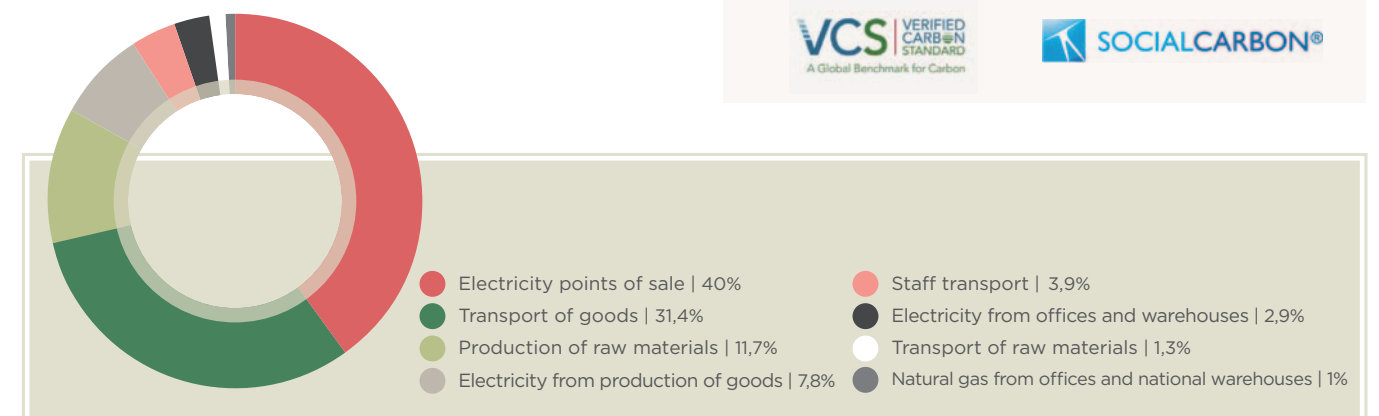
This study, initially carried out by the Environmental Management and Research Group (GIGA), which belongs to the Pompeu Fabra University, the UNESCO Chair for life cycle and climatic change, has two aims: firstly to demonstrate the nature of this impact and possible actions that can be adopted to improve it, and secondly what reductions can be derived from these improvements.

The Ecology and Development Foundation (Ecodes) verifies these studies annually, and awards Mango the CeroCO₂ label for manufacture and logistics (calculated and verified).

RESULTS OF THE STUDY

The total greenhouse gas emissions for 2012 totals 271,930.7 Tn CO₂ eq.

The distribution of these emissions is as follows:



All the points of the distribution chain are optimised in terms of time and load volumes.

The Ecodes foundation verifies this study, annually awarding the CeroCO₂ label.

In addition, since 2009 has also offset the emissions of its production centres, offices and staff transport. The most recent emissions offset correspond to 2011 and total 12,922 Tn CO₂ eq. These emissions have been offset by collaborating in the following projects:

PROJECT 1 · WIND ENERGY IN MAHARASHTRA AND GUJARAT (INDIA)

This project consists of generating wind energy in the Maharashtra and Gujarat regions of India, carried out via the CeroCO₂ platform. This programme is internationally verified with the Voluntary Carbon Standard (VCS), which guarantees the quality, thoroughness and transparency of the same.

PROJECT 2 · WIND ENERGY IN MADHYA PRADESH (INDIA)

Like the above project, this initiative consists of generating wind energy, in this case through the Lavola sustainability organisation, in the Madhya Pradesh region of India. This programme is also internationally verified with the Voluntary Carbon Standard (VCS).

PROJECT 3 · REPLACEMENT FUEL IN CAPEL (BRAZIL)

This project consists of replacing wood as a fuel for two small ceramics producers, in view of its high ecological value, with renewable biomass in order to generate thermal energy. As with the above case, it is carried out through the Lavola organisation and is internationally verified with the Voluntary Carbon Standard (VCS) and Social Carbon standards.



ACORDS VOLUNTARIS

Since 2010 Mango has been part of the Acords Voluntaris, programme, promoted by the Generalitat de Catalunya, as part of its actions on greenhouse gases.

This programme entails establishing an inventory of the gases emitted as well as a policy for the reduction and, if necessary, compensation of emissions.



REDUCTION OF EMISSIONS

In the remodelling and openings of the new company-owned stores a series of criteria are taken into account in order to reduce energy consumption. The summary of this reduction is as follows:

Period 2008-2012		
Reduction of energy consumption	Reduction of greenhouse gases	
	Percentage over total of emissions	Percentage over total emissions from points of sale
14,476.53 GWh	2.35%	5.90%

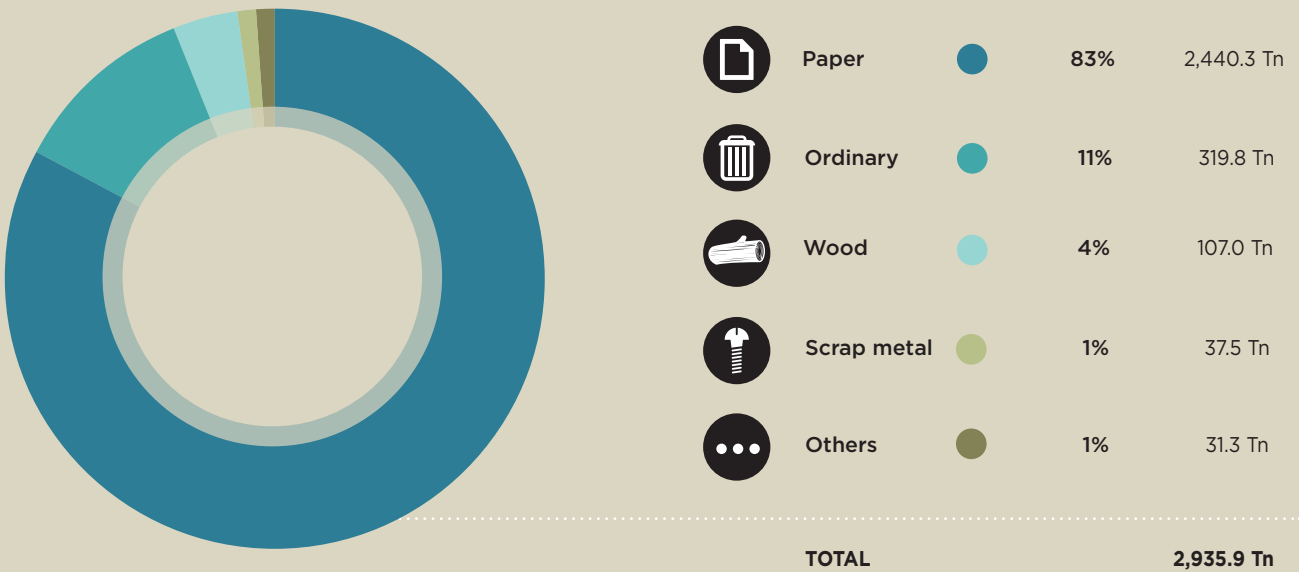
The forecast reduction in energy consumption in points of sale for the period 2013-2015 is 10,200 Gwh.



WASTE INDICATORS

A selective collection of waste generated is carried out in all Mango installations so that it can be assessed and recycled. It should also be pointed out that we comply with the integrated systems for waste management established in certain countries (green point systems).

The amount of waste generated on our premises for 2012 are described below:



ENERGY CONSUMPTION INDICATORS

CONSUMPTION IN POINTS OF SALE

The electric consumption of company-owned points of sale and an estimation for franchise-holders in Spain for 2012 is 28,409,507 GWh and 8,547,435 GWh, respectively. In addition, for points of sale outside Spain it is 81,678,725 GWh and 72,359,545 GWh, respectively.

OFFICES AND DISTRIBUTION CENTRES

The detail of the electricity, water and gas consumption for the central headquarters and other distribution centres is as follows:

- ELECTRICITY:** The electricity consumption for our offices and distribution centres worldwide is 14,903 GWh.
- GAS:** We currently have seventeen boilers in our installations at "El Hangar", Montcada, Palau, Parets and Terrassa, where the gas consumption for 2012 was 3,485 GWh.

- WATER:** The consumption of running water for non-industrial use at our headquarters and warehouses in Spain totals 20,566 m³. All our facilities have the corresponding dumping authorisation, and its destination may be direct or indirect. One of our logistics centres (Parets del Vallés) captures approximately 110 m³ of water directly from the subsoil.
- FOSSIL FUELS:** 1,317 litres of diesel are consumed annually in order to maintain the generating equipment at our facilities.

