# INDITEX

# FY2021 RESULTS

1 February 2021 to 31 January 2022

- Inditex continues to expand its global, fully integrated platform underpinned by the key strategic pillars of store & online integration, digitalisation and sustainability
- In 2021, Inditex had a strong operating performance. Sales reached €27.7 billion (+36% versus 2020). Sales in constant currencies increased 37%. Online sales increased 14% to reach €7.5 billion, 25.5% of total sales in 2021
- Gross profit increased 39% to €15.8 billion. The gross margin reached 57.1% (+123 bps versus 2020), the highest in 6 years
- All expense lines have shown a favourable evolution. Operating expenses increased 26%, below sales growth
- Store optimisation is in the final stages as planned and has been a resounding success
- EBITDA reached €7.2 billion (+58%), EBIT €4.3 billion (+184%) and PBT €4.2 billion (+200%)
- Net income reached €3.2 billion (+193%)
- Cashflow reached historic highs. Strong free cash flow generation continued. The net cash position grew 24% to €9.4 billion
- Inditex's dividend policy of 60% ordinary payout and bonus dividends remains in place. The Board of Directors will propose to the AGM a dividend of €0.93 per share (+33%), composed of an ordinary dividend of €0.63 and a bonus dividend of €0.30 per share. The dividend will be made up of two equal payments: On 2 May 2022 a payment of €0.465 per share (ordinary). On 2 November 2022 a payment of €0.465 per share (€0.165 ordinary + €0.30 bonus)
- The Board of Directors is also proposing to the AGM a total bonus dividend of €0.40 per share to be paid in relation to FY2022 results
- Spring/Summer collections have been very well received by our customers. Store
  and online sales in constant currency from 1 February to 13 March were 33%
  above 2021 and 21% above the historic pre-Covid highs of 2019. In this period,
  sales in the Russian Federation and Ukraine represented approximately 5
  percentage points of sales growth

### Performance in FY2021

Inditex continues to expand its global, fully integrated platform underpinned by the key strategic pillars of store & online integration, digitalisation and sustainability.

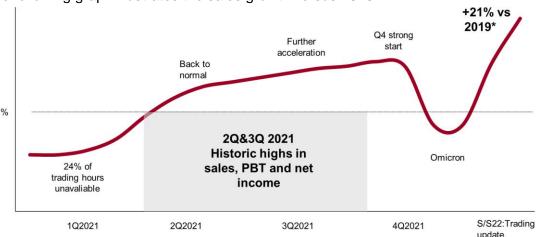
In 2021, Inditex had a strong operating performance. The year was defined by a progressive normalisation of sales and our strong differentiation. The table below shows the full year results:

| € million    | 2021   | 21/20 |
|--------------|--------|-------|
| Net sales    | 27,716 | 36%   |
| Gross margin | 15,814 | 39%   |
| EBITDA       | 7,183  | 58%   |
| Net income   | 3,243  | 193%  |

Net sales reached €27.7 billion, +36% versus 2020. Sales in constant currencies increased 37%. To provide a better comparison with pre-Covid levels, sales in constant currency grew 3% versus 2019 (-2% in 1H and +7.5% in 2H).

The sales volumes were achieved with 5% less stores in operation versus 2020 (13% less versus 2019). The store optimisation programme has therefore been a resounding success.

The following graph illustrates the sales growth versus 2019.



\*In this period, sales in the Russian Federation and Ukraine represented approximately 5 ppt of sales growth

In 1Q2021, with 24% of trading hours still unavailable due to restrictions, Inditex's sales trends improved markedly due to healthy store sales productivity and online sales growth.

With a more normalised trading environment in 2Q2021 and 3Q2021, sales, PBT and net income reached record highs. It is especially noteworthy that store sales in 3Q2021 increased versus the record levels set in 2019, with 11% fewer stores in operation.

This performance continued going into 4Q2021. However, the final part of the year was impacted significantly by the decrease in store traffic due to the spread of the Omicron variant, restrictions in most markets and lockdowns in Austria, The Netherlands, Germany, Japan, China and the Philippines.

The sudden drop in store sales generated a one-off impact of €400 million in 4Q2021. The impact on the gross profit due to increased markdowns as a result of the outbreak

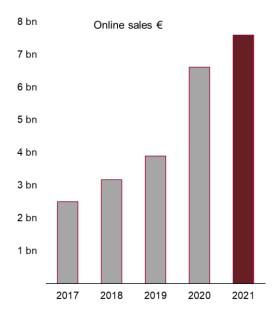


was approximately €210 million. Due to the sudden drop in store sales, it was difficult to compensate the incremental store expenses associated with the Christmas season and the additional costs linked to increased online sales. The impact from this was a further €190 million.

Following a decrease in the cases of the Omicron variant and the end of restrictions, the start of the Spring/Summer season 2022 has returned to the previous positive patterns.

