

Sustainability report 2004

MANGO



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I. LETTER FROM THE MANAGING DIRECTOR

I. LETTER FROM THE MANAGING DIRECTOR



This is the first sustainability report we have produced, according to the Sustainability Reporting Guidelines 2002 by Global Reporting Initiative (GRI). It is meant to be a balanced and reasonable presentation of the financial, environmental and social year of our organization. This report has been prepared by our Internal Auditing department (Corporate Social Responsibility section-CSR), the members of which are in charge of tasks of control, improvement and recommendations for our sustainability strategy.

In this global world, we all expect companies to voluntarily manage their own activities with responsibility and transparency. At Mango we feel responsible in the way our activities affect people and the environment. We are also responsible for increasing our activity and contributing to the economic development of our environment.

In 2002 we created the Corporate Social Responsibility department in order to promote CSR policies and performances in our organization and we supported the UN by joining The Global Compact.

We are sure that the values that surround us in our company will help us improve year after year our commitment to society and discover new ways to improve our sustainability policies.

We hope that those interested in the content of this report find the information they desire. Furthermore, we are open to suggestions for its improvement.

We will work hard in order to become a big company capable of contributing positive elements to our society.

Enric Casi
Managing Director

2. SCOPE

2. SCOPE

The scope of this sustainability report rests upon the consolidated group Mango, which is formed by MANGO MNG HOLDING, S.L. and its subsidiary companies. The report will duly note if any information included in it does not fall within this scope.

This report, the first produced by the group, corresponds to the 2004 financial year. It has been prepared in accordance with the Sustainability Reporting Guidelines 2002 by Global Reporting Initiative (GRI).

In order to simplify, talking about the staff, we distinguish two areas: on the one hand, the shops and on the other hand, the rest of staff who is called structural staff.

All figures, except those indicating otherwise, are in thousands of euros.

All the images of manufacturing plants and production centres in this report were taken during inspection and monitoring visits to suppliers.

3. THE MANGO GROUP

3. THE MANGO GROUP

INTRODUCTION

MANGO MNG HOLDING, S.L. is the business operation leader of a group of companies dedicated to the design, manufacture, distribution and marketing of garments and accessories for women through the fashion distribution chain MANGO/MNG.

At the end of the 2004 financial year, the group was represented in 75 countries with 768 stores. Of these, 246 were the company's own and 522 were franchises.

The consolidated turnover for the 2004 financial year grew to 831,679 thousand euros, while the consolidated profit for the same period reached 73,129 thousand euros. It is specially worth noting that 71.44% of the total turnover corresponds to exports.

As at 31st December 2004, the group employed a total of 5,566 staff.

The most significant business figures for recent financial years are as follows:

DESCRIPTION	2004	2003	2002	2001	2000
Net turnover	831,679	779,814	744,997	671,572	548,091
Net profit	73,129	64,791	60,629	56,408	58,864
Number of stores	768	704	629	575	515
Number of countries	75	72	69	62	49
Exports (%)	71.44%	71.58%	69.43%	67.85%	60.32%
Average number of employees	5,453	4,862	4,729	4,670	4,657

BRIEF HISTORICAL REVIEW

In 1984 Mango opened its first shop on the Paseo de Gracia. A year later, Mango had five outlets in Barcelona and from that point, with the opening of a shop in Valencia, expansion in the domestic market began.

What was initially a small team had begun to grow: by 1988 the company had 13 sales outlets in Spain.

In 1992 Mango was to open its 99th store in Spain and from that point, with the opening of two shops in Portugal, expansion into the international market began. Two years later, the business management system which is still in place today, based on specialised and co-ordinated teams, was introduced.

The highly competitive Spanish textile market and Mango's efforts to conquer it, have been the key to our success beyond our borders. In 1997, the turnover generated abroad outstripped the domestic turnover for the first time, and by 2004 it had reached 71.44%.

BUSINESS ACTIVITY AND BASIC CHARACTERISTICS

The business activity and growth of our organisation is based on three basic points:

The people

Staff with human warmth and a motivated team with a solid, open and flexible attitude.

The concept

A well-defined product arising from the relationship between design and quality, a specific target -dress contemporary urban women in all their day-to-day needs-, and a coherent and unified brand image.

Our own technology

As basis for logistics, for improving all company processes and for communications, developed by a team of engineers, analysts, etc.

All of this in order to achieve:

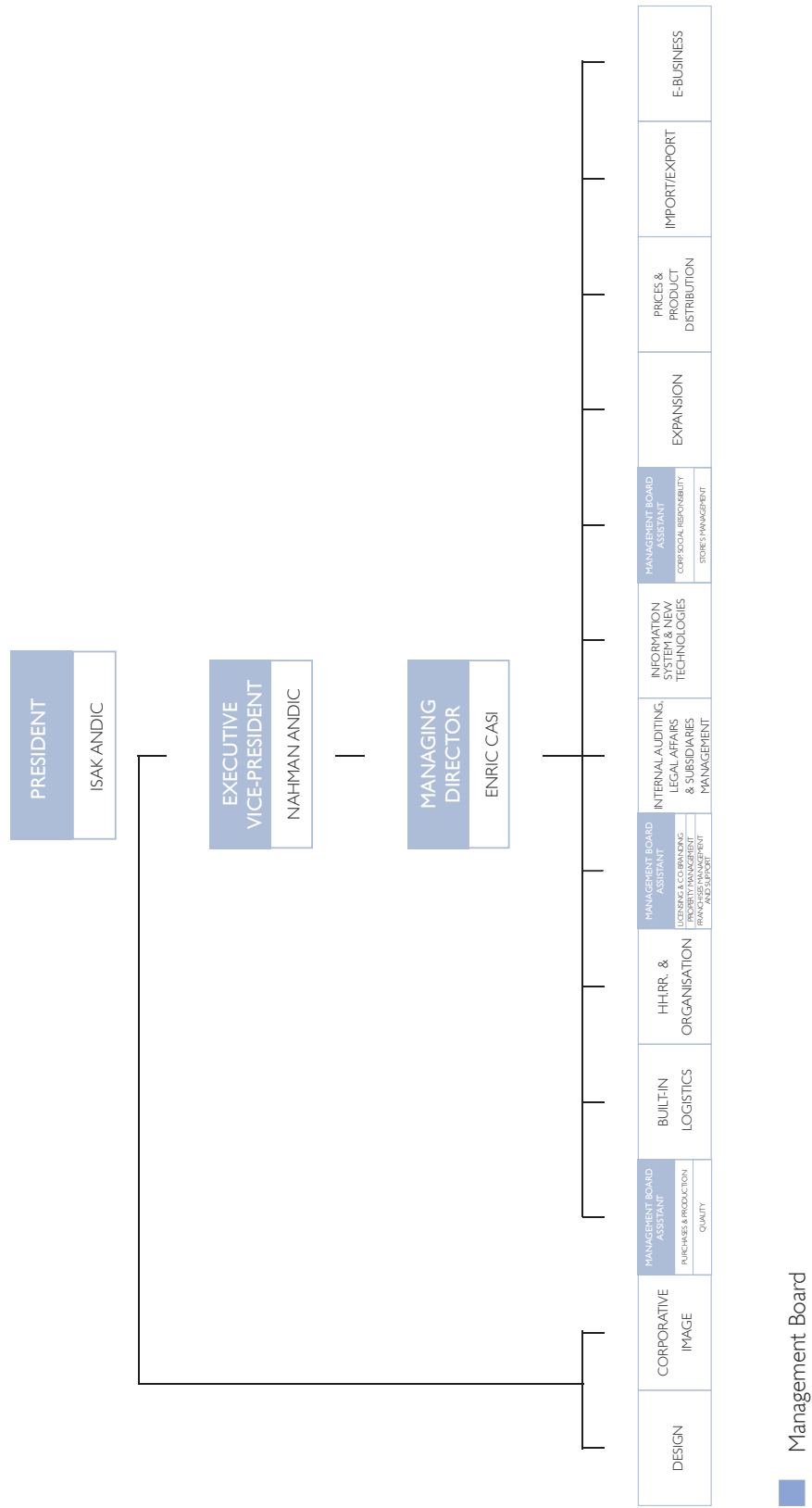
our business dream

"To be present in every city in the world", aware that we are competing at the highest level and without ever losing the values that are a basic part of Mango: harmony, humility and human warmth.



ORGANISATION

The following organisational chart describes the organisation's operating structure:



CHARACTERISTICS OF THE PRODUCT AND PRODUCTION SYSTEM

The main characteristics of our product and our production system are the following:

Production system

There are two different production systems in our organisation:

The first of these consists of designing a product, outsourcing its manufacture and acquiring it when it is complete. In this case, suppliers are in charge of buying all the primary materials for production. Internally, we refer to this type of supplier as manufacturers.

In the second system we also design the garment but, in contrast to the above, our organisation acquires all the primary materials used to make the garment, and later send it to the supplier for production. Internally, we refer to this type of supplier as production workshops.

These names are exclusively for internal use, since the suppliers have exactly the same characteristics. The decision to use one system rather than the other depends on technical factors such as the distance, the characteristics of the primary materials, etc.

The production percentages for each of the two systems in the 2004 financial year were, approximately:

Production by manufacturers: 75%

Production by production workshops: 25%

Control and monitoring

All of the manufacturers and production workshops described above follow and sign our Code of Conduct and are subject to quality control inspections.

Ownership and exclusivity

The Mango organisation does not participate directly or indirectly in any garment or accessory manufacturer or production workshop. Likewise, none of these works exclusively for our organisation.

Characteristics of the product

All of the garments and accessories are designed based on the idea of collections and matching items, so a planning procedure taking into account production and distribution time is an essential part of the process, together with high standards of quality at all stages, from controls at the source to the final point of sale.

Our garments and accessories are medium-to-high quality, and always seek to maintain the same manufacturing standard (a constant level of quality, the same characteristics, etc.), which means that the production of one style of one garment or accessory must always be made by the same manufacturer in order to avoid differences arising from the manufacturing process, except in some special cases in which the receipt country do not accept the origin of the goods due to customs requirements.

Manufacturing time

Due to the specific production characteristics, our manufacturing period is an average of three to four months, from order placement to receipt of the merchandise.

Scheduling

Before each season, we plan what we are going to send to each store, carrying out the production according to these criteria. If finally there is a difference with the sales forecast, the regulation of the deliveries or exchanges between stores is carried out from our warehouse and central services. If there are surpluses in stores at the end of a season, these will be sold as discounted items during the sales.

Number of suppliers

For all the reasons described above, we do not have many garment suppliers (manufacturers and production workshops): 105 throughout the world.

Technology and direct shipments

Increasingly, our organisation organises direct shipments from our suppliers to the stores: in 2004, these deliveries have reached, approximately, 35% of total production. In order to be able to carry out this system, it is necessary a close communication and collaboration with our suppliers, logistics operators and stores. In this respect, we have developed an IT platform that enables to send and receive information according to user's necessity, and we also use a comprehensive monitoring system of our supplier chain.

Subcontracting

Due to the production characteristics mentioned above, the manufacturers and workshops that we commission do not subcontract out our production. This is not only because Mango instructs them not to do so and monitors the production process, but also because it is technically impossible due to the logistics, technology and quality aspects described above.