CONSUMPTION OF MATERIALS

FABRICS

The consumption of fibres used in our fabrics for garments for 2012 totalled 108,283,077.2 m². 46.57% of these fibres were of natural origin, and 53.43% were synthetic fibres.

12

Economic data

RELEVANT DATA



TURNOVER OF
1,691
MILLION EUROS



84%
OF SALES
IN FOREIGN
MARKETS



TOTAL INVESTMENT OF
165
MILLION EUROS



Economic data

12.1 PREPARATION OF ANNUAL ACCOUNTS AND EXTERNAL VERIFICATION

The annual accounts of the different individual companies and the Mango Group have been prepared in accordance with Generally Accepted Accounting Principles and Norms, in order to offer a faithful representation.

These annual accounts have been prepared in accordance with the International Financial Reporting Standards (IFRS), following the applicable legislation.

All the companies within the requisites stipulated in the legislation were audited externally.

In addition, the group of companies formed by MANGO MNG HOLDING, S.L.U. and subsidiaries was co-audited by two auditing companies, in order to show greater transparency. The companies carrying out this co-audit were PricewaterhouseCoopers Auditores, S.L. and Auren Consultors-auditors Barcelona S.A.

12.2 BASIC FIGURES

Below is a description of the main figures and indicators of economic performance. The data shown is from consolidated financial statements and other accounting and management records of the group.

RESULTS	2008	2009	2010	2011	2012
Net turnover (thousand euros)	1,100,705	1,145,156	1,269,523	1,408,414	1,690,982
Interannual variation (%)	7.87%	4.04%	10.86%	10.94%	20.06%
EBITDA (thousand euros)	191,848	192,821	186,904	148,382	209,192
Interannual variation (%)	(16.30%)	(0.51%)	(3.07%)	(20.61%)	40.98%
EBIT (thousand euros)	143,433	132,119	119,971	74,958	132,479
Interannual variation (%)	(24.76%)	(7.89%)	(9.19%)	(37.52%)	76.74%
Net profit (thousand euros)	143,258	148,016	101,164	62,403	113,447
Interannual variation (%)	10.93%	8.32%	(32.65%)	(38.32%)	81.80%

“The group’s annual accounts were co-audited to show greater transparency.”

BALANCE	2008	2009	2010	2011	2012
Net worth (thousand euros)	561,248	623,385	657,385	706,958	718,377
Interannual variation	5.36%	11.07%	5.52%	7.47%	1.62%
Total balance (thousand euros)	1,933,063	1,975,821	2,160,483	2,169,220	2,133,643
Interannual variation	10.10%	2.21%	(9.35%)	0.40%	(1.64%)
Net worth percentage of total balance	29.03%	31.55%	30.45%	32.59%	33.67%

POINTS OF SALE	2008	2009	2010	2011	2012
Total no. of points of sale at end of financial year	1,228	1,390	1,757	2,401	2,598
No. of company-owned points of sale	489	583	707	851	902
No. of franchised points of sale	739	807	1,050	1,550	1,696
No. of countries with open points of sale	90	97	102	107	109

OTHER INFORMATION	2008	2009	2010	2011	2012
Percentage of sales in foreign markets	77%	78%	81%	82%	84%
No. of employees on 31/12	8,425	8,662	9,775	11,267	12,211

The forecast investment for the Group in 2012 is 130 million euros, while the actual investment for the year totalled 165 million euros, which was allocated to new store openings, store refurbishments, logistics systems and IT systems. The forecast investment for 2013 is 265 million euros.


12.3 NATIONAL AND INTERNATIONAL EXPANSION

The Mango group has continued to expand during the 2012 financial year with the net opening of 197 new points of sale, with a presence in 109 countries.

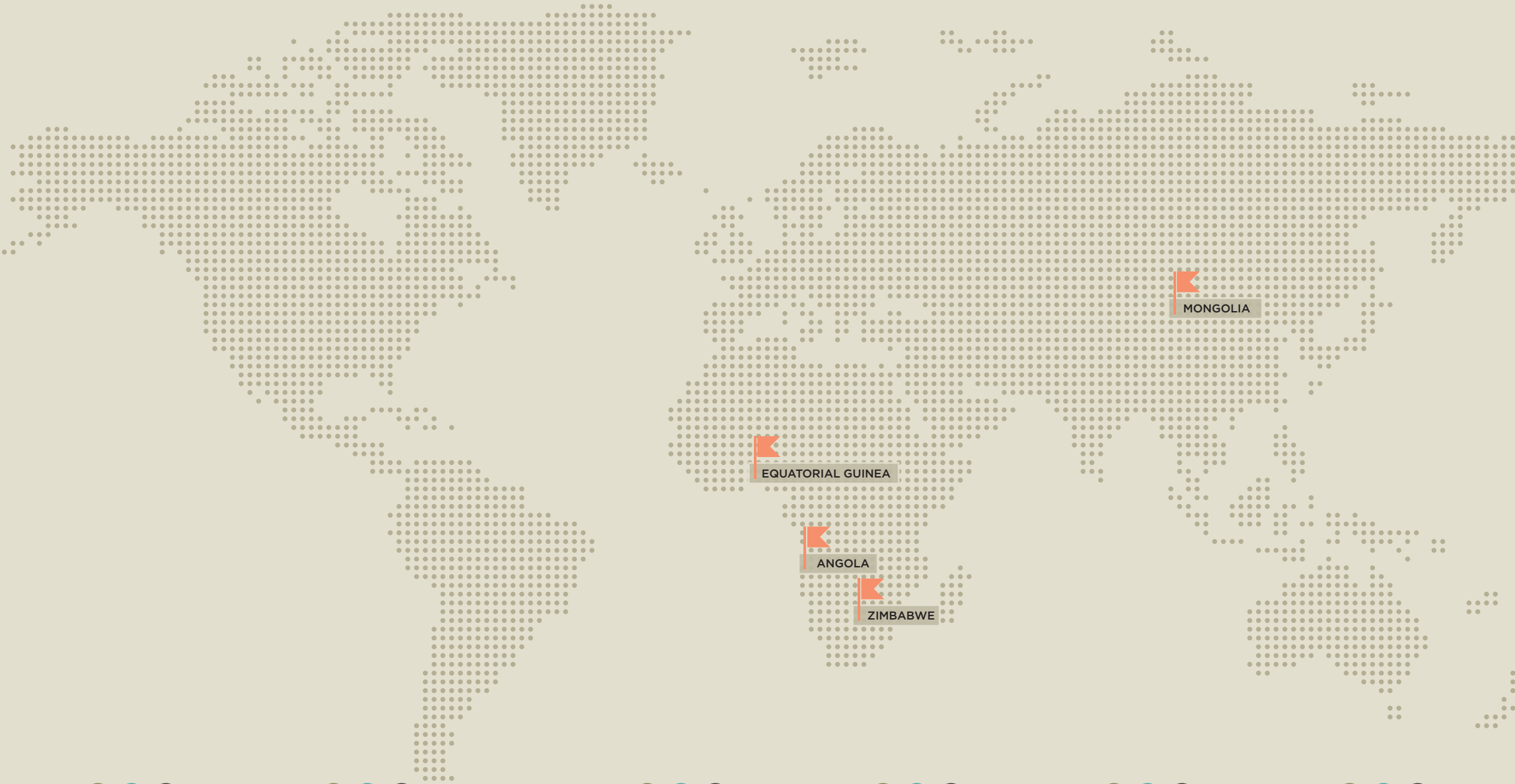
The franchise system is followed in countries where cultural and administrative characteristics are different to ours, and makes it more suitable for people from these countries to be in charge of management. Equally, this management system is also applied in cases where a good location is provided and market characteristics make it more appropriate.

MANGO IN THE WORLD

























This map shows the planned openings for 2013 to take place in: Angola, Equatorial Guinea, Mongolia and Zimbabwe.