## Global Online

Online sales came to €7.5 billion and grew 14% to reach 25.5% of total sales. Customer engagement remains very high. Active App's reached 146 million. Online visits in FY2021 have grown 13% to 6.2 billion visits. The Group has 228 million followers on social media.



The RFID and SINT programmes have now been fully rolled out in all concepts. This has allowed Inditex to transition into a company that is more responsive, adaptable, and agile. The migration to the Inditex Open Platform (IOP) is now complete.

Store & Online sales by geographical area are shown in the table below:

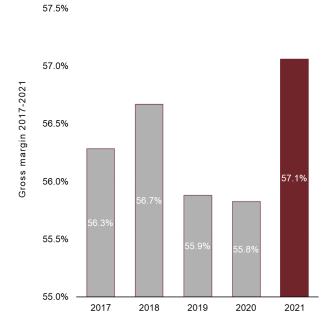
| Area            | 2021   | 2020   |
|-----------------|--------|--------|
| Europe ex-Spain | 48.4%  | 48.7%  |
| Asia & RoW      | 19.7%  | 23.2%  |
| Spain           | 14.4%  | 14.6%  |
| America         | 17.5%  | 13.5%  |
| Total           | 100.0% | 100.0% |

In 2021, the USA became the largest market for Inditex after Spain.

Net sales by concept are shown in the table below:

| Concept                   | 2021   | 2020   | 21/20 |
|---------------------------|--------|--------|-------|
| Zara (Zara and Zara Home) | 19,586 | 14,129 | 39%   |
| Pull&Bear                 | 1,876  | 1,425  | 32%   |
| Massimo Dutti             | 1,653  | 1,271  | 30%   |
| Bershka                   | 2,177  | 1,772  | 23%   |
| Stradivarius              | 1,824  | 1,283  | 42%   |
| Oysho                     | 600    | 522    | 15%   |
| Total                     | 27,716 | 20,402 | 36%   |

Gross profit increased 39% to €15.8 billion. The gross margin reached 57.1% (+123 bps) and is the highest in 6 years.



The implementation of efficiencies has resulted in operating expenses increasing 26%, being tightly managed over FY2021, below sales growth.

| Million Euros            | 2021  | 2020  | 21/20 |
|--------------------------|-------|-------|-------|
| Personnel expenses       | 4,179 | 3,376 | 24%   |
| Rental expenses          | 519   | 181   | 187%  |
| Other operating expenses | 3,898 | 3,250 | 20%   |
| Total                    | 8,596 | 6,807 | 26%   |

EBITDA reached €7.2 billion (+58%), EBIT came to €4.3 billion (+184%).

A breakdown of financial results can be found in Annex VI.

Results from companies consolidated by the equity method came to €58 million.

PBT increased 200% to €4.2 billion. The PBT to sales in each of the concepts exceeded 15%. The breakdown of profit before tax by concept is shown below:

|                           | PBT by concept (€m) |       |  |
|---------------------------|---------------------|-------|--|
| Concept                   | 2021                | 2020  |  |
| Zara (Zara and Zara Home) | 2,890               | 971   |  |
| Pull&Bear                 | 317                 | 95    |  |
| Massimo Dutti             | 250                 | 63    |  |
| Bershka                   | 321                 | 113   |  |
| Stradivarius              | 332                 | 117   |  |
| Oysho                     | 89                  | 43    |  |
| Total PBT                 | 4,199               | 1,401 |  |

Net income increased 193% versus 2020 to €3.2 billion.

In 2021, cashflow reached historic highs. Strong free cash flow generation continues. The breakdown of the cashflow is shown below. The cash lease payments fixed charge has been added back.

| Cash flow summary               | 2021    | 2020    | 2019    |
|---------------------------------|---------|---------|---------|
| Funds from operations (1)       | 6,530   | 3,864   | 6,695   |
| Lease payments fixed charge (2) | (1,668) | (1,673) | (1,836) |
| Funds from operations (1+2)     | 4,862   | 2,191   | 4,859   |
| Change in working capital       | 223     | (847)   | 205     |
| Cash from operations            | 5,085   | 1,344   | 5,064   |
| Capital expenditure             | (1,126) | (713)   | (1,122) |
| Free Cash Flow                  | 3,959   | 631     | 3,942   |

The net cash position increased 24% to €9.4 billion at FYE 2021.

| Million Euros              | 31 January<br>2022 | 31 January<br>2021 |
|----------------------------|--------------------|--------------------|
| Cash & cash equivalents    | 7,021              | 7,398              |
| Short term investments     | 2,374              | 176                |
| Current financial debt     | (35)               | (11)               |
| Non current financial debt | (1)                | (3)                |
| Net financial cash (debt)  | 9,359              | 7,560              |

Closing inventory increased 31%. The high quality of inventory is reflected in the strong 2022 trading update. Due to Covid-19 (30% of stores temporarily closed) inventory levels at FYE2020 were unusually low. Inditex has decided to accelerate inventory inflows for the Spring season with any change to commitment levels in order to increase product availability in the face of possible supply chain tensions.

| Million Euros             | 31 January<br>2022 | 31 January<br>2021 |
|---------------------------|--------------------|--------------------|
| Inventories               | 3,042              | 2,321              |
| Receivables               | 842                | 715                |
| Payables                  | (6,411)            | (4,747)            |
| Operating working capital | (2,526)            | (1,711)            |

Capital expenditure for FY2021 amounted to €1.1 billion.