By subcontracting, we mean a commissioned supplier's use of a third company for part of his production without the knowledge and authorisation of Mango.

Although our suppliers generally cover the entire production process (cutting, producing, ironing, packaging, etc.), on occasion there are special processes that a supplier may not do and which are carried out by other specialist companies, for instance embroidery. In these cases, Mango is aware of the production and authorises it. As this special production increases, these companies are also included in our control and audit system.

4. CORPORATE SOCIAL RESPONSIBILITY (CSR) IN THE MANGO GROUP

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OUR SUSTAINABILITY MODEL

At Mango, our staff's values are very important to us. We strongly believe that the ethical and sustainable behaviour of any organisation is the result of the human qualities of the people that are part of it at every level.

We also want to develop and implement this set of values in all our fields of influence, both internal and external, as we believe that our responsibility covers our whole supply chain. In this sense, we have been steadily developing instructions, codes and policies related to social needs, work and environmental aspects, always with the desire to improve and move forward.

We understand that these policies and codes have to be continuously monitored externally and must be transparent with regard to the results obtained.

STAGES AND TIMELINE OF THE PROCESS

Our organisation has basically moved through two different stages:

First stage (1984-2000)

During this initial period, we obtained written commitment from our manufacturers and producers to observe a series of social needs, work and environmental aspects. These aspects were collected in a document that specified some general instructions for compliance. These instructions were broadened in the second step to make up the current Code of Conduct.

During this stage we also began to collaborate on a series of social action projects. These projects consisted, basically, of providing assistance in one-off international crisis situations and working with different organisations to deliver clothes to the underprivileged as well as supporting many different campaigns (health, etc). These actions are still carried out today, along with developmental projects in different areas and countries of the world.

In relation to the environment, during 1999 we set up a good practice program. In 2001 an environmental diagnosis study was carried out in our organisation, which became the starting point for all the later developments in this respect.

Second stage (2001- Present)

Since 2001, we have been strengthening all aspects of CSR in our organisation.

In November 2001, we negotiated an agreement so that a single top-level European laboratory guarantees that our garments and accessories do not contain substances that are harmful for health.

In 2002, we initiated contact and discussion with the interested parties. In February of the same year, we signed an agreement with the NGO SETEM (which is the coordinator in Spain of the Clean Clothes Campaign), with the aim of establishing a framework of mutual cooperation and openness which has enabled us to advance and consolidate different aspects of CSR.

In March 2002, we created the Department of Corporate Social Responsibility, whose aim is to establish and coordinate CSR policies and actions within our organisation.

In April 2002, we signed the United Nations' Global Compact agreement. This agreement - announced by the Secretary General of the United Nations, Kofi Annan, at the World Economic Forum in Davos (Switzerland) in January 1999 – called on companies to adopt ten universal principles in the fields of human rights, labour laws, the environment and corruption.

The agreement brings together companies, international workers' associations and NGOs with United Nations organisations and other bodies in order to encourage collaboration and create a fairer global framework with room for everybody.

The principles established by the agreement are as follows:

Human rights

1. Businesses should support and respect the protection of internationally proclaimed human rights; and
2. make sure that they are not complicit in human rights abuses.

Labour standards

3. Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;
4. the elimination of all forms of forced and compulsory labour;
5. the effective abolition of child labour; and
6. the elimination of discrimination in respect to employment and occupation.

Environment

7. Businesses should support a precautionary approach to environmental challenges;
8. undertake initiatives to promote greater environmental responsibility; and
9. encourage the development and diffusion of environmentally friendly technologies.

Corruption

10. Businesses should work against in all forms of corruption, including extortion and bribery.

In June 2002 we created a Code of Ethics to express our organisation's policies and objectives, as well as international law and the principles and philosophy of the Global Compact in relation to aspects of CSR. In this code, we established five major commitments in the economic, social, work, environmental, social cooperation and product quality and safety spheres.

The Code of Ethics was the point of reference used for developing, writing and setting up, during June 2002, the Code of Conduct that must be followed compulsory by our suppliers. This code includes the applicable agreements and recommendations of the International Labour Organisation (ILO).

In June 2002, internal audits began for checking supplier (manufacturers and workshops) compliance with the Code of Conduct, and external audits began in December 2003.

During 2004, we began to collaborate with the organisation INTERMON OXFAM. This collaboration consists mainly in participating in various studies and seminars relating to the textiles sector as well as in contributing information regarding the Group's social corporate responsibility policies.

In August 2004, we started the collaboration with People For the Ethical Treatment of Animals (PETA) which mainly consists of explaining the policy, the procedures and the commitments of our organization in these aspects.

THE MANGO GROUP'S CODE OF ETHICS

THE MANGO GROUP'S CODE OF ETHICS

As mentioned above, our Group's Code of Ethics is based on certain values and policies, and also includes ethical application principles. The contents of the Code are set out below:

Values and policy

In order to achieve our company's objectives, we must combine enthusiasm, creativity and continuous training along with the organisation's established values:

- Harmony (opposed to conflict, etc.)
- Humility (opposed to high-handedness, arrogance, pride, etc.)
- Human warmth (opposed to bitterness, hate, etc.)

In order for our work to be successful at the heart of our organisation, we must also observe the following aspects, which complement the values set out above:

- Honesty and mutual respect.
- Perseverance, responsibility and spirit of cooperation.
- Curiosity to learn and continually improve.
- Innovation and creativity.
- Teamwork and common purpose.
- Enthusiasm and satisfaction for a job well done.
- To see change as opportunity rather than danger.
- To simplify tasks and minimise bureaucracy.
- To practice what one preaches.

These values are displayed in all our facilities as a reflection of our commitment.

Ethical principles of the Mango Group

1.- The Mango Group makes a commitment to develop all business operations and activities within an ethical framework. We understand business ethics to refer to a moral, correct and reasonable attitude to all business decisions or actions, always within the applicable legal framework.

2.- The Mango Group makes a commitment to carry out all of its working relationship within a framework of fairness, and to defend, at all times, the staff's basic rights and principles. For this reason the MANGO organisation:

- Will not employ anybody who is below the legal working age and will not use any type of forced or compulsory labour.
- Will guarantee that its employees carry out their work in safe, healthy environments.
- The employees will have the right to association and recognition of collective bargaining.
- Will not permit any type of discrimination of its employees for reasons of race, nationality, religion, disability, sex, sexual orientation, political association or affiliation.
- Will not permit any type of physical or psychic disciplinary methods as well as any form of harassment or physical or psychological abuse.
- Will ensure that the salary received by the employees complies with the job carried out and current legislation as well as with the hours worked.

3.- The Mango Group undertakes to conduct all its business in the most respectful possible way towards the environment.

4.- The Mango Group undertakes to offer all its customers a standard of excellence in all its products, and ensure that they do not involve risks for their health or safety.

5.- The Mango Group undertakes to collaborate, promote and work together with all the social groups, at the local, national and international levels, in which their business is conducted, in all aspects relating to the above points.

Relationship between franchise holders and the Mango Group's Code of Ethics

- Franchise holders must observe the Code of Ethics of the Mango organisation.
- The Mango organisation undertakes to ensure compulsory compliance of all the franchise holders with the code of ethics.

Relationship between manufacturers and production workshop with the Mango Group's Code of Ethics

- The Mango organisation will draw up a specific Code of Conduct, with which manufacturers and workshops must compulsory comply, based on this Code of Ethics.
- Manufacturers and workshops of the Mango organisation must observe the Code of Conduct.
- The Mango organisation undertakes to ensure the compulsory compliance with this Code of Conduct by all manufacturers and workshops that supply them with garments and accessories.

Framework of corporate social responsibility

All the aspects mentioned in this Code of Ethics, which the Mango Group commits to and acts on, make up the legal framework of the Group's Corporate Social Responsibility.

Interest groups

In the Mango Group, we firmly believe that we will act responsibly, to the extent that we can meet the expectations of our main interest groups: employees, shareholders, suppliers and society. Our wish is to work together with all of them in order to define and fulfil our CSR policies.

5. ECONOMIC DIMENSION ASPECTS

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PREPARATION OF ANNUAL ACCOUNTS AND EXTERNAL AUDITS

The Annual Accounts of the individual Companies and the Mango Group have been prepared in accordance with the Generally Accepted Accountancy Principles, with the aim of providing a faithful representation of these.

All companies that fall within the legal requirements have been checked through an external audit.

The group of companies made up of MANGO MNG HOLDING, S.L. and subsidiary companies has also been co-audited by two independent auditing companies, for greater transparency. The companies that have carried out this co-audit are: PriceWaterhouseCoopers Auditores, S.L. and AUREN AUDITORS-CONSULTORS BARCELONA, S.A.



BASIC FIGURES

The main economic figures relating to the development of our group are set out below, together with the main economic performance indicators. This information is taken from the consolidated financial status, other accounting records and the Group's management.

Results

Description	2004	2003	2002	2001	2000
Net turnover	831,679	779,814	744,997	671,572	548,091
Interannual variation (%)	6.65%	4.67%	10.93%	22.53%	—
EBITDA	158,967	147,489	124,292	112,316	105,838
Interannual variation (%)	7.78%	18.66%	10.67%	6.12%	—
EBIT	124,228	115,897	93,280	81,594	82,162
Interannual variation (%)	7.19%	24.25%	14.32%	(0.69%)	—
Net profit	73,129	64,791	60,629	56,408	58,864
Interannual variation (%)	12.87%	6.86%	7.48%	(4.17%)	—

Balance

Description	2004	2003	2002	2001	2000
Equity	432,877	373,729	336,705	279,426	230,880
Interannual variation (%)	15.83%	11.00%	20.50%	21.03%	—
Total balance	906,152	873,152	684,821	669,048	663,994
Interannual variation (%)	3.78%	27.50%	2.36%	0.76%	—
Equity/total balance (%)	47.77%	42.80%	49.17%	41.76%	34.77%

Stores

Description	2004	2003	2002	2001	2000
Total number of stores at the end of the financial year	768	704	629	575	515
Number of own stores	246	242	238	245	225
Number of franchises	522	462	391	330	290
Number of countries with stores open	75	72	69	62	49

Other information

Description	2004	2003	2002	2001	2000
% of sales in international stores	71.44 %	71.58 %	69.43 %	67.85 %	60.32 %
Number of employees on 31/12	5,566	5,608	4,924	4,868	5,438

NATIONAL AND INTERNATIONAL EXPANSION

The expansion of the Mango Group continued during the 2004 financial year with the opening of 87 new stores throughout the world. Five of these were opened in new countries: Azerbaijan, Estonia, El Salvador, Macao and Vietnam. At the end of the 2004 financial year, we were present in 75 countries.

On 31st December 2004, the group had 246 own stores and 522 franchises.