Forecast openings for 2013-14




Our presence in the different countries in 2012 is detailed below:


	  				  				  				  				  				  				  				  		
Albania	0	2	2	Brazil	1	0	1	Egypt	0	8	8	Iran	0	7	7	Luxembourg	0	2	2	Pakistan	0	2	2	Singapore	0	21	21	United Kingdom	57	29	86
Andorra	2	3	5	Bulgaria	0	8	8	El Salvador	0	1	1	Iraq	0	1	1	Macao (China)	1	0	1	Panama	0	1	1	Slovakia	4	5	9	United States	8	516	524
Arab Emirates	0	17	17	Byelorussia	0	6	6	Estonia	0	3	3	Ireland	7	0	7	Macedonia	0	2	2	Paraguay	0	3	3	Slovenia	0	1	1	Uzbekistan	0	2	2
Algeria	0	3	3	Cambodia	0	1	1	Finland	5	0	5	Israel	0	25	25	Malaysia	0	26	26	Peru	0	10	10	South Africa	0	7	7	Venezuela	0	6	6
Argentina	0	1	1	Cameroon	0	1	1	France	89	68	157	Italy	54	16	70	Malta	0	2	2	Philippines	0	27	27	South Korea	9	0	9	Vietnam	0	11	11
Armenia	0	2	2	Canada	2	1	3	Georgia	0	2	2	Ivory Coast	0	1	1	Mexico	0	28	28	Poland	27	4	31	Spain	213	113	326				
Aruba	0	1	1	Chile	0	18	18	Germany	70	50	120	Japan	8	0	8	Moldova	0	1	1	Popular Rep. China	73	90	163	Sri Lanka	0	1	1				
Australia	0	1	1	Colombia	0	20	20	Gibraltar (UK)	0	1	1	Jordan	0	3	3	Monaco	0	1	1	Portugal	31	26	57	Sweden	4	2	6				
Austria	14	7	21	Costa Rica	0	2	2	Greece	6	8	14	Kazakhstan	0	15	15	Montenegro	0	1	1	Qatar	0	8	8	Switzerland	9	28	37				
Azerbaijan	0	8	8	Croatia	0	11	11	Guatemala	0	2	2	Kosovo	0	2	2	Morocco	0	6	6	Rep. Benin	0	1	1	Syria	0	4	4				
Barhain	0	4	4	Cuba	0	2	2	Honduras	0	2	2	Kuwait	0	6	6	Myanmar	0	1	1	Rep. of Mauritius	0	4	4	Taiwan	0	27	27				
Belgium	13	20	33	Cyprus	0	7	7	Hong Kong (China)	3	0	3	Kyrgyzstan	0	1	1	Netherlands Antilles	0	1	1	Romania	2	9	11	Thailand	0	26	26				
Bermuda	0	1	1	Czech Rep.	7	2	9	Hungary	9	1	10	Latvia	0	4	4	Nigeria	0	3	3	Russia	34	85	119	The Netherlands	39	12	51				
Bosnia & Herzegovina	0	3	3	Denmark	1	0	1	India	0	21	21	Lebanon	0	9	9	Norway	8	6	14	Saudi Arabia	0	56	56	Tunisia	0	4	4				
				Dominican Rep.	0	3	3	Indonesia	0	22	22	Libya	0	2	2	Oman	0	2	2	Senegal	0	1	1	Turkey	92	0	92				
				Ecuador	0	9	9					Lithuania	0	6	6				Serbia	0	4	4	Ukraine	0	17	17					



COMPANY-OWNED
POINTS OF SALE
Total: 902



FRANCHISE
POINTS OF SALE
Total: 1,696



TOTAL
POINTS OF SALE
Total: 2,598

INFORMATION ON SUBSIDIARIES ABROAD

The company structure (foreign subsidiaries) which supports the commercial and logistic network of the Mango Group on December 31st 2012, is described below:

SUBSIDIARY COMPANY	DATE OF CONSTITUTION	ACTIVITY	COUNTRY	% PARTICIPATION
Mango France S.A.R.L.	15/11/1995	Fashion Trade	France	99.99
Mango Deutschland Gmbh	13/09/1996	Fashion Trade	Germany	100
Mng Mango Uk Ltd.	22/04/1997	Fashion Trade	United Kingdom	100
Mango Tr. Tekstiltic Ltd. Sti.	21/07/1997	Fashion Trade	Turkey	99.91
Mango Nederland B.V.	13/11/1997	Fashion Trade	The Netherlands	100
Mango Brasil Comercial Ltd.	16/12/1997	Fashion Trade	Brazil	99.99
Mango Meritxell S.L.	19/06/1998	Fashion Trade	Andorra	32
Mng Mango Belgique Sprl	29/01/1999	Fashion Trade	Belgium	99.99
Mango Suisse S.A.	10/06/1999	Fashion Trade	Switzerland	100
Mango Österreich Handels Gmbh	31/08/1999	Fashion Trade	Austria	100
Mango Hungary Kft	11/10/1999	Fashion Trade	Hungary	100
Mango Polska Sp.Z.O.O.	08/11/1999	Fashion Trade	Polland	100
Mango (Cz) S.R.O.	29/12/1999	Fashion Trade	Czech Republic	99.91
Mango Danmark Aps	28/02/2000	Fashion Trade	Denmark	100
Mango Norge, As	11/05/2000	Fashion Trade	Norway	100
Mango Hong Kong Limited	29/10/2003	Fashion Trade	Hong Kong (China)	99
Mango Sverige Ab	02/07/2004	Fashion Trade	Sweden	100
Distex USA Inc.	03/03/2005	Fashion Trade	United States	100
Mango NY Inc.	09/03/2005	Fashion Trade	United States	100
Mango Italia S.R.L.	26/09/2005	Fashion Trade	Italy	100
Mango Online Inc.	25/10/2005	Fashion Trade	United States	100
Mango Garments and Accessories Trading Ltd.	29/06/2006	Fashion Trade	China	100
MNG Japan Ltd.	27/07/2006	Fashion Trade	Japan	100
Mng Mango Canada Corporation	11/09/2006	Fashion Trade	Canada	100
Mangonor Comercio De Vestuario S.A.	20/12/2007	Fashion Trade	Portugal	100
Mango Slovensko S.R.O.	26/02/2007	Fashion Trade	Slovakia	99.91
Mango Garments Hellas, S.A.	28/02/2007	Fashion Trade	Greece	100
Mango Russia	15/03/2007	Fashion Trade	Russia	100
S.A.S Mango Haussman	23/03/2007	Fashion Trade	France	100
Mango Suomy Oy	25/04/2007	Fashion Trade	Finland	100
Mng Mango Ireland, Ltd.	26/11/2007	Fashion Trade	Ireland	100
Il Cerreto S.R.L.	19/12/2007	Fashion Trade	Italy	100
Mango Garments Rumania S.R.L.	17/07/2008	Fashion Trade	Romania	100
Mango Garments and Accessory (China) Ltd.	12/01/2011	Fashion Trade	China	100
Mango (Macau) Limitada	13/05/2011	Fashion Trade	Macao (China)	99.98
Mango Korea Ltd.	03/04/2012	Fashion Trade	South Korea	100
Grand Quartier Sas	24/07/2012	Fashion Trade	France	100
Mango Toulon Sas	10/12/2012	Fashion Trade	France	100

COMMERCIAL NETWORK

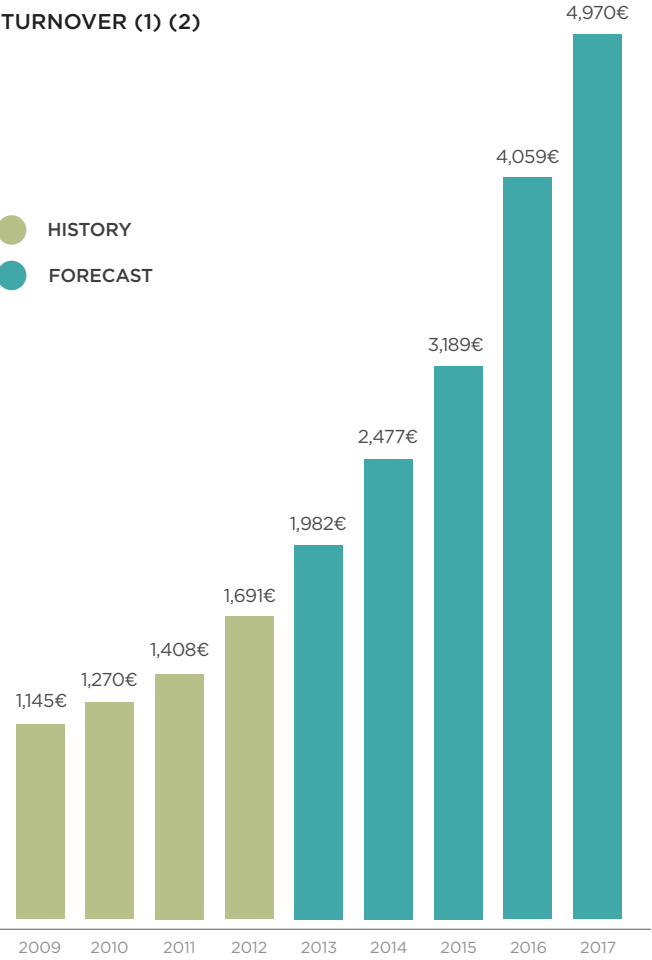
On December 31st 2012 the group was present in 109 countries with 2,598 points of sale, of which 902 were company-owned stores and 1,696 were franchises. The total selling space of the group was 541,354 m², of which 258,327 m² correspond to company-owned stores (47.72%) and 283,027 m² to franchises (52.28%).