#### Stores

In FY2021, gross new space in prime locations increased 3.6% (-1.7% net). Total selling area at FYE reached 4,742,157 square metres:

|                           | 2021      | 2020      | 21/20 |
|---------------------------|-----------|-----------|-------|
| Zara (Zara and Zara Home) | 3,140,790 | 3,209,510 | -2%   |
| Pull&Bear                 | 399,699   | 394,170   | 1%    |
| Massimo Dutti             | 256,505   | 272,747   | -6%   |
| Bershka                   | 512,644   | 513,139   | -0.1% |
| Stradivarius              | 321,147   | 321,419   | -0.1% |
| Oysho                     | 111,372   | 115,581   | -4%   |
| Total                     | 4,742,157 | 4,826,566 | -1.7% |

Inditex has been very active in store optimisation activities in 2021 (226 openings, 130 refurbishments which include 57 enlargements). Store optimisation is in the final stages as planned (578 stores absorbed in 2021). At the end of FY2021, Inditex operated 6,477 stores. In FY2021, Inditex opened stores in 40 markets.

The number of stores by concept is included in Annex IV.

### Outlook

Inditex continues to see strong growth opportunities. The strategic initiatives to strengthen our global fully integrated store and online model are accelerating. Sustainability and digitalisation are key parts of our strategy. We plan to continue developing these key long-term priorities in order to maximise organic growth.

The Inditex business model is characterised by a full integration of stores and online providing the latest fashions with the right combination of quality and price to provide a unique customer experience. The flexibility and responsiveness of the business model in conjunction with in-season proximity sourcing allows a swift reaction to consumer demand with price stability and a unique market positioning.

Inditex has a stable pricing policy. In those markets with temporary material inflation or currency depreciation we make the necessary adjustments to protect the margins. Given these selective actions we expect pricing to contribute to 2022 Spring/Summer sales in mid-single digits, with no impact on volumes as highlighted by the trading update.

At current exchange rates, Inditex expects a neutral currency impact on sales in FY2022.

We expect selective gross space growth in the coming years with highly differentiated, fully integrated, digital and sustainable stores. Gross space growth will take place through new openings, enlargements and relocations. Following the near completion of the store optimisation plan 2020-2021 we expect a neutral space contribution in 2022.

Online sales are expected to exceed 30% of total sales by 2024.

In 2022, Inditex expects a stable gross margin (+/-50 bps).

Inditex's goal is to reinforce the uniqueness of its business model through investments in differentiation, digitalisation and sustainability. Capital expenditure for 2022 will be around €1.1 billion.

## Sustainability

Sustainability is a key part of Inditex's strategy\*.

Inditex continues to make progress in its sustainable development:

- 1) 100% renewable energy by 2022
- 2) Join Life +50% by 2022
- 3) 100% more sustainable cotton by 2023
- 4) Elimination of single-use plastics in customer packaging by 2023
- 5) 100% sustainable cellulosic fibres by 2023
- 6) 100% of all packaging materials collected for reuse/recycling in our supply chain (Green to Pack)
- 7) Water consumption -25% in our supply chain by 2025
- 8) 100% recycled or sustainable polyester/linen by 2025
- 9) Net zero emissions by 2040

### Dividend

Inditex's dividend policy of 60% ordinary payout and bonus dividends remains in place. The Board of Directors will propose to the AGM a dividend of €0.93 per share (+33%), composed of an ordinary dividend of €0.63 and a bonus dividend of €0.30 per share. The dividend will be made up of two equal payments: On 2 May 2022 a payment of €0.465 per share (ordinary). On 2 November 2022 a payment of €0.465 per share (€0.165 ordinary + €0.30 bonus).

|                  | Dividends        |                 |
|------------------|------------------|-----------------|
| Payment date     | Record date      | Ex-date         |
| 02 May 2022      | 29 April 2022    | 28 April 2022   |
| 02 November 2022 | 01 November 2022 | 31 October 2022 |

The Board of Directors is also proposing to the AGM a total bonus dividend of €0.40 per share to be paid in relation to FY2022 results.

### Start of 1Q2022

Spring/Summer collections have been very well received by our customers. Store and online sales in constant currency from 1 February to 13 March were 33% above 2021 and 21% above the historic pre-Covid highs of 2019. In this period, sales in the Russian Federation and Ukraine represented approximately 5 percentage points of sales growth.