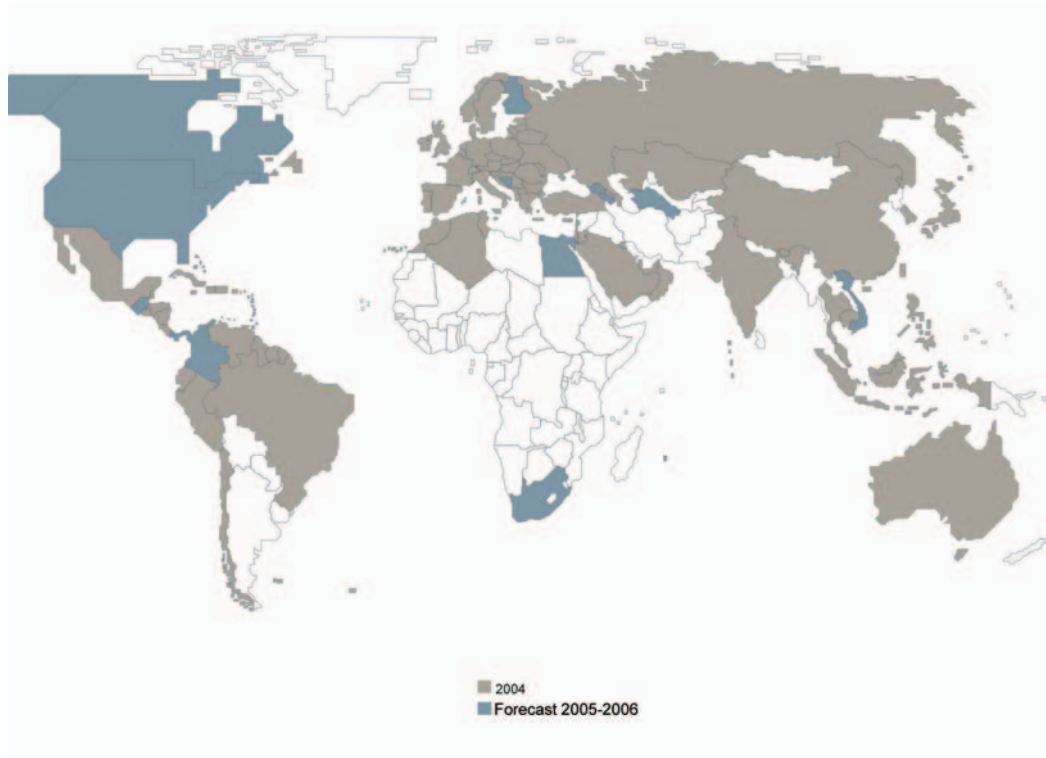
The franchise agreements were made in countries where the cultural and administrative characteristics are very different to ours and for this reason, it is more appropriate that people in their own country manage the stores. This system of management through franchise is also applied in places where the technical characteristics of the place make it more appropriate.

Nowadays, el 48% of the stores of the chain are own stores.

Below are shown the most relevant data to our expansion in recent years:

Mango in the world

The following chart shows the countries where we are currently present, as well as the planned openings in new countries for 2005-2006.



Countries of exports

The main countries (1) that we have exported to during the 2004 financial year are as follows (in percentage of the export rate over the turnover):

No.	COUNTRY	PERCENTAGE
1	FRANCE	9.28%
2	GERMANY	6.50%
3	UNITED KINGDOM	5.98%
4	TURKEY	5.92%
5	PORTUGAL	4.46%
6	RUSSIA	2.85%
7	CANARY ISLAND	2.36%
8	AUSTRIA	2.30%
9	BELGIUM	2.11%
10	SAUDI ARABIC	1.90%
11	HOLLAND	1.83%
12	SWITZERLAND	1.39%
13	UNITED ARAB EMIRATES	1.31%
14	ISRAEL	1.26%
15	HUNGARY	1.21%
16	SINGAPORE	1.05%
17	ITALY	1.03%
18	GREECE	0.89%
19	MALAYSIA	0.85%
20	INDONESIA	0.84%
21	TAIWAN	0.80%
22	MEXICO	0.74%
23	UKRAINE	0.72%
24	REPUBLIC OF CHINA	0.69%
25	ANDORRA	0.64%
26	CZECH REPUBLIC	0.63%
27	IRELAND	0.62%
28	KOREA	0.61%
29	NORWAY	0.59%
30	HONG KONG	0.59%
31	BRAZIL	0.58%
32	JAPAN	0.56%
33	LEBANON	0.55%
34	KUWAIT	0.53%
35	THAILAND	0.50%
36	CROATIA	0.42%
37	CHILE	0.42%
38	DENMARK	0.37%
39	PHILIPPINES	0.36%
40	POLAND	0.34%
41	SWEDEN	0.34%
42	AUSTRALIA	0.33%
43	CYPRUS	0.29%
44	BULGARIA	0.25%
45	LITHUANIA	0.23%

No.	COUNTRY	PERCENTAGE
46	SLOVAKIA	0.22%
47	SERBIA AND MONTENEGRO	0.22%
48	MALTA	0.21%
49	LUXEMBOURG	0.19%
50	QATAR	0.18%
51	MOROCCO	0.18%
52	BAHRAIN	0.18%
53	ECUADOR	0.15%
54	CEUTA/MELILLA	0.15%
55	KAZAKHSTAN	0.15%
56	AZERBAIJAN	0.14%
57	JORDAN	0.13%
58	COSTA RICA	0.12%
59	ARUBA	0.12%
60	PERU	0.12%
61	TUNISIA	0.11%
62	SLOVENIA	0.11%
63	MACEDONIA	0.11%
64	ESTONIA	0.10%
65	VENEZUELA	0.07%
66	MACAO	0.06%
67	INDIA	0.06%
68	OMAN	0.06%
69	MOLDAVIA	0.05%
70	LATVIA	0.04%
71	VIETNAM	0.04%
72	HONDURAS	0.03%
73	ROMANIA	0.03%
74	EL SALVADOR	0.03%
75	DOMINIC REPUBLIC	0.03%
76	PANAMA	0.01%
	TOTAL	71.44%

(I) Canary Island, Ceuta and Melilla are included.

Time frame and development of exports by country

The Mango Group is currently present in 75 countries, including Spain. The following table shows the development of this presence in the different countries (I) over the last eleven years:

COUNTRIES		1994	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004
1	Germany											
2	Andorra											
3	Argentina											
4	Saudi Arabia											
5	Aruba											
6	Australia											
7	Austria											
8	Azerbaijan											
9	Bahrain											
10	Belgium											
11	Brazil											
12	Bulgaria											
13	Chile											
14	Cyprus											
15	Korea											
16	Costa Rica											
17	Croatia											
18	Cuba											
19	Denmark											
20	Ecuador											
21	UAE											
22	Slovakia											
23	Slovenia											
24	Estonia											
25	Philippines											
26	France											
27	Greece											
28	Holland											
29	Honduras											
30	Hong Kong											
31	Hungary											
32	India											
33	Indonesia											
34	Ireland											
35	Iceland											
36	Israel											
37	Italy											
38	Japan											
39	Jorda											
40	Kazakhstan											
41	Kuwait											
42	Latvia											
43	Lebanon											
44	Lithuania											
45	Luxembourg											

COUNTRIES		1994	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004
46	Macao											
47	Macedonia											
48	Malaysia											
49	Malta											
50	Morocco											
51	Mexico											
52	Moldavia											
53	Norway											
54	Oman											
55	Peru											
56	Poland											
57	Portugal											
58	Qatar											
59	United Kingdom											
60	Czech Republic											
61	China											
62	Dominican Republic											
63	Romania											
64	Russia											
65	El Salvador											
66	Serbia and Montenegro											
67	Singapore											
68	Sweden											
69	Switzerland											
70	Thailand											
71	Taiwan											
72	Tunisia											
73	Turkey											
74	Ukraine											
75	Venezuela											
76	Vietnam											

(I) Spain is not included.

Information about subsidiary companies and offices abroad

There are currently subsidiary companies in 20 countries, of which only four have offices abroad (Brazil, Turkey, Germany and France). The administration of the rest is carried out from the central offices in Palau-solità i Plegamans (Barcelona).

The company structure (foreign subsidiary companies), as at 31st December 2004, which supports the Mango Group's sales network is described below:

Subsidiary company	Date established/ acquired	Business activity	Country	% Share
MANGO FRANCE S.A.R.L.	15/11/1995	Garments sales	FRANCE	99.99
MANGO DEUTSCHLAND GMBH	13/09/1996	Garments sales	GERMANY	100
MNG MANGO UK LTD	22/04/1997	Garments sales	UNITED KINGDOM	99.99
MANGO TR.TEKSTILTIC LTD.STI.	21/07/1997	Garments sales	TURKEY	99.65
MANGO NEDERLAND B.V.	13/11/1997	Garments sales	HOLLAND	100
MANGO ISRAEL CLOTHING & FOOTWEAR	21/11/1997	Garments sales	ISRAEL	99
MANGO BRASIL COMERCIAL LTD.	16/12/1997	Garments sales	BRAZIL	99.99
MANGO MERITXELL S.A.	19/06/1998	Garments sales	ANDORRA	32
MNG MANGO BELGIQUE SPRL	29/01/1999	Garments sales	BELGIUM	99.95
MANGO SUISSE S.A.	10/06/1999	Garments sales	SWITZERLAND	100
MANGO HANDELS GMBH	31/08/1999	Garments sales	AUSTRIA	100
MANGO HUNGARY KFT	11/10/1999	Garments sales	HUNGARY	100
MANGO POLSKA Sp.z.o.o.	08/11/1999	Garments sales	POLAND	100
MANGO (CZ) S.R.O.	29/12/1999	Garments sales	CZECH REPUBLIC	99.91
MANGO DANMARK APS	28/02/2000	Garments sales	DENMARK	100
MANGO NORGE	11/05/2000	Garments sales	NORWAY	100
PUNTO FA COMERCIO VESTUARIO LTD	2/07/2001	Garments sales	PORTUGAL	99.79
MANGO JAPAN CO LTD	25/12/2002	Garments sales	JAPAN	3
MANGO HONG KONG LIMITED	29/10/2003	Logistics	HONG KONG	100
MANGO SVERIGE AB	02/07/2004	Garments sales	SWEDEN	100
SHARPE KNIGHT (MANCHESTER) LTD.	19/11/2004	Garments sales	UNITED KINGDOM	100

Foreign sales network (by country)

The foreign sales network consists of our own stores (through the subsidiary companies) and franchises. As at 31/12/2004, the Mango Group had 768 stores open, 540 of which were located abroad.