AGREEMENTS WITH FOREIGN COMPANIES

Our policy has always been to maintain independence in our decision-making powers, so we have no local partners in any of the countries we operate in.

INDICATORS OF ECONOMIC PERFORMANCE

Below is a description of the main indicators of economic performance of consolidated group MANGO MNG HOLDING, S.L.U. and subsidiaries in the last few financial years:



(1) Amounts in millions of euros.
(2) Amounts that correspond to retail prices excluding VAT in company-owned stores plus wholesale to franchises.



SALES ACCORDING TO GEOGRAPHICAL AREAS

The detailed breakdown of sales according to geographical area of the last few financial years is described below:

	2008	2009	2010	2011	2012
Spain	253,162	255,965	258,113	270,402	291,604
Rest of EU	446,388	430,956	457,767	628,646	766,738
Rest of the world	401,155	458,233	553,643	509,366	632,639
Total net turnover	1,100,705	1,145,155	1,269,523	1,408,414	1,690,981

SALES ACCORDING TO TYPE OF BUSINESS

The detailed breakdown according to type of business in the last few financial years is described below:

	2008	2009	2010	2011	2012
Sales in company-owned stores	647,326	684,727	753,962	885,518	1,088,249
Sale to franchises	453,379	460,428	515,561	522,896	602,732
Total net turnover	1,100,705	1,145,155	1,269,523	1,408,414	1,690,981

COST OF SALES AND GROSS PROFIT MARGIN

The gross profit margin for the last few financial years is described below:

	2008	2009	2010	2011	2012
Gross profit margin (%)	61.65%	61.15%	59.75%	57.23%	56.42%

PERSONNEL COSTS

The personnel costs for the last few financial years are described below:

	2008	2009	2010	2011	2012
Salaries	165.807	171.098	195.546	226.440	252.174
Social Security	42.308	41.034	45.216	52.351	58.252
TOTAL	208.115	212.138	240.762	278.791	310.426

GEOGRAPHICAL DISTRIBUTION OF PERSONNEL COSTS

The geographical distribution of the personnel costs of the last few financial years is as follows:

GEOGRAPHICAL AREA	2008	2009	2010	2011	2012
Spain	118,511	116,379	125,456	138,540	142,436
Rest of EU	65,790	67,414	76,981	93,114	106,930
Rest of the World	23,814	28,345	38,325	47,137	61,060
TOTAL	208,115	212,138	240,762	278,791	310,426

CAPITAL PROVIDERS

The evolution of the debts with providers of outside capital and their relationship with the total amount of the balance in the last few financial years is described below:

	2008	2009	2010	2011	2012
Short-term debts with financial entities	328,578	425,739	550,242	414,495	314,837
Long-term debts with financial entities	785,966	706,488	652,423	713,686	769,208
TOTAL Debt	1,114,544	1,132,227	1,202,665	1,128,181	1,084,045
Treasury and short-term financial investments	806,582	930,670	906,766	763,610	648,490
TOTAL Net Debt	(307,962)	(201,557)	(295,899)	(364,571)	(435,555)
TOTAL Balance	1,933,063	1,975,821	2,160,483	2,169,220	2,133,643
Debt / Balance (%)	(15.93%)	(10.20%)	(13.69%)	(16.81%)	(20.41%)

VARIATIONS IN RESERVES

Below is a detailed account of the variations in the reserves for the 2012 financial year:

STATUS OF CHANGES IN EQUITY	Share capital	Issue premium	Legal reserve	Other reserve	Exchange rate differences	Result of financial year	Minority interests	TOTAL
Balance at beginning of year	22,233	139,778	4,447	520,675	(42,578)	62,403	10,767	717,725
Distribution in 2011	0	0	0	62,403	0	(62,403)	0	0
Result of 2012 financial year	0	0	0	0	0	113,447	0	113,447
Dividends	0	0	0	(3,500)	0	(86,500)	0	(90,000)
Income and expenses directly recognised in the equity	0	0	0	0	3,428	0	0	3,428
Variation owing to changes in the consolidation perimeter	0	0	0	(15,456)	0	0	(10,767)	(26,223)
Balance at close of 2012 financial year	22,233	139,778	4,447	564,122	(39,150)	26,947	0	718,377

TAXES ON PROFITS

The detailed breakdown of the taxes on profits of the last few financial years is specified below:

GEOGRAPHICAL AREA	2008	2009	2010	2011	2012
Spain	(34,734)	(28,986)	7,379	2,601	(6,355)
Rest of EU	3,563	2,121	287	(1,328)	(946)
Rest of the world	451	392	1,617	248	4,344
TOTAL	(30,720)	(26,473)	9,283	1,521	(2,957)



13

Quality and safety in our products

RELEVANT DATA

“

QUALITY CONTROLS AT ORIGIN.

“

“MADE IN GREEN” CERTIFICATION.

“

CONTROL OF HARMFUL SUBSTANCES
IN ALL OUR GARMENTS AND ACCESSORIES.



Quality and safety in our products

Since 2001 we have implemented a quality system that affects all the departments with a direct relationship with the product in any of its phases. This system establishes high quality standards for our providers and their factories and these are reflected in the final product.

CONTROL OF HARMFUL SUBSTANCES

SPHERE OF APPLICATION

At Mango we have always ensured the compliance with all legislation on harmful substances applicable in the different countries in which we commercialise our products. In this sense we include all the harmful substances identified as dangerous which Mango monitors and controls.

CONTROL PROCEDURE

All suppliers receive and sign a document with written instructions about the use of products and substances in manufacturing. Once production begins we control these substances by checking them in all our articles.

This monitoring is carried out by quality control teams selecting a sample from each collection in accordance with the criteria in place and sending them to the laboratory for their full analysis. The laboratory then issues a certificate on all our products. This way the selection of samples is always carried out on the final product.

In addition, when manufacturers provide the Oeko-Tex certification for the fabrics they are using to manufacture garments and/or accessories, the analyses described above are not carried out since the organisation Oeko-Tex is a point of reference on an international scale in the demands and control of harmful substances in textiles (www.oeko-tex.org).

Compliance with all the specifications above is a key requirement to be able to work as a supplier of the Mango group.

Since the start of this project we have worked jointly with the prestigious Spanish laboratory, the Textile Research Institute – Aitex (www.aitex.org), which has been in charge of controlling the presence of substances in our garments and accessories and is also the only laboratory in Spain that is a member of the Swiss organisation Oeko-Tex.



“We work with Aitex in the control of chemical substances in our garments and accessories.”

CONTROL STANDARD FOR CHEMICAL SUBSTANCES AT MANGO

The control standard of harmful chemical substances on garments and accessories is detailed below:

PARAMETERS	LIMITS APPLIED	AREA OF APPLICATION
Azo colorants (arylamines)	No detection (20 ppm)	In textiles / leather
Formaldehyde	75 ppm	In textiles / leather
Phenols (PCP, TeCP, OPP)	No detection (0.02 ppm)	In textiles / leather
Chrome (VI)	3 ppm	In textiles / leather
Allergenic disperse dyes	50 ppm	In polyester, acetate and triacetate textiles
Short-chain chlorinated paraffin	10,000 ppm	In textiles / leather
Cadmium	100 ppm	In textiles / leather and metal fittings / accessories
Lead	90 ppm	In textiles / leather and metal fittings / accessories
Arsenic	No detection (0.06 ppm)	In textiles / leather and metal fittings / accessories
Mercury	No detection (0.006 ppm)	In textiles / leather and metal fittings / accessories
Nickel	0,5µg/cm²/week	In metal fittings / accessories
Biocides (1)	1.0 ppm	In textiles / leather
Antimony trioxide	30 ppm	In polyester textiles
Organochlorinated compounds (TBT, DBT)	1.0 ppm	In textiles / leather
Pesticides (2)	No detección (0.05 ppm)	In natural fibre textiles
Organochlorinated compounds	1.0 ppm	In polyester, silk and wool textiles
Nonylphenol ethoxylates (3)	No detección (100 ppm)	In textiles / leather
Dimethylfumarate (DMFU)	No detección (0.1 ppm)	In textiles / leather
Phtalates	DEHP: 0.1% total weight. BBP: 0.1% total weight. DBP: 0.1 % total weight. DIBP: 0.1% total weight.	In prints with plastisol, flexible plastics and plastic coatings
Pfos, Pfoa	1µg/m² Pfos 0.1 mg/kg Pfoa	In textiles