### FY2022 corporate calendar

Inditex expects to release interim results for FY2022 on the following dates:

Interim three months: 8 June 2022 Interim half year: 14 September 2022 Interim nine months: 14 December 2022

FY2022: March 2023 (tbc)

<sup>\*</sup>Please refer to the following link for further detail on Inditex's sustainability initiatives. <a href="https://www.inditex.com/en/how-we-do-business/our-model">https://www.inditex.com/en/how-we-do-business/our-model</a>

# For additional information:



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### Disclaimer

This document and the information contained herein does not constitute an offer to sell, exchange or buy, or the solicitation of an offer to buy, or any recommendation or advice regarding, any securities issued by the Inditex Group.

This document may contain statements regarding intentions, expectations or forecasts. All statements other than statements of historical facts included herein, including, without limitation, those regarding our financial position, business strategy, management plans and objectives for future operations, are forward-looking statements. These statements represent the Company's best estimate on the basis of the information available as at the date hereof, but do not constitute a guarantee of future performance. Any such forward-looking statements may be subject to risks, uncertainties and other relevant factors which could cause them to differ materially from actual results. Accordingly, readers are cautioned not to place undue reliance on such forward-looking statements.

Some of these risks include, amongst others, ongoing competitive pressure in the sector, consumer tastes and spending trends, macro-economic, political, regulatory and trade conditions, foreign exchange risks, the surge of infectious diseases such as COVID-19, technological risks, restrictions to free trade and political volatility in the markets where the Inditex Group is present or in the countries where the Group's products are manufactured or distributed.

The risks and uncertainties that could affect the forward-looking statements are difficult to predict. Except where the prevailing regulations require otherwise, the company assumes no obligation to publicly revise or update its forward-looking statements in the case of unexpected changes, events or circumstances that could affect them.

For a discussion of these and other factors that may affect forward looking statements and the Inditex Group's business, financial conditions and results of operations, see the documents and information filed by the company with the Comisión Nacional del Mercado de Valores (the Spanish Securities Market Commission). Readers are invited to review the contents of any such documents.

This presentation contains, in addition to the financial information prepared in accordance with International Financial Reporting Standards as adopted by the European Union ("IFRS") and derived from our financial statements, alternative performance measures ("APMs") as defined in the Commission Delegated Regulation (EU) 2019/979 of March 14, 2019 and in the Guidelines on Alternative Performance Measures issued by the European Securities and Markets Authority (ESMA) on 5 October 2015 (ESMA/2015/1415en) and other non-IFRS measures ("Non-IFRS Measures"). These financial measures that qualify as APMs and non-IFRS measures have been calculated with information from Inditex Group; however those financial measures are not defined or detailed in the applicable financial reporting framework nor have been audited or reviewed by our auditors. These APMs and non-IFRS measures should be considered supplemental information to, and are not meant to substitute IFRS measures. Please refer to the audited consolidated financial statements of the Inditex Group for fiscal year 2020 for the definition of APMs and Non-IFRS Measures included herein.

- Tables and appendix to follow -

# Consolidated financial statements

# Grupo Inditex FY2021 profit & loss statement (€m)

|  | FY2021   | FY2020  |
|--|----------|---------|
| Net sales  | 27,716   | 20,402  |
| Cost of sales  | (11,902) | (9,013) |
| Gross profit   | 15,814   | 11,390  |
| Gross margin   | 57.1%    | 55.8%   |
| Operating expenses                                   | (8,596)  | (6,807) |
| Other net operating income (losses)                  | (35)     | (31)    |
| Operating cash flow (EBITDA)                         | 7,183    | 4,552   |
| EBITDA margin  | 25.9%    | 22.3%   |
| Amortisation and depreciation                        | (2,901)  | (3,045) |
| Operating income (EBIT)                              | 4,282    | 1,507   |
| EBIT margin  | 15.5%    | 7.4%    |
| Financial results                                    | (142)    | (139)   |
| Results from companies consolidated by equity method | 58       | 33      |
| Income before taxes                                  | 4,199    | 1,401   |
| EBT margin   | 15.1%    | 6.9%    |
| Taxes  | (949)    | (297)   |
| Net income   | 3,250    | 1,104   |
| Minorities   | 7        | (2)     |
| Net income attributable to the controlling company   | 3,243    | 1,106   |
| Net income margin                                    | 11.7%    | 5.4%    |
|  |          |         |
| Earnings per share, Euros (*)                        | 1.042    | 0.355   |