The growth of the number of stores by country, broken down into own stores and franchises, over the last eleven years is set out in the following tables:

	Own shops	1994	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004
1	Germany			1	2	6	13	17	19	18	18	17
2	Andorra						2	2	2	1	1	1
3	Argentina						6	8	6	4		
4	Austria						1	4	5	5	7	7
5	Belgium						5	6	9	9	9	8
6	Brazil					2	5	5	5	4	4	3
7	Chile					1	1	4	4	4	4	
8	Denmark							1	1	1	1	2
9	Spain	38	49	59	68	84	98	113	120	116	117	120
10	France			4	5	9	11	19	21	23	25	26
11	Holland					1	4	4	6	6	6	6
12	Hungary							4	4	4	4	4
13	Israel					5	9	10	10	9	9	9
14	Norway							3	3	3	3	3
15	Poland							1	1	1	1	1
16	Portugal								1	1	2	4
17	United Kingdom					1	5	9	12	11	13	15
18	Czech Republic								1	2	3	3
19	Sweden											1
20	Switzerland						1	1	1	1	1	1
21	Turkey				2	10	14	14	14	14	14	15
	TOTAL OWN	38	49	64	77	119	175	225	245	237	242	246

	FRANCHISES	1994	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004
1	Germany			1	2	4	4	4	4	10	22	28
2	Andorra	1	1	1	1	1	1	1	2	2	2	2
3	Saudi Arabia					2	4	9	11	14	15	18
4	Aruba	1	1	1	1	1	1	1	1	1	1	1
5	Australia									2	4	9
6	Austria					2	4	4	5	6	6	5
7	Azerbaijan											1
8	Bahrain				1	1	1	1	1	1	1	1
9	Belgium		4	6	5	5			1	2	4	4
10	Brazil					2	2	2				
11	Bulgaria									1	1	2
12	Chile				1							5
13	Cyprus			1	2	3	3	4	4	4	4	4
14	Korea		3	10					2	4	7	10
15	Costa Rica								1	1	2	2
16	Croatia									1	3	4
17	Cuba			2	2	2	2	2	2	2	2	2
18	Denmark									1	1	
19	Ecuador									1	2	2
20	UAE				1	2	3	4	6	7	7	6
21	Slovakia								1	1	3	3
22	Slovenia						1	1	2	2	1	1
23	Spain	89	89	88	105	107	108	104	101	96	98	108
24	Estonia											1
25	Philippines						1	2	3	4	4	4
26	France	4	7	22	20	22	22	20	21	25	29	36
27	Greece		1	2	4	5	7	7	8	9	9	8
28	Holland			3	5	5	2	2	4	9	9	8
29	Honduras										1	1
30	Hong Kong							2	3	4	7	7
31	Hungary					2	2					1
32	India								1	1	2	2
33	Indonesia							1	3	4	4	5
34	Ireland					2	2	2	3	4	4	5
35	Iceland								1	1		
36	Israel		3	9	9	7	5	3	5	5	1	1
37	Italy								1	2	9	11
38	Japan			8	17	25	19	16	15	18	20	22
39	Jordan								1	1	2	2
40	Kazakhstan										1	1
41	Kuwait				1	2	2	3	4	4	4	4
42	Latvia								1	1	1	1
43	Lebanon				1	2	2	3	4	4	4	4
44	Lithuania							1	1	2	2	3
45	Luxembourg				1	1	1	1	1	2	2	2
46	Macao											1
47	Macedonia								1	1	1	1
48	Malaysia			1	1	2	2	4	4	6	6	7

	FRANCHISES	1994	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004
49	Malta	1	1	2	2	2	2	2	2	3	3	3
50	Morocco								1	1	2	2
51	Mexico	4	5	5	6	7	8	8	9	11	11	11
52	Moldavia									1	1	1
53	Norway					1	3					
54	Oman								1	1	1	1
55	Peru				1	1	1	2	2	2	2	2
56	Poland								1	1	1	3
57	Portugal	5	6	12	28	38	43	45	49	48	48	46
58	Qatar				1	1	1	2	2	2	2	2
59	United Kingdom									2	8	5
60	Czech Republic									1	1	1
61	Republic of China									3	10	17
62	Dominican Republic								1	1	1	1
63	Romania						1	1	1	1	1	2
64	Russia						1	1	2	9	16	20
65	El Salvador											1
66	Serbia and Montenegro										1	2
67	Singapore			2	4	4	5	6	8	9	9	9
68	Sweden				1	1	1	1	1	1	2	1
69	Switzerland	1	2	2	3	2	2	3	5	6	10	10
70	Thailand			1	1	1	1	1	3	4	4	5
71	Taiwan		3	8	12	14	14	7	6	10	12	12
72	Tunisia									1	1	1
73	Turkey			1	1	3	3	3	1	1		
74	Ukraine							2	3	4	5	5
75	Venezuela					1	1	2	3	3	2	2
76	Vietnam											1
	TOTAL FRANCHISES	106	126	188	240	283	288	290	330	392	462	522
	TOTAL SHOPS (Own + franchises)	144	175	252	317	402	463	515	575	629	704	768

Agreements with foreign companies

As a policy, we have always tried to keep our decision with independence, for this reason, we do not have any local partner in any of the countries we do our production.

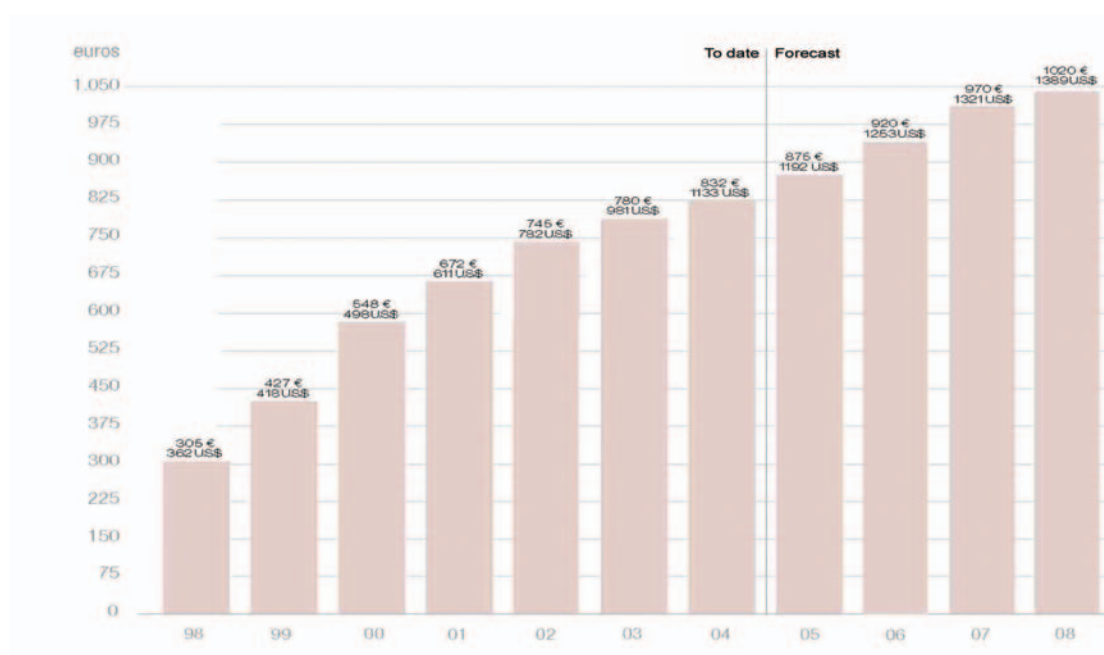
ECONOMIC PERFORMANCE INDICATORS

The main economic performance indicators for the Mango Group are set out below:

Consolidated group MANGO MNG HOLDING, S.L. and subsidiary companies

Net turnover (1) (2)

The net turnover for the MANGO MNG HOLDING, S.L. and subsidiary companies, and the forecast for the coming financial years is as follows:



(1) Figures in millions of euros and millions of U.S. dollars.

(2) The figures correspond to retail sales minus VAT for Mango's own stores, plus the wholesale sales of franchises.

Sales by geographic area

The detail of sales by geographic area for the last financial years is shown below:

Geographic area	2004	2003	2002	2001	2000
Spain	250,155	233,176	237,797	229,222	214,631
Rest of the EU	321,047	291,411	284,885	241,395	174,609
Rest of the world	260,477	255,227	222,315	200,955	158,851
Net turnover	831,679	779,814	744,997	671,572	548,091

Sales by business type

The detail of sales by business type for the last financial years is shown below:

Sales by business type	2004	2003	2002	2001	2000
Own store sales	459,298	432,836	449,620	421,590	336,370
Franchise sales	372,381	346,978	295,377	249,982	211,721
Net turnover	831,679	779,814	744,997	671,572	548,091

Cost of sales and gross margin

The gross margin for the last financial years is shown as follows:

Description	2004	2003	2002	2001	2000
Gross margin (%)	53.2%	47.6%	46.7%	49.1%	51.7%

The percentage of the purchases made in the Spanish local market rises to 15% of the total purchase, confection included.

Staff costs

The staff costs for the last financial years are shown below:

Description	2004	2003	2002	2001	2000
Salaries	100,421	86,084	83,040	82,568	72,334
Social security	27,302	23,400	19,648	18,991	22,295
Total	127,723	109,484	102,688	101,559	94,629

Geographical distribution of staff costs

The geographical distribution of staff costs for the financial years is shown below:

Geographical area	2004	2003	2002	2001	2000
Spain	73,102	60,394	54,858	53,445	51,819
Rest of EU	42,709	37,895	36,302	34,686	27,402
Rest of the world	11,912	11,195	11,528	13,428	15,408
Total	127,723	109,484	102,688	101,559	94,629

Equity providers

The evolution of debts acquired by equity providers over the last few financial years in relation to the total balance is shown below:

Concept	2004	2003	2002	2001	2000
Short-term debt with financial institutions	61,517	64,009	45,523	53,715	59,312
Long-term debt with financial institutions	283,367	314,522	212,293	236,600	258,199
Total debt	344,884	378,531	257,816	290,315	317,511
Cash and banks and short-term financial investments	314,851	277,257	113,034	68,536	40,181
Total net debt	30,033	101,274	144,782	221,779	277,330
Total balance	906,152	873,152	684,821	669,048	663,994
Net debt / balance (%)	3.31%	11.60%	21.14%	33.15%	41.77%

Variations in reserves

The variation in reserves for the 2004 financial year is shown below:

Statement of movements in equity	Share capital	Premium share	Parent company reserves	Reserves in companies in consolid.	Conversion differences	Year results	Total
Opening balance 2004	25,853	144,496	253	155,377	(17,041)	64,791	373,729
Distribution 2003	0	(4,278)	2,415	51,654	0	(64,791)	* (15,000)
Result year 2004	0	0	0	0	0	73,129	73,129
Variations due to legal restatements	0	0	0	(803)	0	0	(803)
Variation due to changes in the consolidation scope	0	0	0	(892)	0	0	(892)
Other	0	0	0	(70)	2,784	0	2,714
Closing balance 2004	25,853	140,218	2,668	205,266	(14,257)	73,129	432,877