(1) According to the list this includes: triclosan, BIT, Kathon, IPBC, DTTB.
(2) According to the list this includes: 2,4,5-T, 2,4-D, Azinophosmethyl, Azinophosethyl, Aldrine, Bromophos-ethyl, Captafol, Carbaryl, Chlordane, Chlordimeform, Chlorfenvinphos, Coumaphos, Cyfluthrin, Cyhalothrin, Cypermethrin, DEF, Deltamethrin, DDD, DDE, DDT, Diazinon, Dichlorprop, Dicrotophos, Dieldrine, Dimethoate, Dinoseb and salts, Endosulfan, Endrine, Esfenvalerate, Fenvalerate, Heptachlor, Heptachloro epoxide, Hexachlorobenzene, Hexachlorocyclohexane, Lindane, Malathion, MCPA, MCPb, Mecoprop, Metamidophos, Methoxychlor, Mirex, Monocrotophos, Parathion, Parathion-methyl, Phosdrin/Mevinphos, Propethamphos, Profenophos, Quinalphos, Toxaphene, Trifluralin.
(3) These types of soaps will not be used in the production (wash) of our garments.

During 2012, of all the collections of garments and accessories produced, the following incidents were detected:

TYPE OF SUBSTANCE	No. of cases
Arsenic	5
Cadmium	4
Azoic dyes (arylamines)	29
Phenols	9
Chrome (VI)	2
Formaldehyde	24
Phtalates	4
Nickel	6
Lead	117

PVC

All our fabrics are free of PVC. However, there is a percentage of accessories (some bags, wallets and belts) which are still manufactured with this material given the fashion trends. In addition, certain serigraph prints, for technical reasons, were also produced with this material.

AGREEMENT WITH GREENPEACE ORGANISATION

In July 2006 we signed an agreement with Greenpeace aimed at working jointly on matters relating to harmful substances as well as the principle of precaution within the textile sector. The aim of this agreement is to reach higher levels of protection for the health of persons and the environment.

We also gave Greenpeace our support in defence of higher standards in European regulation REACH, specifically, among other actions, with the design and production of a scarf which Greenpeace gifted to all the members of the European Parliament. In addition, in April 2011 we provided our support to the Greenpeace initiative requesting that the European Union reach a commitment on the reduction of greenhouse gases by 30% for 2020.

At the end of 2012, we signed up to the Detox initiative, which consists of the banning or substitution by our manufacturers of a series of substances that may be harmful to the environment during the manufacturing process, to be implemented gradually until 2020. This commitment entails going beyond the internationally established limits in the legislation, which we are currently applying in our organisation.

MANUAL SPECIFYING HARMFUL SUBSTANCES

Mango has drafted a manual on specifications of these substances which provides additional information on their characteristics. This manual is available on our webpage.

“MADE IN GREEN” CERTIFICATION

In June 2010 Mango obtained the “made in Green” certification awarded by the Textile Research Institute -Aitex, which guarantees that our garments and accessories do not contain substances harmful to health and are in accordance with the strictest standards of the international market, manufactured in production centres with a suitable environmental management system and respecting the universal human rights of workers.

COMMITMENT TO THE FUTURE

The Mango organisation will continue to work on the line described above on the control and monitoring of harmful substances and on improving safety conditions, as well as environmental impact, advancing in all aspects possible, and always informing of the results obtained and the actions initiated.



“ Agreement with Greenpeace on matters relating to chemical substances in the textile sector.

“ In June 2010 Mango obtained the “made in Green” certification.



14

Corporate governance



Corporate governance

ORGANISATION STRUCTURE

SHAREHOLDERS AND GOVERNING BODIES

As mentioned before, Mango is a family-owned company whose owner are directly involved in its dairy management, so that the communication with all business areas is complete and permanent.

BOARD OF DIRECTORS

The Board of Directors is made up of the president: Isak Andic, the Vice-presidents: Jonathan Andic and Daniel López, the board member general manager: Enric Casi and three board members: Carlos Costa, Isak Halfon and Salvador Vallès.

EXECUTIVE COMMITTEE

The Executive Committee is formed by all the members of the Administration Board and the following: Puri Campos, Elena Carasso, Miguel de la Capilla, Sezai Eren, María Jesús García, Ceci Lozano, Eva Rello, Eduardo Risso, David Sancho and Arif Zurnaci.

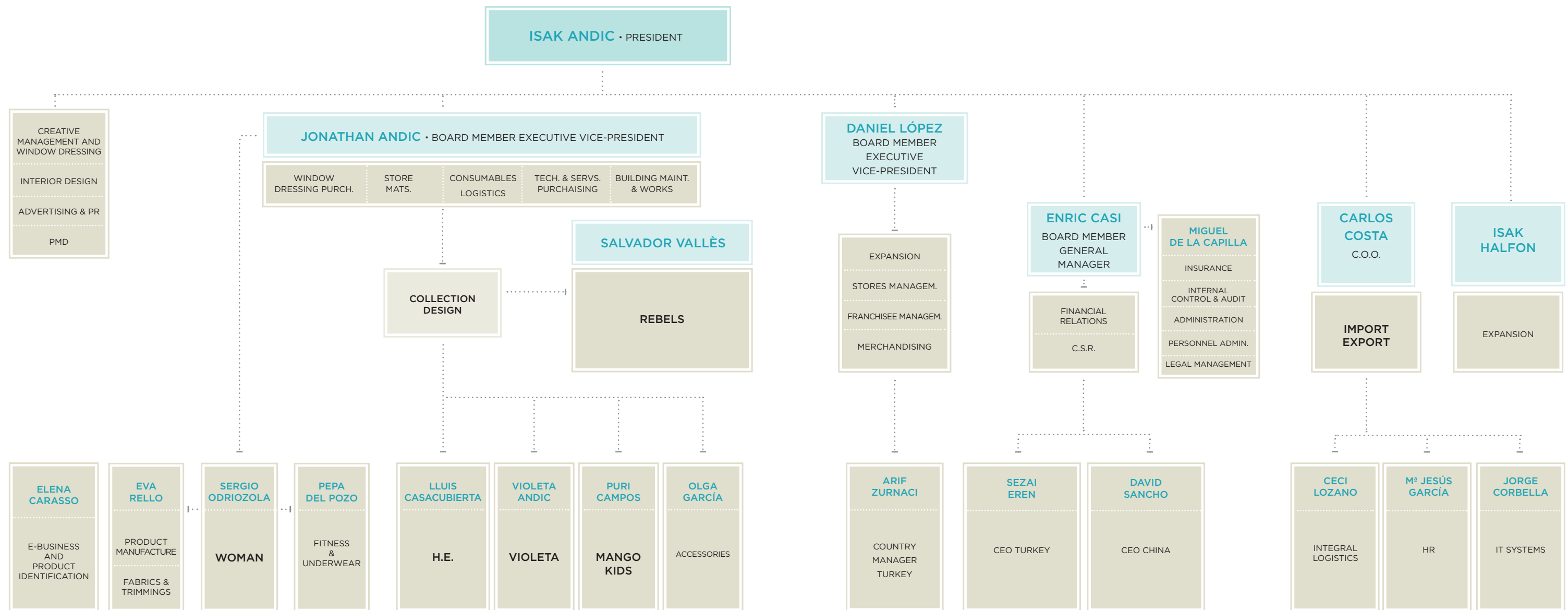
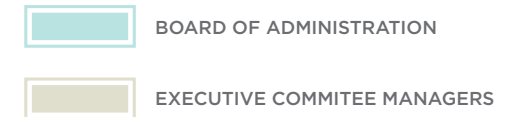
The members of the Board and those of the Committee hold executive positions within the organisations structure and are highly experienced in the different fields. The salaries of both bodies of government have a fixed part and another variable one depending on the objectives achieved.