<sup>(\*)</sup> Shares for EPS calculation 3,113,570,977 for 2021 and 3,114,856,963 for 2020

| Grupo Inditex                               |      |      |
|---|------|------|
| Consolidated Balance Sheet as of 31 January | 2022 | (€m) |

| 3  | 1 January | 31 January |
|--|-----------|------------|
|  | 2022      | 2021       |
|  |           |            |
| Assets                                   |           |            |
| NON CURRENT ASSETS                       | 15,343    | 15,460     |
| Right of use                             | 5,224     | 5,477      |
| Intangible assets                        | 790       | 645        |
| Tangible assets                          | 7,503     | 7,422      |
| Financial investments                    | 307       | 261        |
| Other                                    | 1,519     | 1,656      |
| CURRENT ASSETS                           | 13,602    | 10,957     |
| Inventories                              | 3,042     | 2,321      |
| Receivables                              | 842       | 715        |
| Short term investments                   | 2,374     | 176        |
| Cash & cash equivalents                  | 7,021     | 7,398      |
| Other                                    | 323       | 347        |
|  |           |            |
| TOTAL ASSETS                             | 28,945    | 26,418     |
| Total Liabilities & Shareholders' Equity | /         |            |
| SHAREHOLDERS' EQUITY                     | 15,759    | 14,550     |
| Equity attributable to the Group         | 15,733    | 14,520     |
| Minority interests                       | 26        | 30         |
| NON CURRENT LIABILITIES                  | 5,157     | 5,529      |
| Deferred taxes                           | 359       | 396        |
| Financial debt                           | 1         | 3          |
| Lease liability                          | 4,262     | 4,599      |
| Other                                    | 536       | 532        |
| CURRENT LIABILITIES                      | 8,030     | 6,338      |
| Financial debt                           | 35        | 11         |
| Lease liability                          | 1,562     | 1,552      |
| Payables                                 | 6,411     | 4,747      |
| Other                                    | 22        | 27         |
| TOTAL LIABILITIES & SHAREHOLDERS' EQUITY | 28,945    | 26,418     |

| Grupo Inditex   |  |
|---|--|
| Consolidated Statement of Cash Flows as of 31 January 2022 (€m) |  |
|   |  |

|  | ,       |          |
|--|---------|----------|
|  | 2021    | 2020     |
| Income before taxes                                | 4,199   | 1,401    |
| Adjustments to income-                             |         |          |
| Depreciation and amortization                      | 2,901   | 3,045    |
| Lease financial expenses                           | 92      | 120      |
| Other  | 74      | (250)    |
| Corporate income tax-                              | (734)   | (452)    |
| Funds from operations                              | 6,530   | 3,864    |
| Changes in assets and liabilities                  |         |          |
| Change in inventories                              | (759)   | 93       |
| Change in accounts receivable                      | (154)   | 34       |
| Change in current liabilities                      | 1,136   | (974)    |
| Change in working capital                          | 223     | (847)    |
| Cash from operations                               | 6,754   | 3,017    |
| Intangible assets investments                      | (460)   | (241)    |
| Tangible assets investments                        | (666)   | (467)    |
| Disinvestment of tangible assets                   | 0       | 36       |
| Acquisitions of businesses                         | 0       | (5)      |
| Change in other long-term financial investments    | 25      | 12       |
| Other assets investments                           | 46      | 36       |
| Change in short-term financial investments         | (2,198) | 3,143    |
| Capital expenditure                                | (3,253) | 2,514    |
| Change in long-term financial debt                 | (5)     | (6)      |
| Acquisition of treasury stock                      | (71)    | 0        |
| Change in current debt                             | 27      | (17)     |
| Lease payments fixed charge                        | (1,668) | (1,673)  |
| Dividends  | (2,192) | (1,090)  |
| Cash used in financing activities                  | (3,909) | (2,786)  |
| Change in cash and cash equivalents                | (408)   | 2,745    |
| Cash and cash equivalents at beginning of the year | 7,398   | 4,780    |
| Foreign exchange impact on cash & cash equivalents | 31      | (127)    |
| Cash and cash equivalents at end of the year       | 7,021   | 7,398    |
|  | - ,     | - ,,,,,, |

# Annex I

# Income statement: FY2021 quarterly results

|  | 1Q       | 2Q               | 3Q      | 4Q       |
|--|----------|------------------|---------|----------|
| Net sales  | 4,942    | 6,993            | 7,390   | 8,391    |
| Cost of sales  | (1,980)  | (3,048)          | (2,888) | (3,986)  |
| Gross profit   | 2,962    | 3,945            | 4,502   | 4,405    |
|  | 59.9%    | 56.4%            | 60.9%   | 52.5%    |
|  | 152 p.b. | 182 p.b.         | 44 p.b. | 157 p.b. |
| Operating expenses                                   | (1,716)  | (2,070)          | (2,171) | (2,639)  |
| Other net operating income (losses)                  | (11)     | (9)              | (2)     | (14)     |
| Operating cash flow (EBITDA)                         | 1,235    | 1,866            | 2,330   | 1,752    |
|  | 25.0%    | 26.7%            | 31.5%   | 20.9%    |
| Amortisation and depreciation                        | (666)    | (749)            | (722)   | (762)    |
| Operating income (EBIT)                              | 569      | 1,117            | 1,607   | 990      |
|  | 11.5%    | 16.0%            | 21.7%   | 11.8%    |
| Financial results                                    | (34)     | (34)             | (33)    | (42)     |
| Results from companies consolidated by equity method | 9        | 16               | 14      | 19       |
| Income before taxes                                  | 544      | 1,099            | 1,588   | 967      |
|  | 11.0%    | 15.7%            | 21.5%   | 11.5%    |
| Taxes  | (121)    | (249)            | (356)   | (222)    |
| Net income   | 423      | 850              | 1,232   | 745      |
|  | 8.5%     | 12.2%            | 16.7%   | 8.9%     |
| Minorities   | 1        | (0)              | 4       | 2        |
| Net income attributable to the controlling company   | 421      | 8 <del>5</del> 0 | 1,228   | 744      |
|  | 8.5%     | 12.2%            | 16.6%   | 8.9%     |