* Dividends

Corporate tax

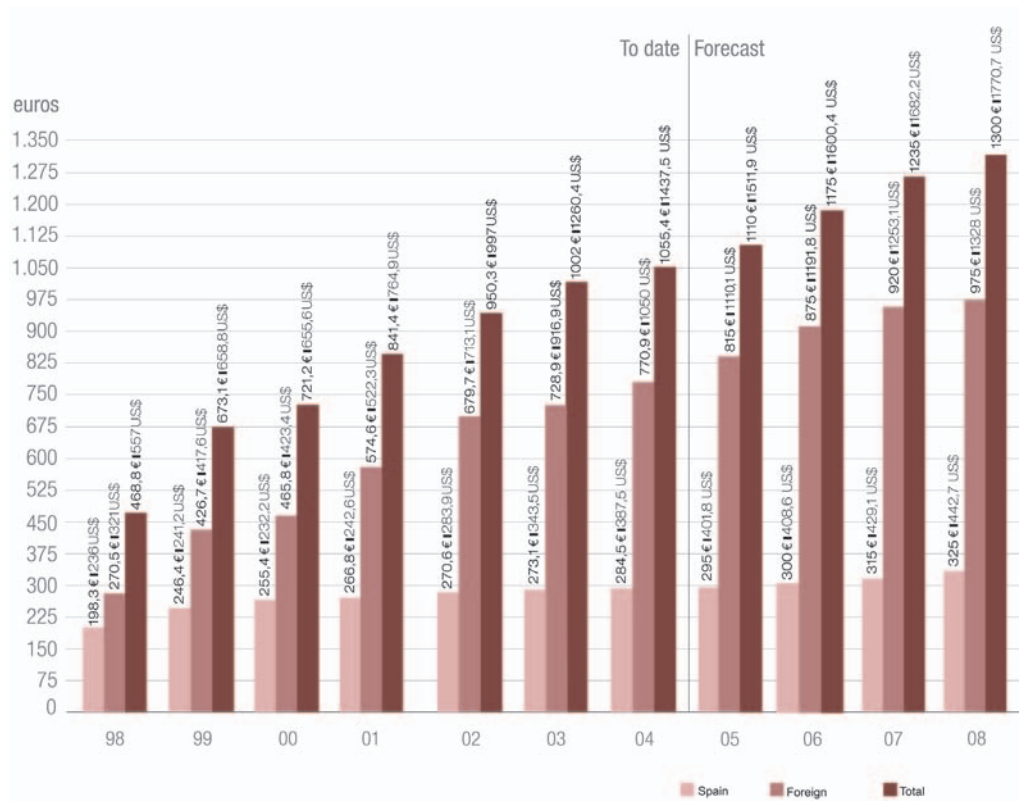
The corporate taxes paid during the 2004 financial year, broken down by countries, are as follows:

Geographical area	2004	2003	2002	2001	2000
Spain	24,914	22,006	8,639	2,951	10,163
Rest of EU	3,199	1,350	964	553	821
Rest of the world	344	539	112	19	414
Total	28,457	23,895	9,715	3,523	11,398

Mango chain

Net turnover (1) (2)

The net turnover for Mango chain stores as well as the forecast for the coming financial years is as follows:



(1) Figures in millions of euros and millions of U.S. dollars.

(2) The figures correspond to retail sales minus VAT for Mango's own stores and in franchises.

The group's export turnover

The group's export turnover and the percentage of the sales over the last financial years are shown below:

Description	2004	2003	2002	2001	2000
Net turnover	1,055,400	1,002,000	950,300	841,400	721,200
Export amount	770,900	728,900	679,700	574,600	465,800
Exports (%)	73.04 %	72.74 %	71.52 %	68.29 %	64.59 %



6. SOCIAL DIMENSION ASPECTS

6. SOCIAL DIMENSION ASPECTS

MANAGEMENT AREAS AND ACTIVITIES

As specified in our sustainability model, we understand that our responsibility goes beyond just our relationship with our employees, and includes our whole supply chain. For this reason, we make a clear distinction between two areas of responsibility: internal and external.

INTERNAL AREA

Mango's good working environment is the result of the opportunities generated by an important growth of the company, and on the other hand, as a consequence of a team made up of employees with human qualities, who are motivated, flexible, and capable of adapting to changes and making the most of them. This has been also established through:

- Ongoing *dialogue (communication)* between the employees with the shareholders and administrators, as well as the organisation's management through meetings known as "If I were President".

The procedure for these meetings is as follows:

- Employees from each department elect a representative by secret ballot. This representative cannot be a manager of the group or the boss of the same department.
- The elected person calls all the employees of the department to a meeting in which he or she collects all the ideas, suggestions, changes or improvements, in order to present them to management.
- Finally, these representatives meet with management to present and discuss the different proposals.

The conclusions, changes and improvements that are agreed on are published and communicated to all the employees through the company's internal newsletters.

It is worth noting that 95% of the proposals discussed in these meetings become specific changes (timetable changes, holiday calculations, broadening and improvement of services, safety improvements, ergonomics and comfort at the workplace, etc.).

- Through the *ongoing contribution of ideas and suggestions*, through "brainstorming" and "suggestion box" initiatives that allow all employees to contribute their ideas and proposals in order to obtain a more efficient operation of the organisation.
- With a *policy of compensation that is appropriate to each situation*. In order to meet this aim, for the structural staff (around 1,500 people), salaries are evaluated, revised and adapted to the circumstances of each worker at least twice a year. In regards to the stores' staff, the salary system is based on a fixed wage and a variable one depending on the turnover of the store.
- With a spirit of *promoting and simplifying the reconciling of family life with work*, and a series of additional advantages such as special conditions for pregnant employees: special parking areas close to the entrances/exits, medical services, etc.
- Facilitating a system of *free group transport* that covers the main cities and routes from which our staff travel to work. This transport includes different arrival and departure times, with the added advantage of avoiding the need for personal vehicles.

- Through the *subsidising of dining rooms*. The organisation central offices have several dining rooms with all the services to cover different options: bringing food prepared at home or using the catering service provided by the company. This catering service is of a high quality and is prepared in our own kitchen facilities. 30% of the cost is paid by employees and the rest is subsidised by the organisation. More than 500 meals are served daily.
- By providing a great degree of *work stability*. At the end of the last financial year, 65.5% of the organisation's total employees were on permanent contracts.

Concept	Structural staff	Stores' staff
Casual	27.27%	38.38%
Permanent	72.73%	61.62%

- Firmly promoting *equal opportunities* as a result of our belief in the abilities of our employees.

Our organisation is also characterised by cultural diversity due to the globalisation of our business, which facilitates geographical mobility to those employees who request it. When new internal positions arise, staff are offered the possibility of requesting a change of department, as long as their profile is suitable.

There are two main aspects in the profile of the staff:

- A high percentage of women, 67.34% hold key management positions in the organisation. The percentage of workers by sex is shown below:

	Structural staff	Stores' staff
Males	37.12%	7.62%
Females	62.88%	92.39%

- The average age of our employees could be considered as young (1):

Structural staff	Stores' staff	Organisation total
31.98	25.72	28.65

(1) Data for Spain

- With a *policy of internal promotion*. Almost all of the organisation's managers and team leaders have originated in decisive action in this area, as a result of a motivated and flexible team that is able to take on new responsibilities.

It should be pointed out that 3.38% of the employees at the central offices have opted for a position in a higher category during the last year. Among store staff, the internal promotion figure for stores reaches 16.21%.

- By offering *free medical services* which cover all our staff. These services cover aspects such as accident and illness prevention and care. The service currently consists of two doctors and a nurse. This team attended a total of 3,633 people in 2004. The main services were as follows:

Blood analysis	613
Non-industrial disease	1,431
Pharmaceutical benefit	89
Anti-flu campaign	173
Anti-tetanus campaign	382
Foreign travel kit	29

- Setting up an *active policy and ongoing dialogue on the subject of industrial risks*. A team consisting of a specialized engineer on matters of industrial risks and two technical assistants who are involved in permanent communication channels between all employees (suggestions, improvements, etc.) which provided an active policy of evaluation and training.

It is worth noting that our policy of risk prevention seeks to integrate these subjects in all the company processes. The aim of these efforts is not just to reduce risks but also to improve the comfort of each workplace, for which reason ergonomic and psychosocial principles are applied.

Training programs in this field include content that is designed in accordance with the needs of the specific workplace. During 2004, 2773 employees were trained in these aspects.

Management tools are also used to encourage employee participation and involvement. This includes the collaboration of the medical service, which monitors health of employees and their relationship to the work that they perform. The following table indicates check-ups undertaken:

Protocol used	Nº check-ups	Return to work	TYPE OF CHECK-UP	
			Initial	Specific period
Visual display unit	284	0	25	259
Forced postures and bipedestation	24	0	0	24
Forced postures	1	0	0	1
Manipulation of loads and basic	14	0	0	14
Manipulation of loads	103	1	19	83
Basic	3	0	0	3
Total check-ups 2004	429	1	44	384

The absenteeism of the staff, due to illness or accidents, in the last two years is as follows:

Regarding to the structural staff, in 2003 the absenteeism rises to 2.28% and in 2004, it rises to 2.82%. Absences due to working accidents in 2003 rises to 0.36%, and to 0.35% in 2004. For own stores in Spain, the leaves due to illness rise in 2003 and 2004, to 2.60% and 2.95% respectively.

On the other hand, the total absences (due to illness or accidents) in branches and stores abroad reached 2.86% in 2004.

- Establishing a broad policy of *personnel training*. Our organisation includes a department for specific and specialist training, that provides training in aspects that are necessary for it to function well, as well as responding to technical requests (languages, merchandising, etc) and personal ones (values, team management, etc). All this is carried out in classrooms in the central offices. This department is also responsible for the orientation to professional training at university, academies, etc.

During 2004, there were 60,043 hours of training imparted, and 1,865 employees attended classes.

- Through a whole series of *benefits and discounts* for the workers. The most important are the following:
 - Through discounts on the purchase of garments in our stores, as well as special conditions in some other companies (gyms, travel agencies, etc).
 - Organising various markets for our employees where garments, accessories, furniture and home décor objects are sold at symbolic prices once the season has ended.
 - Interest-free loans in certain personal circumstances.
 - Providing facilities for many activities as driving lessons, etc.
- Through a true practice of the *culture of mistakes*, to encourage a climate of trust and communication, working in teams and learning from our mistakes.

All of this has enabled us to achieve a high level of work satisfaction, which is reflected in the opinions shown by all employees who make up the organisation. This, together with the human qualities of our employees, has made Mango's staff one of the basic pillars of the success and growth of our organisation.

EXTERNAL AREA

Characteristics of our suppliers (manufacturers and workshops)

As explained above, the nature of our products and the production system significantly determine the characteristics of our manufacturers and workshops, and thus the relationship that we maintain with them in some aspects such as: manufacturing time, price of garments, technology, sizes, quality, organisation, professionalism, international experience, etc.

Each year we approximately incorporate 5-10% of new suppliers (depending on the season) in order to meet increasing production needs in terms of: number of items and quantities per item.

The relation with our suppliers is a long-term one (some of them is over 15 years of working together). This relationship is based on ongoing communication, analysis and planning of all aspects of production as well as quality control carried out by our technicians on-site at the factory.

Geographical distribution

The total number of manufacturers and garments workshops is 105. The purchase rate by country is as follows:

Country	Purchase rate
CHINA	56.42%
MOROCCO	26.71%
INDIA	5.91%
SPAIN	3%
TURKEY	1.64%
CAMBODIA	1.51%
BULGARIA	1.40%
BANGLA-DESH	1%
PAKISTÁN	0.98%
VIETNAM	0.76%
SRI LANKA	0.44%
OTHERS	0.23%
TOTAL	100%

Labelling

All our garments and accessories, without exception, are labelled indicating the country in which they have been made.

CODE OF CONDUCT FOR MANUFACTURERS AND PRODUCTION WORKSHOPS

Code of Conduct for manufacturers and production workshops

In order to ensure that all our production workshops and manufacturers adequately comply with labour and social standards, the Mango Group has established a Code of Conduct for compulsory compliance by all suppliers.

A copy of this code, signed by each supplier, is available in our offices.