INTERNAL AUDITING

The Mango Group has a department for internal audits which carries out continuous assessment of all aspects of the organisation. This department depends directly on the administrators of the group.

ORGANISATIONAL STRUCTURE/AREAS OF RESPONSIBILITY

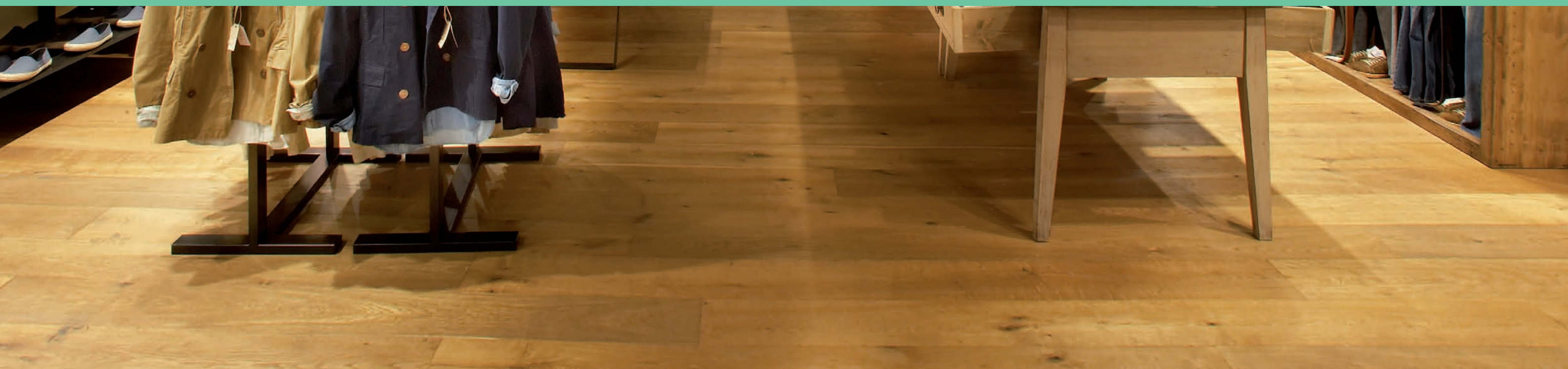
The structure of the organisation is shown in the following chart:





C

Other information of interest



15

Contact details

We hope the information included in this report provides answers for the different groups of interest of our organisation.

This sustainability report is available on the Mango website (www.mango.com).

Any suggestion, contribution or comment on the part of Mango users or groups of interest regarding the report contexts or aspects relating to our corporate social responsibility can be made through rsc@mango.com or directly at our central headquarters:

MANGO MNG HOLDING, S.L.U.
c/ Mercaders 9-11, Polígono Industrial Riera de Caldes
Apartado de correos 280
E- 08184 Palau-solità i Plegamans, Barcelona, Spain



16

*Verification of the report*INDEPENDENT VERIFICATION DOCUMENT ON THE SUSTAINABILITY REPORT
FOR MANGO MNG HOLDING, S.L.U. AND SUBSIDIARIES (MANGO GROUP) 2012

To the Management of MANGO MNG HOLDING, S.L.U. and subsidiaries (Mango Group):

This document contains the results of the review carried out by AUREN on the information included in the Sustainability Report of MANGO MNG HOLDING, S.L.U. and subsidiaries (Mango Group) for the year 2012. This report is a verification report within the scope detailed by GRI version 3.1 (G3.1) (hereafter GRI-G3.1) and based on the procedures established by GRI-G3.1.

SCOPE

The verification carried out has taken into account the following aspects:

- The adaptation of the content of the Report to Guidelines GRI-G3.1 and the reality of the indicators in the Report on the activity of MANGO MNG HOLDING, S.L.U. and subsidiaries (Mango Group) during 2012.
- That qualitative information relating to indicators GRI-G3.1 has been suitably corroborated with internal information or information from third parties.
- The information and results produced by MANGO MNG HOLDING, S.L.U. and subsidiaries (Mango Group) in compliance with the goals set out for the year in question in the 2011 Report.

It is the responsibility of MANGO MNG HOLDING, S.L.U. and subsidiaries (Mango Group) to draw up the Sustainability Report for MANGO and its contents, as well as to maintain and adapt the management and internal control systems from which the information included in the Report is obtained. It is the responsibility of AUREN to issue an independent report, based on the verification standards and processes defined in accordance with the criteria specified in this report.

This report has been produced exclusively in the interest of MANGO MNG HOLDING, S.L.U. and subsidiaries (Mango Group) as per our letter of engagement.

VERIFICATION STANDARDS AND PROCESSES

AUREN has carried out a detailed study and analysis of all the information contained in the report, checking its veracity and correspondence with the indicators of the GRI-G3.1. Data analysis carried out has used the following norms for auditing and verifying reports and management systems as points of reference: International Standard on Assurance Engagements (ISAE 3000), Accountability 1000 Assurance Standard (AA1000), Own Methodology established by AUREN Auditores and the Guide of Action for the Review of Corporate Responsibility Reports issued by the Instituto de Censores Jurados de España. The methodology applied included the following actions:

- Meeting with the Departments of Corporate Social Responsibility at MANGO MNG HOLDING, S.L.U. and subsidiaries (Mango Group) to establish the scope of the company's activity in the field, a detailed description of the organisation's Social Responsibility Plan and its execution in the entire structure of the organisation.
- Meetings with company employees which provide basic information to verify compliance with the indicators.
- Review of documents on systems for information management, analysis, collection and assessment in terms of materials and relevance in drawing up the Report. This included the review of documents and internal policies of the company and its comparison with the actual application.

- Analysis of the actions carried out by MANGO MNG HOLDING, S.L.U. and subsidiaries (Mango Group) in relation to its groups of interest, validity of maps of the relationship with these groups, communication means used in dialogue with them and concrete activities developed in relation to them. Both the data preserved by the company itself and the points of view of groups of interest compiled through conversations held with our auditors were taken into account.
- Audit visit of the company work centres, paying special attention to those with the highest numbers of employees, to check compliance with workplace regulations affecting their health and wellbeing, and linked to the indicators included in the Report.
- Assessment of the relevance and integrity of the information included in the Report.

Thorough check of the information included in the Report in relation to each of the GRI-G3.1 indicators, through samples analysed with statistical tools for the qualitative and quantitative analysis of information.

INDEPENDENCE

This report was produced in compliance with the independent regulations established by the Ethics Code of the International Federation of Accountants (IFAC).

CONCLUSIONS

Based on this, the following conclusions were reached:

- The 2012 Sustainability Report of MANGO MNG HOLDING, S.L.U. and subsidiaries (Mango Group) includes the basic contents recommended by the Guide for drafting Reports on Sustainability of the Global Reporting Initiative GRI-G3.1, to reach level A+, in accordance with the self-declaration set out in the aforementioned Guide and carried out by the company.

- The internal systems, procedures and processes aimed at the preparation, collection and drafting of the Report completing the indicators established by GRI-G3.1 have been reviewed and are in agreement with and suited to this purpose.
- The reference indicators have been prepared in accordance with the bases and criteria established in the Guide. The information supporting each indicator is accurate and there are no deviations from veracity or consistency.

There are no indications to make us believe that the Report contains mistakes or has not been prepared, in all its significant aspects, in accordance with the GRI-G3.1 guide. If in addition to the processes described in the report, others had been applied, we would have informed you about other issues which might have become apparent.