## Annex II

Return on Equity, defined as net income on average shareholder's equity:

| Million Euros                       | 2021   | 2020   |
|-------------------------------------|--------|--------|
| Net income                          | 3,243  | 1,106  |
| Shareholders equity - previous year | 14,520 | 14,913 |
| Shareholders equity - current year  | 15,733 | 14,520 |
| Average equity                      | 15,126 | 14,716 |
| Return on Equity                    | 21%    | 8%     |

Return on Capital Employed, defined as PBT on average capital employed (shareholder's equity plus net financial debt):

| Millon Euros                   | 2021   | 2020   |
|--------------------------------|--------|--------|
| Income before taxes            | 4,199  | 1,401  |
| Average capital employed       |        |        |
| Average shareholders' equity   | 15,126 | 14,716 |
| Average net financial debt (*) | 0      | 0      |
| Total average capital employed | 15,126 | 14,716 |
| Return on Capital employed     | 28%    | 10%    |

<sup>(\*)</sup> Zero when net cash

## Return on Capital Employed by concept:

| Concept                   | 2021 | 2020 |
|---------------------------|------|------|
| Zara (Zara and Zara Home) | 25%  | 9%   |
| Pull&Bear                 | 40%  | 11%  |
| Massimo Dutti             | 26%  | 6%   |
| Bershka                   | 32%  | 11%  |
| Stradivarius              | 48%  | 16%  |
| Oysho                     | 35%  | 15%  |
| Total                     | 28%  | 10%  |

Annex III

# Company-managed stores and franchised stores at FYE:

| Concept       |           | Co.<br>Managed | Franchised | Total |
|---------------|-----------|----------------|------------|-------|
| Zara          |           | 1,684          | 255        | 1,939 |
|               | Zara Kids | 68             | 0          | 68    |
|               | Zara Home | 402            | 80         | 482   |
| Pull&Bear     |           | 706            | 158        | 864   |
| Massimo Dutti |           | 560            | 122        | 682   |
| Bershka       |           | 804            | 167        | 971   |
| Stradivarius  |           | 717            | 198        | 915   |
| Oysho         |           | 472            | 84         | 556   |
| Total         |           | 5,413          | 1,064      | 6,477 |

Sales in company-managed and franchised stores:

| Concept                   | Company<br>Managed | Franchised |
|---------------------------|--------------------|------------|
| Zara (Zara and Zara Home) | 88%                | 12%        |
| Pull&Bear                 | 82%                | 18%        |
| Massimo Dutti             | 84%                | 16%        |
| Bershka                   | 82%                | 18%        |
| Stradivarius              | 77%                | 23%        |
| Oysho                     | 84%                | 16%        |
| Total                     | 86%                | 14%        |

## Annex IV

# Number of stores by concept:

| Concept       |           | 31 January<br>2022 | 31 January<br>2021 |
|---------------|-----------|--------------------|--------------------|
| Zara          |           | 1,939              | 2,025              |
|               | Zara Kids | 68                 | 93                 |
|               | Zara Home | 482                | 535                |
| Pull&Bear     |           | 864                | 873                |
| Massimo Dutti |           | 682                | 762                |
| Bershka       |           | 971                | 1,005              |
| Stradivarius  |           | 915                | 936                |
| Oysho         |           | 556                | 600                |
| Total         |           | 6,477              | 6,829              |