The code based on the guidelines and recommendations of the ILO is set out below:

CODE OF SOCIAL AND WORK CONDUCT FOR MANUFACTURERS (SUPPLIERS OF FINISHED ITEMS: GARMENTS AND ACCESSORIES. HEREAFTER MANUFACTURERS) AND PRODUCTION WORKSHOPS (HEREAFTER WORKSHOPS) OF GARMENTS AND ACCESSORIES FOR THE MANGO GROUP

0.- INTRODUCTION

This code of working practices is based on the fundamental guidelines of the agreements of the ILO as well as on other values and principles of the MANGO GROUP itself.

1.- CHILD LABOUR

The manufacturers and producers will neither use nor support the use of child labour, according to the definition set out in ILO agreements.

2.- FORCED AND COMPULSORY LABOUR

The manufacturers and producers will not use any type of forced or compulsory labour.

3.- HEALTH AND SAFETY IN THE WORKPLACE

The manufacturers and workshops, keeping in mind the existing knowledge on the risks in their industry, in general, as well as any other risk specific to their business, will establish a safe and healthy working environment, and will take appropriate measures to prevent risks, accidents and injuries occurring during business or associated to it by limiting, as far as is reasonably practical, the causes of risks inherent in the said working environment.

4. - FREEDOM OF ASSOCIATION AND THE RIGHT TO COLLECTIVE BARGAINING

Manufacturers and workshops will respect the rights of employees to associate, organize or negotiate collectively in a lawful and peaceful manner, without penalty or interference.

5. - NON-DISCRIMINATION

Manufacturers and workshops will not discriminate in their hiring or recruitment processes, including salary, benefits, training, advancement, termination or retirement, on the basis of race, nationality, religion, disability, gender, sexual orientation, political association or opinion.

6. - DISCIPLINARY MEASURES, COERCION AND HARRASSMENT

Manufacturers and workshops will not use or support corporal punishment, mental or physical coercion, or other forms of physical or psychological abuse or any other type of harassment.

7. - WORKING HOURS

Manufacturers and workshops will comply with the applicable laws as well as with the specific industry guidelines in relation to working hours.

8. - COMPENSATION

Manufacturers and workshops will guarantee that the wages paid to employees strictly comply with all applicable laws.

9. - ENVIRONMENT

Manufacturers and workshops will carry out all their activities in the most environmentally friendly way possible.

10. - COMPLIANCE WITH APPLICABLE LAWS

Manufacturers and workshops will comply with current legislation applicable to the different areas of activity.

11. - AREAS OF APPLICABILITY OF THE CODE

Manufacturers and workshops working with the MANGO GROUP are obliged to comply with all the provisions stated herewith. In order to achieve this objective, the manufacturers and workshops authorize the MANGO GROUP to carry out audits, by itself or through a third party, for the purposes of monitoring the implementation of this code. In addition, they will facilitate the auditors' access to any documentation or means they require to ensure the viability of this process.

12. - IMPLEMENTATION AND ENFORCEMENT OF THE CODE

The MANGO GROUP agrees to take any positive steps required to implement the Code, as well as incorporating it into all its operations, with the goal of making it an integral part of its global philosophy and general policies.

The MANGO GROUP will adapt the agreements reached with manufacturers and workshops in accordance with said code.

13. - ACCEPTANCE AND COMMITMENT ON THE PART OF THE MANUFACTURERS AND WORKSHOPS

All the manufacturers and workshops accept and commit themselves to comply with all the provisions set out in this code via their signature and company code on each page of said document. A signed original will always be available at the MANGO organisation offices.

14. - AMENDMENTS AND FUTURE UPDATES

Any amendment or update to this code of practice will take place on documents attached to the same, in accordance with the procedure set out in the above point.

15. - MONITORING THE IMPLEMENTATION OF THE CODE

The Department of Corporate Social Responsibility will, in conjunction with the departments involved in contracting and managing manufacturers and workshops, carry out regular monitoring visits on the basis of an annual schedule and following previously established criteria.

A successful monitoring process requires the manufacturers (considering their production characteristics) to release information, at any time, about the factories where the garments or accessories are manufactured in order to enable the MANGO organisation to verify compliance with this code as established in this point. Equally, these entities (manufacturers) are required to communicate to the different factories, at the start of their activities, the need to observe this code of practice and to adhere to it, and confirm this by signing it.

16. - COLLABORATION WITH NON-GOVERNMENTAL ORGANISATIONS (NGO'S) AND OTHER BODIES:

The MANGO GROUP will reach mutual collaboration agreements with different NGO's with the aim of consolidating and making progress in these areas. With this goal in mind, joint visits to the manufacturers' and suppliers' installations will be carried out with the NGO's in order to collaborate in those areas, which, as far as possible and in accordance with each country's applicable legislation, are accessible within the framework of mutual collaboration. Said visits may coincide with the supervision and monitoring visits. On the other hand, these visits also have the objective of providing transparency and information about our corporate responsibility policies in the different manufacturers and workshops.

17. - CORRECTIVE ACTIONS

Any situation that does not comply with the above mentioned provisions will require immediate correction by the manufacturer or workshop. In the event that these corrective actions need to be implemented and monitored, they will be specified and a schedule agreed in conjunction with the manufacturers and workshops (1).

If a case of serious social emergency (child labour, forced labour, etc.) or other significant aspect related to the manufacturers and workshop were to arise, and no necessary measures are taken for their immediate correction, the MANGO GROUP will cancel all relations with the relevant manufacturer or workshop.

(1) Comment: Mango will provide technical support.

Monitoring the code

There are various controls that we carry out on our production and the characteristics of our manufacturers:

Quality control

Our quality control teams (technical specialists hired by Mango on a full-time basis) live in the production areas themselves. These teams go to a different manufacturer every 2-3 hours (this has been in place in Morocco for some years, and is currently being implemented in the remaining countries).

The main task of these teams is to carry out controls not only on the quality and number of items produced, but also on any other production-related aspect. Any irregularity will be immediately detected due to the fact that they are present at the factories 100% of their time.

Internal audits

The Internal Control Department (Social Auditing) carries out controls and audits to verify the suppliers' compliance with the code of conduct. These audits include the following steps:

- Meeting with factory owners and managers, completing an extensive questionnaire that collects the supplier's measures and policies in regards to labour, social and environmental aspects.
- Comprehensive revision and photographic record of the factory's installations.
- Selection of a sample group of employees from the supplier's personnel lists and/or directly from the production line. The selected personnel subsequently undergo an interview that includes all our procedures and aspects of our codes of conduct, placing special attention on reviewing the payrolls (minimum salary, overtime payments, etc.)
- If there are any unions, the abovementioned procedures will be carried out in conjunction with the respective representatives.
- The process ends with a report on compliance with our Code of Conduct and a document specifying recommendations for any applicable measures. If the audit results in the specification of any corrective measures, a schedule for their implementation will be drafted.

External audits

The external audits of our suppliers are carried out by AUREN AUDITORS-CONSULTORS BARCELONA, S.A., a company recommended to us by the non-governmental organization SETEM. The external audit follows the procedure described below:

- Meeting with factory owners and managers to obtain the necessary information in regard to labour, social and environmental aspects as well as their procedures.
- A comprehensive review including a photographic and film record of the factory's installations.
- Selection of a sample group of employees from the supplier's personnel lists and/or directly from the production line and subsequent interview that includes all our procedures and aspects of our codes of conduct.
- Selection of a number of sample payrolls, verifying that all the aspects contained therein are correct, in accordance with current legislation.
- If there are any unions, the abovementioned procedures will be carried out in conjunction with the respective representatives.

- The process concludes with issue by the external auditor of a certificate of compliance with our Code of Practice on the part of the supplier; as well as a document specifying recommendations for any applicable measures. If the audit results in the specification of any corrective measures, a schedule for their implementation will be drafted.

Location of internal and external audits

As of 31 December 2004, the situation of audits, is as follows:

COUNTRY	On-site quality control	Internal audits	External audits
Morocco	✓	✓	✓
China	✓	✓	2nd semester 2005
Vietnam	✓	✓	2nd semester 2005
Cambodia	✓	✓	2nd semester 2005
India	✓	1st semester 2005	1st semester 2006
Bangladesh	✓	2nd semester 2005	1st semester 2006
Sri-Lanka	✓	2nd semester 2005	1st semester 2006
Pakistan	✓	2nd semester 2005	1st semester 2006
Others	✓	2nd semester 2005	1st semester 2006

The internal audits carried out in Morocco, China, Vietnam and Cambodia cover 100% of our garments manufacturers and workshops, as well as the external audits in Morocco.



7. ENVIRONMENTAL DIMENSION ASPECTS

7. ENVIRONMENTAL DIMENSION ASPECTS

ENVIRONMENTAL IMPACT

Our organisation's developments in this area began in 1999, with the implementation of a best environmental practice program.

During the 2001 financial year, a complete environmental diagnostic study was carried out as part of this program. The study, which was carried out by PriceWaterhouseCoopers, was used to ratify the compliance with the appropriate legislation and to reinforce the organization's sustainability strategy.

MANAGEMENT AREAS AND ACTIVITIES

The nature of our business activity implies two clearly differentiated areas in relation to environmental management: an internal and an external sphere.

In the internal sphere, environmental management is basically carried out inside our facilities, in the product and in stores. Externally, it involves mainly our manufacturers, and distribution network, given that all our production and logistics are carried out by third companies.

We consider stores to be part of internal management, whether they be Mango own stores or franchises, because the systems, materials and operating procedures are the same.

INTERNAL SPHERE

Due to its nature, the environmental impact of our internal activities is almost insignificant. Notwithstanding the above, we have put in place a series of best environmental practices in accordance with our program. The most significant ones are as follows:

Product, containers and packaging

Our organisation has a container and packaging waste prevention plan in place, which has been approved by the administration. The following actions have taken place so far within the framework of this plan:

We have minimised the thickness of the boxes down to the technical limit that prevents breakage and crushing.

We have also minimised the individual packages for garments and accessories in terms of dimensions and density, while retaining their capacity to avoid breakage and to be processed by the distribution machinery.

We have minimized the size of the labels, to just the size that allows them to be read correctly.

It is worth noting that all internal shipments use reused boxes.

It is also worth pointing out that all the boxes used are made of 100% recycled material. To facilitate recycling, all the seals are paper-based, eliminating any metallic elements (staples, etc.)

Finally, our organization adheres to the waste and packaging management systems established in the different countries in which we operate (green dot systems and others).

- **Direct shipments and reduction of containers and packaging**

We are currently achieving an important reduction in packaging in respect to previous years, as a result of direct shipment in the distribution of our garments. At present, they mean around the 35% of the whole production.

In this direct shipment system, suppliers prepare and pack a specific range of garments and accessories according to our instructions. These product ranges are delivered from the suppliers directly to our stores all over the globe. This eliminates the need to send the merchandise to our central stores prior to its shipment to the respective stores. This system provides a number of indirect advantages:

This method results in a reduction in packaging for these direct shipments practically to half.

A bigger impact is achieved by the decrease in the number of journeys and, directly related to it, the reduction of pollutants generated as a result of the transportation of merchandise back and forth from the different areas/countries.

It is worth noting that this method is only applicable to first deliveries to the stores, as restocking has to take place from the central warehouses. For technical reasons it is only possible to apply this type of distribution to folded garments, which represent approximately 80% of the collection.

The projected application of this system for the coming seasons is to cover the first deliveries of the season to the stores, amounting to approximately 40% of the collection.