Barcelona, 12th of April 2013

AUREN
Antoni Gómez Valverde
Partner



17

GRI Content Index

GRI CHAPTER / GRI INDICATOR PAGES

PROFILE

1. STRATEGY AND ANALYSIS

- 1.1 Declaration of the head decision-maker of the organisation on the relevance of sustainability for the organisation and its strategy. 9-11
- 1.2 Description of the main impacts, risks and opportunities. 31, 32

2. PROFILE OF THE ORGANISATION

- 2.1 Name of the organisation. 19
- 2.2 Main brands, products and/or services. 23, 63, 64
- 2.3 Operational structure of the organisation, including the main divisions, bodies in operation, subsidiaries and joint businesses. 23, 87, 101-102
- 2.4 Location of the main headquarters of the organisation. 105
- 2.5 Number of countries in which the organisation operates and name of the countries in which it develops significant activities or activities which are specifically relevant to matters relating to sustainability treated in the Report. 64, 85, 86
- 2.6 Nature of the property and legal form. 23
- 2.7 Markets served. 23, 85, 86
- 2.8 Size of the informing organisation. 55, 88, 90, 91
- 2.9 Significant changes in size, structure and ownership of the organisation during the period covered by the report. 83-91, 101, 102
- 2.10 Awards and distinctions received during the period in question. 41

3. PARAMETERS OF THE REPORT

PROFILE OF THE REPORT

- 3.1 Period covered by the information contained in the report. 19
- 3.2 Date of the most recent previous report. 19
- 3.3 Cycle of presentation of reports. 19
- 3.4 Point of contact for matters relating to the Report or its content. 105

SCOPE AND COVERAGE OF THE REPORT

- 3.5 Process for the definition of the content of the report. 19
- 3.6 Coverage of the report. 19
- 3.7 Indication of the existence of limitations in scope or coverage of the report. 19
- 3.8 Basis for the inclusion of information in the event of joint business, subsidiaries, leased installations, subcontracted activities or other entities that may affect the comparability between periods and/or between organisations significantly. 19
- 3.9 Data measurement techniques and basis for calculations, including hypotheses and techniques underlying the estimations applied in the collection of indicators and other information of the report. 19
- 3.10 Description of the effect the re-expression of information from previous reports might have, along with the reasons that have motivated this re-expression. 19
- 3.11 Significant changes relating to previous periods in scope, coverage, or assessment methods applied in the Report. 19
- 3.12 Table showing the location of the basic contents in the report. 109-113

VERIFICATION

- 3.13 Current policy and practice in relation to the request for external verification of the report. If not included in the verification report in the sustainability report, it is necessary to explain the scope and basis of any other existing external verification. It is also necessary to clarify the relationship between the informing organisation and the provider or providers of the verification. 19, 107, 108

4. GOVERNANCE, COMMITMENTS AND PARTICIPATION OF THE GROUPS OF INTEREST

GOVERNANCE

- 4.1 The governance structure of the organisation, including the committees of the maximum governance body in charge of tasks such as the definition of the strategy or the supervision of the organisation.. 13, 101, 102
- 4.2 It is necessary to indicate whether the president of the maximum governance body also holds an executive position. 101, 102
- 4.3 In organisations with a single management structure, the number and gender of the members of the maximum governance body that are independent or non-executive will be stated. N/A
- 4.4 Mechanisms of the shareholders and employees to make recommendations or instructions to the maximum governance body. 51, 101, 102
- 4.5 Relation between the earnings of the members of the maximum governance body, directors and executives and the performance of the organisation. 101, 102
- 4.6 Procedures in place to prevent conflicts of interest in the maximum governance organism. 101, 102
- 4.7 Procedure for determining the composition, qualifications and experience which can be demanded from the members of the maximum governance body and its committees, including any consideration regarding gender or other diversity indicators. 101, 102
- 4.8 Mission statements and values developed internally, codes of conduct, and principles relevant to economic, environmental and social performance, and the implementation status. 23, 31, 32, 65, 66, 94-97
- 4.9 Procedures of the maximum governance organism for supervising the organisation in identifying and managing its economic, environmental and social performance, including related risks and opportunities, and adhering to or complying with international standards, codes of conduct and principles. 23, 24, 31, 32, 65, 69, 101, 102
- 4.10 Procedures for assessing the performance characteristics of the maximum governance body, particularly in relation to economic, environmental and social performance. 23, 24, 65, 69, 101, 102

COMMITMENTS WITH OUTSIDE INITIATIVES

- 4.11 Description of how the organisation has adopted propositions or principles for safeguards. 33, 34, 97
- 4.12 Social, environmental and economic principles or programmes developed externally, as well as any other initiative the organisation subscribes to or approves of. 23, 24, 31-34, 47, 48, 78, 79, 97

- 4.13 Main organisations the organisation belongs to and/or national and international bodies it supports. 31, 34, 47, 48, 78, 79, 97

PARTICIPATION OF THE GROUPS OF INTEREST

- 4.14 List of groups of interest that the organisation has included. 23, 24
- 4.15 Basis for the identification and selection of groups of interest to which the organisation commits. 23, 24, 31, 32
- 4.16 Approaches adopted for the inclusion of groups of interest, including the frequency of participation according to types and category of groups of interest. 23, 24, 31, 32
- 4.17 Main concerns and matters of interest that have arisen through the participation of the groups of interest and the way in which the organisation has responded to them in drawing up the report. 23, 24, 31, 32, 63-68, 77-79, 94-97

5. MANAGEMENT APPROACH AND PERFORMANCE INDICATORS

ECONOMIC DIMENSION

ECONOMIC PERFORMANCE INDICATORS

ASPECT: ECONOMIC PERFORMANCE

- EC.1 (P) Direct economic value generated and distributed, including income, operation costs, employee salaries, donations and other investments in the community, non-distributed profits and payments to capital providers and governments. 83-91
- EC.2 (P) Financial consequences and other risks and opportunities for the activities of the organisation due to climate change. 31, 32, 77-79
- EC.3 (P) Coverage of the obligations of the organisation arising from social benefit programmes. N/A
- EC.4 (P) Significant financial aid received from governments. N/A

ASPECT: PRESENCE IN THE MARKET

- EC.5 (A) Range of the relationship between the basic standard starting salary broken down by gender and the local minimum wage in locations developing significant operations. 51
- EC.6 (P) Policies, practices and ratio of expense corresponding to local providers in locations that develop significant operations. 63, 64
- EC.7 (P) Procedures for local contracting and the ratio of top executives from the local community in locations where significant operations are developed. 55, 56

ASPECT: INDIRECT ECONOMIC IMPACT

- EC.8 (P) Development and impact of the investments in infrastructures and the services provided mainly for public benefit, through commercial commitments, pro bono or in kind. N/A
- EC.9 (A) Understanding and description of the major indirect economic impacts, including their scope. 23, 24, 31, 64, 85-87, 91

ENVIRONMENTAL DIMENSION

INDICATORS OF ENVIRONMENTAL PERFORMANCE

ASPECT: MATERIALS

EN.1 (P) Materials used, by weight or volume. 80
EN.2 (P) Percentage of materials used that are recycled. 80

ASPECT: ENERGY

EN.3 (P) Direct energy consumption broken down according to raw sources. 80
EN.4 (P) Indirect energy consumption broken down according to raw sources. 78
EN.5 (A) Energy saving due to conservation and improvement in efficiency. 79
EN.6 (A) Initiatives for providing products and services which are efficient in energy consumption or based on renewable energy, and the reductions in energy consumption resulting from these initiatives. N/A
EN.7 (A) Initiatives for the reduction of the indirect consumption of energy and the reductions achieved with these initiatives. 77-80

ASPECT: WATER

EN.8 (P) Total collection of water according to source. 80
EN.9 (A) Sources of water that have been affected significantly by water collection. N/A
EN.10 (A) Total percentage and volume of recycled and reused water. N/A

ASPECT: BIODIVERSITY

EN.11 (P) Description of land adjoining or located within protected natural spaces or unprotected high biodiversity areas. It is necessary to indicate the location and extent of land which is highly valuable in terms of biodiversity and owned, leased, or managed in areas other than protected areas. N/A
EN.12 (P) Description of the most important impacts on biodiversity in protected natural spaces or in unprotected high biodiversity areas, derived from the activities, products and services in protected areas and in areas highly valuable in terms of biodiversity other than those in protected areas. N/A
EN.13 (A) Protected or restored habitats. N/A
EN.14 (A) Strategies and actions implemented and planned for the management of impacts on biodiversity. N/A
EN.15 (A) Number of species, broken down according to their danger of extinction, included on the IUCN red list and on national lists, whose habitats are in areas affected by the operations depending how endangered the species are. N/A

ASPECT: EMISSIONS, SPILLS AND WASTE

EN.16 (P) Total direct and indirect greenhouse gas emissions, by weight. 78
EN.17 (P) Other indirect emissions of greenhouse gas emissions, by weight. 78

EN.18 (A) Initiatives to reduce greenhouse gas emissions and the reductions achieved. 77-80
EN.19 (P) Emissions of substances that destroy the ozone layer, by weight. N/A
EN.20 (P) NO, SO and other significant emissions into the air, by type and weight. 78
EN.21 (P) Total of waste water, according to its nature and destination. 80
EN.22 (P) Total weight of waste managed, according to type and treatment method. 80
EN.23 (P) Total number and volume of the most significant accidental spillages. N/A
EN.24 (A) Weight of the waste transported, imported, exported, or treated that is considered dangerous according to the classification of the Basel Convention, annexes I, II, III and VIII, and percentage of waste transported internationally. N/A
EN.25 (A) Identification, size, protection status and biodiversity value of hydric resources and related habitats, significantly affected by water spillage and runoff of the informing organisation. N/A