# Annex V

Stores by concept and market as at 31 January 2022:

| Market                               | Zara      | Zara Kids | Pull&Bear | Massimo<br>Dutti | Bershka  | Stradivarius | Oysho   | Zara<br>Home | INDITEX     |
|--------------------------------------|-----------|-----------|-----------|------------------|----------|--------------|---------|--------------|-------------|
| ALBANIA<br>GERMANY                   | 1<br>70   |           | 1<br>11   | 1<br>11          | 2<br>14  | 2            |         | 1<br>8       | 8<br>114    |
| ANDORRA                              | 1         |           | 1         | 1                | 1        | 1            | 1       | 1            | 7           |
| SAUDI ARABIA<br>ALGERIA              | 45<br>3   |           | 20<br>3   | 13<br>1          | 30<br>4  | 42<br>4      | 14<br>2 | 6<br>3       | 170<br>20   |
| ARGENTINA                            | 11        |           |           |                  |          |              |         |              | 11          |
| ARMENIA<br>ARUBA                     | 2<br>1    |           | 2         | 2                | 3        | 2            | 1       | 1            | 13<br>1     |
| AUSTRALIA                            | 18        |           |           |                  |          |              |         |              | 18          |
| AUSTRIA                              | 12        |           | 4         | 1                | 7        |              |         | 2            | 26          |
| AZERBAIJAN<br>BAHREIN                | 3<br>2    |           | 2<br>1    | 3<br>2           | 3<br>1   | 2<br>1       | 1<br>1  | 1            | 14<br>9     |
| BELGIUM                              | 27        |           | 7         | 17               | 14       | 2            | 3       | 6            | 76          |
| BELARUS                              | 2         |           | 2         | 1                | 3        | 3            | 1       | 1            | 13          |
| BOSNIA<br>BRAZIL                     | 3<br>43   |           | 4         | 1                | 4        | 4            |         | 8            | 16<br>51    |
| BULGARIA                             | 6         |           | 4         | 6                | 8        | 4            | 5       | 1            | 34          |
| CANADA                               | 32        |           |           | 6                |          |              |         |              | 38          |
| CHILE<br>MAINLAND CHINA              | 9<br>133  |           |           | 70               |          |              | 61      | 4<br>39      | 13<br>303   |
| HONG KONG SAR                        | 12        |           | 2         | 1                | 3        |              | 01      | 2            | 20          |
| MACAO SAR                            | 2         |           |           | 1                |          |              | 1       | 1            | 5           |
| TAIWAN, CHINA<br>CYPRUS              | 9<br>7    |           | 3<br>6    | 4<br>6           | 3<br>6   | 7            | 5       | 2<br>6       | 21<br>43    |
| COLOMBIA                             | 12        |           | 9         | 5                | 12       | 12           | 5       | 5            | 60          |
| SOUTH KOREA                          | 37        |           |           | 8                |          |              | 4       | 5            | 54          |
| COSTA RICA                           | 2         |           | 2         | 1                | 2        | 2            | 1       | 1            | 11          |
| CROATIA<br>DENMARK                   | 10<br>4   |           | 7         | 3                | 8        | 7            | 3       | 2            | 40<br>4     |
| ECUADOR                              | 2         |           | 3         | 1                | 3        | 3            | 1       |              | 13          |
| EGYPT                                | 9         |           | 6         | 6                | 6        | 5            | 4       | 4            | 40          |
| EL SALVADOR<br>UAE                   | 1<br>15   |           | 2<br>10   | 9                | 2<br>11  | 2<br>7       | 1<br>9  | 6            | 8<br>67     |
| SLOVAKIA                             | 4         |           | 4         | 2                | 7        | 5            | 1       | 1            | 24          |
| SLOVENIA                             | 4         |           | 2         | 1                | 3        | 4            | 400     |              | 14          |
| SPAIN<br>UNITED STATES               | 256<br>99 | 55        | 175       | 145              | 168      | 242          | 130     | 96           | 1,267<br>99 |
| ESTONIA                              | 2         |           | 1         | 2                | 1        | 1            |         | 1            | 8           |
| PHILIPPINES                          | 9         |           | 3         | 2                | 5        | 4            |         |              | 23          |
| FINLAND<br>FRANCE                    | 6<br>116  |           | 39        | 1<br>7           | 51       | 32           | 5       | 16           | 7<br>266    |
| GEORGIA                              | 4         |           | 2         | 4                | 3        | 3            | 2       | 1            | 19          |
| GREECE                               | 39        | 4         | 22        | 12               | 27       | 23           | 18      | 9            | 154         |
| GUATEMALA<br>NETHERLANDS             | 3<br>28   |           | 3<br>12   | 1<br>4           | 3<br>17  | 3<br>8       | 1       | 1<br>6       | 15<br>75    |
| HONDURAS                             | 2         |           | 2         | 1                | 2        | 2            | 1       | 1            | 11          |
| HUNGARY                              | 9         |           | 10        | 4                | 10       | 9            | 3       | 3            | 48          |
| INDIA<br>INDONESIA                   | 21<br>16  |           | 14        | 3<br>5           | 8        | 13           | 4       | 3            | 24<br>63    |
| IRELAND                              | 10        |           | 3         | 2                | 5        | 3            | 4       | 3            | 23          |