Own installations

- **Business activity**

The organization's main business activity takes place in a series of own installations located at the central offices of Palau-solità i Plegamans in the province of Barcelona (warehouse and offices), and also in two warehouses located nearby: Montcada i Reixac and Terrassa, as well as through the different own stores and franchises.

We are currently in the process of obtaining ISO 14001 certification for all our centres (offices and warehouses), and all the necessary conditions have already been met. This certification will be available between the end of 2005 and beginning of 2006.

All our installations dispose of a selection and collection system by authorized operators for the different materials: paper/cardboard, batteries, toners, organic materials, fluorescent tubes, etc. Campaigns for the correct use of this system are carried out regularly in conjunction with the training department.

- **Classification, packaging and distribution**

Our classification and packaging system uses specialized software to optimize the content of boxes sent to the stores from the warehouses in order to ensure that they are as full as possible.

No boxes are used to transport garments on clothes hangers between the supplier and our centres. This practice applies to all the means of transport used. The same technique is used for road transport between our distribution centres and the nearest stores.

Stores

This is a sector where the characteristics of the point of sale and product presentation are crucial. Aspects such as illumination, space, climate control, etc. are basic elements involved in the adequate management of our business.

Our organization commits itself to managing this area with the highest possible balance with the least possible environmental impact. We have, for this reason embarked on a process involving decreased consumption and the sustainable use of the materials used in the stores and for their maintenance. The main measures introduced in the various areas include:

- **Lighting**

We have focused especially on reducing electricity consumption, longevity of materials and their impact both during their manufacture and after removal from the stores.

We have progressively been replacing lighting based on halogen spot lights with brighter and more energy-efficient metal halide lamps. During 2004, 134 projects were implemented in stores. This change of system has resulted in a reduction of consumption by 20% for the period between 2003 and 2004.

The change to less powerful lighting has had led to a direct and linear reduction in the heat accumulated in stores. As a consequence, the cooling requirements have decreased by the same proportion.

Similarly, the projected useful life of this material is four times higher than that of the previous system, which reduces the maintenance costs and generated waste by the same proportion.

- **Materials used in the construction of the stores**

We continue to insist on the use of natural materials.

The floors of our stores are made mainly out of natural stone, currently basalt. It is not necessary to use any aggressive treatment to clean this stone, which can be cleaned simply using water with a minimum concentration of neutral soap.

Its maintenance also provides an advantage, because the existence of patterns and texture on the surface hide any possible stains until they disappear naturally over the course of time.

Finally, it is worth mentioning that the liquid "antigraffiti" surface protectors applied to the façades of the stores are made of 100% natural wax.

- **Construction details and adaptations to specific features of the stores**

Electrified rails are no longer used in the stores due to the elimination of the halogen lamps. The use of these rails implied costly construction details (cavities), as well as the need to extend the power of the refrigeration units. This system has not been used since April 2004, and has also led to a reduction in the required heating and cooling power.

- **Adaptation to the local regulations**

Until 2004, the technical specifications of the materials used in our stores had to be the same worldwide, giving rise to problems of adaptation to the local situations. Specifically, the lighting used was designed for the European voltage of 220V/50Hz, which required the stores in certain countries or zones to have access to power stations to adapt the local voltage when required, doubling consumption.

We have modified this policy in 2004, and it is now possible to use lighting adapted to the local voltage ratings. This has represented a 3% saving in consumption during 2004 in all the affected stores. We estimate that, as a result of this adaptation, the savings for 2006 will be in the range between 15% and 20%.

- **Re-use**

In respect to re-using materials it is worth noting that the end-of-season returns of garments and accessories from the stores to our warehouses take place in re-used boxes. This same practice is applied to all the shipments of seasonal textiles between the different stores.

All our stores located in Spain and Portugal collect the coat hangers which they receive. These are subsequently sent to an operator to be re-used in production.

- **Selective collection**

In all our stores, selective collection of materials is carried out, and they are subsequently placed in the corresponding containers. As mentioned above, we adhere to the waste and packaging management systems established in the different countries in which we operate (green dot systems and others).

EXTERNAL SPHERE

The greatest environmental impact can be achieved in the external sphere.

Distribution and supply

Our organisation does not have its own transport fleet for distribution and therefore contracts out all the logistics and production activities to third party companies.

We are currently working on new guidelines for our transport companies, aimed at improving coordination and efficiency of transport and the means of transport, with the objective of optimising, reducing and using the most environmentally friendly transport.

As mentioned above the use of direct shipments implies significant reduction of environmental impact.

Manufacturers, suppliers and product

It should be noted that all production activity takes place through third party companies which are not part of the organisation and are located in different countries.

One priority in this area is the implementation of environmentally friendly practices in all our areas of influence. These measures will be implemented in two fundamental aspects involving the manufacturers and workshops that are contracted to carry out our production:

- Directly checking the correctness of their different production phases when the internal and external inspections of suppliers are carried out (treatment of water used in their processes, textile remainders, boxes, etc.)
- Banning the use of dangerous substances and checking compliance, as specified in our manufacturing guidelines.

ENVIRONMENTAL PERFORMANCE INDICATORS

The main environmental performance indicators are described below:

Greenhouse gas emissions

- **Boilers**

Due to the nature of our business activities, we generate practically no greenhouse gases in the internal sphere. The only emissions in this sense are the gases produced by the combustion of natural gas in central heating boilers.

We currently have 7 boilers at our premises in Palau and Montcada, and their emissions are constantly checked in order to always maintain them within the legally established limits. The gas consumption increased by 2.99 GWh/year in 2004.

- **Transport**

Externally our biggest impact is centred on employee journeys to and from our premises and on the transport of goods by road, air and sea.

In regard to the journeys carried out by our employees to the different premises, we have made available a free transport service from the nearest major cities.

The introduction of direct shipments has allowed us to reduce the number of transport journeys required and, with it, the emissions in the proportions detailed above. The main way of transport is by sea, carrying the greatest quantities of our garments.

Waste indicators

- **Paper**

The main waste that we generate is paper and cardboard, which are the main components of the boxes used for our products. In 2004, the total weight of paper used and subsequently recycled in our headquarters and logistics centers reached 1,150 tons.

- **Other waste**

Due to the nature of our business we practically don't generate special waste. The most significant are: toners, batteries and fluorescent lights. They all follow established checks and monitoring procedures, managed by authorized organizations.

For the financial year 2004 these residues, in our headquarters and other centers, amounted to:

Toners	Batteries	Fluorescent tubes
750 kg	422 kg	281 kg

Energy consumption indicators

The increase shown in the graphs corresponds to our headquarters and logistics centers. An increase in activity in relation to the previous year, as well as an extension in working areas is the reason for this rise.

- **Electricity**

	2003	2004
Electricity Consumption (GWh/year)	5.58	6.98

- **Water**

	2003	2004
Water consumption (m3)	12,467	13,124



8. SOCIAL COOPERATION ASPECTS

8. SOCIAL COOPERATION ASPECTS

One of our fundamental commitments is to be able to provide a service to society as a whole, which we do in the following areas:

CUSTOMER SERVICE

Stores

Customer service is one of the priorities of our organization, by taking note of customer enquiries, suggestions, complaints, etc. and at the same time obtaining their opinions about our products, so that we can adapt to their tastes and requirements.

Customer service is provided in the stores directly through our specially trained personnel. This training (theory/practice) is focused not only on the customer service policy, but also on the product, merchandising, trends, textiles, the company philosophy, etc., and is always adapted to the requirements of the respective position.

We are very aware of the fact that our store personnel have to face the daily challenge of offering an excellent service to our clients and to find a solution to their needs.

Central offices

Our central offices include a specialized customer service department to respond to any enquiry, problem or suggestion. The requests are answered in the five official Mango languages: Spanish, English, French, German and Catalan.

43,728 inquiries were processed in 2004. The main means of communication used were the following:

Fax / letters	Chat	Phone calls	E-mails
1%	9%	37%	53%

The source of these enquiries varied: directly from the customers, from the stores, from employees at the central offices, etc. The main subject of the enquiries was the following:

Suggestions	Congratulations	Complaints	Information requests
1%	4%	22%	73%

In addition, numerous calls were received from students: in 2004, 478 students contacted Mango to perform research work. They were mainly design, marketing, advertising and business management students.

Design of Mango stores

Our stores are designed with comfort and enjoyment in mind. Mango stores are a projection of our staff and our customers: a dynamic environment resulting in a harmonious space. A particular product, displayed in small numbers to be able to be seen, selected and easily tried. Comfortable stores, spacious and luminous, with a spirit of boutique rather than that of a chain, to make shopping a real experience.

HUMAN RESOURCES

Conscious that Mango's most valuable asset is its people, we encourage ongoing improvement as the basis for our day-to-day management. We want our professionals to develop within the company and to take on increasing responsibility with time. This approach leads to the highest levels of personal and professional satisfaction as well as greater motivation in dealing with daily work.

Over the last few years, the growth of Mango has made large-scale job creation possible across the world.

During 2004, we have generated net employment of 591 employees. Regarding to franchises, the increment of net employment was 850 employees.

The job applications were received through the following channels:

Mango's Web	Other webs	Newspapers	Shop diptych	Own initiative
30%	62%	3%	1%	4%

We wholeheartedly support the development of young students from different colleges and universities, providing them with the opportunity to complete their professional training through work placements in the different departments of our organisation.

COMMUNICATION

Publicity

The Communication Department renews our image each season, as well as planning the global media strategy that is adapted to the needs of the company in each different country and with customer loyalty.

This is possible by endowing our publicity with some of our brand values: design, quality and fashion.

Communication through different media

Our press office maintains a constant flow of information with the media, providing all the available information requested. In the 2004 financial year, a total of 52 press releases were sent out and around 21 interviews given to different media organisations.

During this same financial year, a total of 79 schools and colleges have visited our stores, offices and warehouses.

Seminars and conferences

Our company philosophy and our experience with different universities and organisations are also expressed in our social initiatives (around 30 public presentations during the 2004 financial year) all of which took place in different universities and other institutions that required it. The themes of our seminars and conferences are varied, but the most frequent are related to our corporate social responsibility policy, our logistics system, etc.

Hits at our websites

We have three websites presenting different company information:

www.company.mango.com, which provides company information specially for organisations wanting to open a franchise, and students and journalists interested in the company. The total number of hits was 370.724.

www.mango.com, which is aimed at the end-customer, and where you can consult the catalogue with images of the season's complete collection. The number of hits was 6.810.825.

www.mangostore.com, our virtual store, through which we sell to all the countries in the European Union. The total number of hits was 4.294.054.

FUR FREE POLICY

All animal skins used in Mango clothes and accessories come from animals addressed to the chain of human feeding.

In the 2005 financial year, our organisation will not use rabbit skin under no circumstances, bearing in mind our sensitive to this regard in some countries or areas.

During the 2004 financial year, 952 queries from different countries were received about our policy in this area.

SOCIAL ACTION

Our firm social commitment leads us to actively participate in different social projects, either directly or through specialist organisations.

We have funded projects in developing countries and other countries through non-economic initiatives such as garments donations and collaborations with central offices staff etc.