ASPECT: PRODUCTS AND SERVICES

EN.26 (P) Initiatives to mitigate the environmental impact of products and services, and the degree of reduction of this impact. 75-80
EN.27 (P) Percentage of products sold, and their packaging material, recycled at the end of their useful life, by product category. 75

ASPECT: COMPLIANCE WITH REGULATIONS

EN.28 (P) Cost of major fines and number of non-monetary sanctions resulting from non-compliance with environmental regulations. N/A

ASPECT: TRANSPORT

EN.29 (A) Major environmental impacts of the transport of products and other goods and materials used for the activities of the organisation, as well as staff transport. 77-80

ASPECT: GENERAL

EN.30 (A) Breakdown by type of total environmental costs and investments. 75-80

SOCIAL DIMENSION

INDICATORS OF THE PERFORMANCE
OF LABOUR PRACTICES AND WORK ETHICS

ASPECT: EMPLOYMENT

LA.1 (P) Breakdown of the collective of workers by type of job, contract, region and gender. 52, 55
LA.2 (P) Total number of employees and rate of new hirings and average rotation of employees, broken down by age group, gender and region. 23, 49, 55

LA.3 (A) Social benefits for full-time employees, which are not offered to temporary or part-time employees, broken down according to significant activity locations. N/A
LA.15 (P) Levels of reincorporation to work and of retention following maternity or paternity leave, broken down by gender. 51

ASPECT: COMPANY/WORKERS RELATIONSHIP

LA.4 (P) Percentage of employees covered by a collective agreement. 51
LA.5 (P) Minimum period(s) of advance warning regarding organisation changes, including whether these notifications are specified in the collective agreements. 51

ASPECT: HEALTH AND SAFETY AT THE WORKPLACE

LA.6 (A) Percentage of the total of workers represented in joint management-employees health and safety committees, established to help to control and offer assessment on programmes on health and safety in the workplace. N/A
LA.7 (P) Rates of absenteeism, professional illness, days lost and number of fatalities relating to the workplace according to region and gender. 54
LA.8 (P) Programmes for education, training, assessment, prevention and control of risks that are applicable to the workers, their families, or the members of the community in relation to serious illnesses. 55, 56
LA.9 (A) Matters of health and safety covered in formal agreements with trade unions. N/A

ASPECT: TRAINING AND EDUCATION

LA.10 (P) Average hours of training a year per employee, broken down according to employee category. 58
LA.11 (A) Programmes for the management of skills and continued training which promote the employability of workers and support them in management at the end of their professional careers. 58
LA.12 (A) Percentage of employees who receive regular evaluations on performance and professional development, broken down according to gender. 58

ASPECT: DIVERSITY AND EQUALITY IN OPPORTUNITIES

LA.13 (P) Composition of the corporate governance bodies and workforce, broken down by categories of employee, gender, age group, minority and other diversity indicators. 13, 55
LA.14 (P) Comparison between basic salaries of men compared to those of women, broken down by professional category. 51

HUMAN RIGHTS

INDICATORS OF PERFORMANCE OF HUMAN RIGHTS

ASPECT: INVESTMENT AND PROVISION PRACTICES

HR.1 (P) Total percentage and number of significant investment agreements that include clauses incorporating concerns regarding

human rights or which have been analysed in connection with human rights. 65-69
HR.2 (P) Percentage of suppliers, contractors and other important commercial partners analysed in relation to human rights, and measures adopted as a consequence. 65-69
HR.3 (A) Total of training hours for employees on policies and procedures relating to aspects of human rights relevant to their activities, including the percentage of employees trained. 69

ASPECT: NON-DISCRIMINATION

HR.4 (P) Total number of discrimination incidents and corrective measures adopted. 69

ASPECT:
FREEDOM OF ASSOCIATION AND COLLECTIVE AGREEMENTS

HR.5 (P) Major operations and providers identified in which the right to freedom of association and the right to comply with the collective agreements can run major risks, and measures adopted to support these rights. 63-69

ASPECT: CHILD LABOUR

HR.6 (P) Major operations and providers identified entailing significant risk of child labour incidents and measures adopted to contribute to the effective abolishment of child labour. 63-69

ASPECT: FORCED LABOUR

HR.7 (P) Major operations and providers identified as a significant risk prompting episodes of forced or obligatory labour, and the measures adopted to contribute to the elimination of all forms of forced or obligatory labour. 63-69

ASPECT: SECURITY PRACTICES

HR.8 (A) Percentage of security personnel trained in the policies or procedures of the organisation in aspects of human rights relevant to activities. N/A

ASPECT: RIGHTS OF INDIGENOUS POPULATIONS

HR.9 (A) Total number of incidents relating to violations of the rights of indigenous populations and measures adopted. N/A

ASPECT: ASSESSMENT

HR.10 (P) Percentage of total number of operations that have been subject to reviews or impact assessments in terms of human rights. 63-69

ASPECT: CORRECTIVE MEASURES

HR.11 (P) HR.11 (P) Number of complaints relating to human rights which have been presented, dealt with and resolved using formal conciliatory mechanisms. 63-69

SOCIETY

INDICATORS OF SOCIETY PERFORMANCE

ASPECT: LOCAL COMMUNITIES

SO.1 (P) Percentage of operations where development programmes and assessment and participation of the local community have been implemented. 47-48

SO.09 (P) Operations with possible or real significant negative impacts on local communities. N/A

SO.10 (P) Prevention and mitigation measures implemented in operations with possible or real significant negative impacts on local communities. N/A

ASPECT: CORRUPTION

SO.2 (P) Percentage and total number of business units analysed in connection with corruption-related risks. 31, 63-68

SO.3 (P) Percentage of employees trained in the anti-corruption policies and procedures of the organisation. 31

SO.4 (P) Measures taken in response to corruption incidents. N/A

ASPECT: PUBLIC POLICY

SO.5 (P) Position in public policies and participation in their development and that of lobbying activities. N/A

SO.6 (A) Total values of financial contributions and contributions in kind to political parties or related institutions, listed by country. N/A

ASPECT: UNFAIR COMPETITION

SO.7 (A) Total number of actions for causes related to monopolistic practices and practices against free competition, and their results. N/A

SO.8 (P) Monetary value of major sanctions and fines and total number of non-monetary sanctions derived from non-compliance with laws and regulations. N/A

RESPONSIBILITY REGARDING PRODUCTS

INDICATORS OF RESPONSIBILITY
PERFORMANCE ON PRODUCTS

ASPECT: HEALTH AND SAFETY OF CUSTOMERS

PR.1 (P) Phases of the life cycle of the products and services in which the impact for the health and safety of customers is evaluated for improvement, and the percentage of categories of significant products and services subject to these evaluation procedures. 95-97

PR.2 (A) Total number of incidents derived from non-compliance with legal regulations or voluntary codes relating to the impacts of products and services on health and safety during their life cycle, distributed according to the type of result of these incidents. 97

ASPECT: LABELLING OF PRODUCTS AND SERVICES

PR.3 (P) Types of information on products and services, required by procedures and regulations in place, and percentage of products and services subject to these information requirements. 64

PR.4 (A) Total number of breaches of the regulations and the voluntary codes relating to the information and labelling of products and services, distributed in accordance to the type of result of these incidents. 64

PR.5 (A) Practices regarding customer satisfaction, including the results of customer satisfaction studies. 39

ASPECT: MARKETING COMMUNICATIONS

PR.6 (P) Programmes for the compliance with laws or adherence to voluntary codes and standards mentioned in marketing communications, including advertising, other promotional activities and sponsorships. N/A

PR.7 (A) Total number of incidents resulting from the non-compliance with regulations relating to marketing communications, including advertising, promotion and sponsorships, distributed according to the type of result of these incidents. N/A

ASPECT: CUSTOMER PRIVACY

PR.8 (A) Total number of justified complaints regarding privacy and the leak of customer personal data. 41

ASPECT : COMPLIANCE WITH REGULATIONS

PR.9 (P) Cost of major fines resulting from non-compliance with regulations regarding the supply and use of products and the services of the organisation. N/A

(P) MAIN PERFORMANCE INDICATORS.

(A) ADDITIONAL PERFORMANCE INDICATORS.



Design and layout:

MANGO
REPORTIA

Annual Report 2012