| ICELAND                              | 1         |           |           |                  |          |              |         |              | 1           |
| ISRAEL<br>ITALY                      | 25<br>92  |           | 24<br>53  | 3<br>3           | 17<br>68 | 10<br>78     | 24      | 2<br>23      | 81<br>341   |
| JAPAN                                | 92<br>75  |           | 53        | 3                | 2        | 76           | 24      | 23<br>9      | 86          |
| JORDAN                               | 3         |           | 2         | 3                | 2        | 5            | 2       | 2            | 19          |
| KAZAKHSTAN                           | 5         |           | 5         | 4                | 6        | 5            | 5       | 4            | 34          |
| KUWAIT<br>LATVIA                     | 7<br>3    |           | 4 2       | 4<br>4           | 5<br>2   | 5<br>2       | 4 2     | 5<br>1       | 34<br>16    |
| LEBANON                              | 3         |           | 2         | 3                | 5        | 4            | 3       | 3            | 23          |
| LITHUANIA                            | 5         |           | 3         | 5                | 4        | 4            | 1       | 2            | 24          |
| LUXEMBOURG<br>NORTHERN MACEDONIA     | 3<br>2    |           | 1<br>2    | 2<br>2           | 1<br>2   | 1<br>2       | 1<br>1  | 1            | 10<br>12    |
| MALAYSIA                             | 8         |           | 4         | 5                | 2        | _            | •       |              | 19          |
| MALTA                                | 1         |           | 3         | 1                | 1        | 1            | 1       | 3            | 11          |
| MOROCCO<br>MEXICO                    | 13<br>80  |           | 3<br>69   | 4<br>38          | 4<br>73  | 7<br>53      | 3<br>45 | 4<br>24      | 38<br>382   |
| MONACO                               | 1         |           |           |                  |          |              |         |              | 1           |
| MONTENEGRO                           | 1         |           | 1         |                  | 1        | 1            |         |              | 4           |
| NICARAGUA<br>NORWAY                  | 1<br>5    |           | 1         |                  | 1        | 1            |         |              | 4<br>5      |
| NEW ZEALAND                          | 1         |           |           |                  |          |              |         |              | 1           |
| OMAN                                 | 1         |           | ^         | ,                | 1        | 1            | 1       | 1            | 5           |
| PANAMA<br>PARAGUAY                   | 2<br>1    |           | 2         | 1                | 2        | 2            | 1       | 1<br>1       | 11<br>2     |
| PERU                                 | 4         |           |           |                  |          |              |         | 3            | 7           |
| POLAND                               | 42        | _         | 34        | 27               | 45       | 49           | 19      | 14           | 230         |
| PORTUGAL<br>PUERTO RICO              | 72<br>3   | 9         | 46        | 42               | 42       | 43           | 25      | 23           | 302<br>3    |
| QATAR                                | 6         |           | 5         | 6                | 5        | 4            | 4       | 5            | 35          |
| UNITED KINGDOM                       | 59        |           | 9         | 12               | 8        | 7            |         | 7            | 102         |
| CZECH REPUBLIC<br>DOMINICAN REPUBLIC | 5<br>3    |           | 3<br>1    | 2<br>2           | 5<br>1   | 4<br>2       | 1<br>2  | 1<br>2       | 21<br>13    |
| ROMANIA                              | 25        |           | 26        | 13               | 29       | 26           | 13      | 10           | 142         |
| RUSSIA                               | 86        |           | 86        | 60               | 106      | 74           | 62      | 41           | 515         |
| SERBIA<br>SINGAPORE                  | 7<br>8    |           | 7<br>3    | 5<br>4           | 8        | 8            | 4       | 4            | 43<br>18    |
| SOUTH AFRICA                         | 6         |           | 3         | 4                | 3        |              |         | 1            | 7           |
| SWEDEN                               | 8         |           | 1         | 3                |          |              |         | 1            | 13          |
| SWITZERLAND                          | 20        |           | 4         | 4                | 6        |              | 1       | 2            | 37          |
| THAILAND<br>TUNISIA                  | 12<br>5   |           | 2         | 4<br>2           | 1<br>4   | 4            | 1       | 2            | 22<br>23    |
| TURKEY                               | 39        |           | 31        | 26               | 32       | 32           | 28      | 17           | 205         |
| UKRAINE                              | 12        |           | 17        | 10               | 17       | 15           | 10      | 4            | 85          |
| URUGUAY<br>VIETNAM                   | 2<br>2    |           | 1         | 1                |          | 1            |         | 2            | 4<br>5      |
|                                      | _         |           |           |                  |          |              |         |              | J           |

## Annex VI

## Breakdown of financial results:

| Million Euros                   | 2021  | 2020  |
|---------------------------------|-------|-------|
| Net financial income (losses)   | (17)  | (2)   |
| Lease financial expenses        | (92)  | (120) |
| Foreign exchange gains (losses) | (33)  | (17)  |
| Total                           | (142) | (139) |

The Gross Margin, EBITDA, EBIT, PBT, ROE, ROCE, working capital, average net financial debt, net financial position, Store operating profit and Earnings by individual quarters, Sales growth at constant exchange rates, and Sales in comparable stores are defined in the introduction to the Consolidated Annual Accounts 2021.