During the 2004 financial year, we finalized our policy about this type of collaboration for the future. Our actions will be principally aimed at providing basic skills training in developing countries due to our understanding that this is the fundamental starting point for progress in these countries. Notwithstanding, we will continue to work with other projects that we identify with or that have a special relevance to or link with our organisation.

Below is a description of the most important projects with which we have collaborated during the 2004 financial year, as well as a forecast of the principal projects for 2005, which include some that complement or are a continuation of those of the previous year.

Financial collaboration

- **Fundación NATURA**

Mango collaborated in the renovation and expansion of the health centre in Mumbuluma, one of the poorest areas in Zambia.

- **SSIM (Servicio Solidario y Misionero de los Capuchinos de Cataluña y Baleares)**

Mango participated in the construction of the Padre Pío Pietrelcina Nutritional Centre, in Alcalá municipality (Valle del Cauca, Colombia). The centre is already benefiting 450 children orphaned by the armed conflict between the guerrilla and the army.

In 2005, the second phase of this collaborative project will be aimed at the construction of a centre for disabled children (blind and deaf), also victims of the conflict.

- **Josep Carreras International Foundation**

Mango collaborated in funding programmes for Register of Spanish Donors of Spinal Cord (REDMO).

- **INTEGRA foundation**

Mango participated in INTEGRA's integration projects. The INTEGRA foundation's objective is to find employment for groups of socially excluded people, or those at risk of social exclusion, accompanying them throughout a process of professional training.

- **PROACIS Foundation (Esclavas del Sagrado Corazón de Jesús)**

Mango participated in the construction of a social centre and primary school in Kinshasa, Democratic Republic of Congo.

- **GABA Foundation (Bulimia and anorexia self-help group)**

Mango collaborated with a foundation dedicated to prevention, treatment and research of eating disorders.

- **Vincente Ferrer foundation**

Mango employees organized a collection for the victims of the tsunami. The Mango organisation matched this amount, and the total donation was made to the Vicente Ferrer Foundation. The main area to receive the donation was Tamil Nadu, on the east coast of India.

In 2005 further collaboration is planned with this organisation, in an ambitious project that consists in the construction of four schools, which will benefit a total of 395 children and 152 homes (two of them adapted for disabled people) for 756 people.

Non-economic collaboration

- **Garments donations**

During the 2004 financial year, the Mango organisation donated clothes to different organisations with the aim of helping individuals and groups in need.

The total number of items of garments donated in 2004 reached 1,712,852.

- **Other collaboration**

Mango collaborated with other organisations and groups in different projects: ACAB Foundation, Food Bank, etc.



9. GARMENTS AND ACCESSORIES QUALITY AND SAFETY ITEMS

9. GARMENTS AND ACCESSORIES QUALITY AND SAFETY ITEMS

QUALITY CONTROL SYSTEMS

In 2001, we established a quality control system that complies with International Standard ISO 9001 which affects all departments that have direct contact with the product at any stage.

Staff involvement, training and innovation, etc, alongside process improvement and efficiency, are fundamental to the system which promotes ongoing improvement.

HARMFUL SUBSTANCES CONTROL

Health and Safety

With the awareness that customer satisfaction and safety are our most important aims at Mango, a system to control the chemical characteristics of items in our collections was in place three years ago.

To this end, our organisation has implemented a system that guarantees that none of our garments items or accessories contain harmful substances, in accordance with the European directive 76/769/CEE, 27 July 1976.

Manufacturers

In order to carry out the aforementioned, our garments and accessory manufacturers (from whom we buy the finished product and who are responsible for the direct acquisition of the primary materials) receive written instructions detailing the substances that may not be used in the manufacturing of primary materials.

Once production has been completed, Mango verifies the absence of these substances through a comprehensive analysis.

This process is carried out by taking a sample of one or various items of each article and sending them to the laboratory collaborating with the prestigious Swiss organisation ÖEKO-TEX in Spain (AITEK) for a complete analysis. This laboratory certifies all garments and accessories coming from all our manufacturers.

In the case of detection of any harmful substance, the garments are automatically excluded from Mango's sales network.

During 2004, out of the total units from all collections of garments and accessories produced (approximately 60,000,000), the following problems occurred:

Detection of Arylamine (>30 ppm) – 4 cases
Detection of Formaldehyde (>75 ppm) – 2 cases
Detection de Nickel (>0.5 µg/cm2/week) – 13 cases

In 100% of the cases the item was withdrawn from the collection and from sale.

Raw material suppliers

In the case of direct acquisition from suppliers of raw materials to be sent to the production workshops, we request ÖKO-TEX certification as emitted by the authorised laboratory in each country by the Swiss organisation ÖKO-TEX for each article. All metallic fastenings are verified Nickel free.



10. CORPORATE GOVERNANCE

10. CORPORATE GOVERNANCE

SHAREHOLDERS AND GOVERNING BODIES

Mango Group's activities consist in the design and distribution of women's garments and accessories for said garments. This activity is carried out directly by a series of companies, working with joint ventures which provide support in other areas of management: property, logistics, etc.

This group of companies are exclusive property, of direct or indirect proprietors, of two partners: Isak Andic Ermay and Nahman Andic Ermay.

Said partners, apart from being the group owners, are directly and personally involved in its daily management. As a result, we could say that the Mango organisation is a multinational group with a family character, both in terms of ownership and management.

Due to this equity and management structure, the administrative body is jointly and severally liable and to whom the highest responsibility rests upon and carried out by both partners.

These shareholders and administrators direct and manage the companies comprising the group in coordination with a Managing Director: Enric Casi.

EXECUTIVE COMMITTEE

Mango has an Executive Committee formed by the President, Vice-President, Managing Director and three Management Board Assistants: Nicolás Olivé (corporate social responsibility and store management), Salvador Vallés (purchases and quality) and Daniel López (licensing & co-branding, property management and franchise management and support).

This Executive Committee meets regularly. All members of the Executive Committee are individuals with responsibilities within the structure of the organisation, as reflected by the organisational chart found in the Organisation section of this report.

INTERNAL AUDIT

The Mango Group has an internal Auditing Department that undertakes ongoing evaluation of all areas of the organisation. Said department reports directly to the Executive Director and the Partners.

11. CONTACT DETAILS

11. CONTACT DETAILS

We believe that the information collected and presented in this report will meet the expectations of our organisation's different stakeholders.

The current Sustainability Report is available at Mango's website (www.mango.com).

Any suggestion, contribution or comment about the content of this report can be made on the contacts page of the website or directly in our headquarters.

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EC9.	Subsidies received broken down by country or region.	N/A
E10.	Donations to community, civil society, and other groups broken down in terms of cash and in-kind donations per type of group.	79-80

5. ENVIRONMENTAL PERFORMANCE INDICATORS

MATERIALS

EN1. Total materials use other than water; by type.	N/A
EN2. Percentage of materials used that are wastes (processed or unprocessed) from sources external to the reporting organisation.	N/A

ENERGY

EN3. Direct energy use segmented by primary source.	71
EN4. Indirect energy use.	70-71

WATER

EN5. Total water use.	71
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BIODIVERSITY

EN6. Location and size of land owned, leased, or managed.	N/A
EN7. Description of the major impacts on biodiversity associated with activities and/or products and services.	N/A

EMISSIONS, DISCHARGES AND WASTE

EN8. Greenhouse gas emissions.	70
EN9. Use and emissions of ozone-depleting substances.	N/A
EN10. NO _x , SO _x , and other significant air emissions by type.	70
EN11. Total amount of waste by type and destination.	71
EN12. Significant discharges to water by type.	N/A
EN13. Significant spills of chemicals, oils, and fuels in terms of total number and total volume.	N/A

SUPPLIERS

PRODUCTS AND SERVICES

EN14. Significant environmental impacts of principal products and services.	67-71
EN15. Percentage of the weight of products sold that is reclaimable at the end of the products' useful life and percentage that is actually reclaimed.	N/A

COMPLIANCE

EN16. Incidents of and fines for non-compliance with all applicable declarations/conventions/treaties.	N/A
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6. SOCIAL PERFORMANCE INDICATORS

LABOUR PRACTICES AND DECENT WORK

EMPLOYMENT

LA1. Breakdown of workforce including workforce retained in conjunction with other employers.	17, 34, 54
LA2. Net employment creation and average turnover.	78

EMPLOYEE/WORKER RELATIONSHIPS

LA3. Percentage of employees represented by independent trade union organisations or other bona fide employee representatives or percentage of employees covered by collective bargaining agreements.	N/A
LA4. Policy and procedures involving information, consultation, and negotiation with employees.	53-56

HEALTH AND SAFETY

LA5. Practices on recording and notification of occupational accidents and diseases.	55-56
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LA6. Description of formal joint health and safety committees comprising management and worker representatives.	55
LA7. Rates of injury, lost day, and absentee rates and number of work-related fatalities.	55-56
LA8. Description of policies or programmes on HIV/AIDS.	N/A
TRAINING AND EDUCATION	
LA9. Average hours of training per year per employee by category of employee.	56
DIVERSITY AND OPPORTUNITY	
LA10. Description of equal opportunity policies or programmes.	54
LA11. Composition of senior management and corporate governance bodies.	19, 89

HUMAN RIGHTS

STRATEGY AND MANAGEMENT

HR1. Description of policies, guidelines, corporate structure, and procedures to deal with human rights.	27-30, 59-64
HR2. Evidence of consideration of human rights impacts as part of investment and procurement decisions, including selection of suppliers/contractors.	27-30, 59-64
HR3. Description of policies and procedures to evaluate and address human rights performance within the supply chain and contractors, including monitoring systems and results of monitoring.	27-30, 59-64

ANTI-DISCRIMINATION

HR4. Description of global policy and procedures/programmes preventing all forms of discrimination in operations, including monitoring systems and results of monitoring.	27-30, 59-64
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FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING

HR5. Description of freedom of association policy and extent to which this policy is universally applied.	27-30, 59-64
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CHILD LABOUR

HR6. Description of policy excluding child labour.	27-30, 59-64
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FORCED LABOUR

HR7. Description of policy to prevent forced and compulsory labour.	27-30, 59-64
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DISCIPLINARY PRACTICES

(Description of appeal practices and non-retaliation policy.)	27-30, 59-64
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SECURITY PRACTICES

(Human rights training for security personnel.)	N/A
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SOCIETY

COMMUNITY

SO1. Description of policies to manage impacts on communities in areas affected by activities.	N/A
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BRIBERY AND CORRUPTION

SO2. Description of the policy, procedures/management systems, and compliance mechanisms for organisations and employees addressing bribery and corruption.	26
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POLITICAL CONTRIBUTIONS

SO3. Description of policy, procedures/management systems, and compliance mechanisms for managing political lobbying and contributions.	N/A
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PRODUCT RESPONSIBILITY

CUSTOMER HEALTH AND SAFETY

- PR1. Description of policy for preserving customer health and safety during use of products and services, and extent to which this policy is visibly stated and applied, as well as description of procedures/programmes to address this issue, including monitoring systems and results of monitoring. 27-30, 85-86

PRODUCTS AND SERVICES

- PR2. Description of policy, procedures/management systems, and compliance mechanisms related to product information and labelling. 57

RESPECT FOR PRIVACY

- PR3. Description of policy, procedures/management systems, and compliance mechanisms for consumer privacy. 89