INDITEX GROUP ANNUAL REPORT **2025**



INDITEX

Index

Statement made about the contents of the Financial Annual Report 5

Audit Report on Consolidated Annual Accounts 7

CONSOLIDATED ANNUAL ACCOUNTS INDITEX GROUP 2025 16

- Consolidated income statement 17
- Consolidated statement of comprehensive income 19
- Consolidated balance sheet 21
- Consolidated statement of cash flows 23
- Consolidated statement of changes in equity 25

NOTES TO THE CONSOLIDATED ANNUAL ACCOUNTS OF THE INDITEX GROUP 2025 27

- 1. Activity and description of the Group 28
- 2. Basis for preparation 29
- 3. Selected accounting policies 31
- 4. Net sales 42
- 5. Cost of sales 42
- 6. Operating expenses 42
- 7. Other losses and income, net 43
- 8. Amortisation and depreciation 43
- 9. Financial results 44
- 10. Earnings per share 44
- 11. Segment reporting 44
- 12. Trade and other receivables 46
- 13. Inventories 46
- 14. Property, plant and equipment 47
- 15. Other intangible assets 48
- 16. Leases 49
- 17. Goodwill 50
- 18. Financial investments 50
- 19. Other non-current assets 51
- 20. Trade and other payables 51
- 21. Net financial position 52
- 22. Provisions 52
- 23. Other non-current liabilities 53
- 24. Equity 53
- 25. Income tax 54
- 26. Financial instruments and risk management policy 56
- 27. Employee benefits 61
- 28. Jointly controlled entities 62
- 29. Proposed distribution of the profit of the Parent 62
- 30. Remuneration of the Board of Directors and related party transactions 63

31. External auditors 67
32. Environment 67
33. Events after the reporting period 67
34. Explanation added for translation to English 67
Annex I: Composition of the Inditex Group 68

INTEGRATED DIRECTORS' REPORT 2025 74

CONSOLIDATED DIRECTORS' REPORT 2025 76

CONSOLIDATED STATEMENT OF NON-FINANCIAL INFORMATION AND SUSTAINABILITY INFORMATION 2025 88
Message from the Chairperson 92
CEO's statement 94
Inditex at a glance 95
Key data in 2025 97
2025 milestones 98
General Information [ESRS 2] 100
BP. Basis for preparation of the Report 102
GOV. Governance 104
SBM. Strategy 109
IRO. Impacts, risks and opportunities 116
MDR-P. Policies 122
E. Environmental information [ESRS E] 123
E1. Climate change 125
E2. Pollution 137
E3. Water 142
E4. Biodiversity and ecosystems 145
E5. Resource use and circular economy 149
Taxonomy Regulation 155
S. Social information [ESRS S] 156
S1. Own workforce 158
S2. Workers in the value chain 175
S4. Consumers 180
G. Governance information [ESRS G] 185
G1. Business conduct 187
Annexes 199
Detailed information. Policies 201
Detailed information. Methodology 208
Disclosure of information required by Act 11/2018, regarding non-financial information and diversity (Tax Information) 224
Disclosure pursuant to article 8 of Regulation (EU) 2020/852 (Taxonomy Regulation) 228
Content indexes 233
Independent verification report 246

Report on Internal Control Systems (ICFR) 253

ANNUAL CORPORATE GOVERNANCE REPORT (ACGR) 2025 257

ANNUAL REPORT ON REMUNERATION OF DIRECTORS (ARR) 2025 368

Audit Report on Consolidated Annual Accounts

Shape the future
with confidence

Ernst & Young, S.L.
C/ Raimundo Fernández Villaverde, 65
28003 Madrid

Tel: 902 365 456
Fax: 915 727 238
ey.com

AUDIT REPORT ON CONSOLIDATED FINANCIAL STATEMENTS ISSUED BY AN INDEPENDENT AUDITOR

Translation of a report and financial statements originally issued in Spanish. In the event of discrepancy, the Spanish-language version prevails (See Note 34)

To the shareholders of Industria de Diseño Textil, S.A.:

Report on the consolidated financial statements

Opinion

We have audited the consolidated financial statements of Industria de Diseño Textil, S.A. (the Parent) and its subsidiaries (the Group), which comprise the consolidated balance sheet at January 31, 2026, the consolidated income statement, the consolidated statement of comprehensive income, the consolidated statement of changes in equity, the consolidated statement of cash flows, and the notes thereto, for the year then ended (year 2025).

In our opinion, the accompanying consolidated financial statements give a true and fair view, in all material respects, of consolidated equity and the consolidated financial position of the Group at January 31, 2026, and of its financial performance and its consolidated cash flows, for the year then ended in accordance with International Financial Reporting Standards, as adopted by the European Union (IFRS-EU), and other provisions in the regulatory framework applicable in Spain.

Basis for opinion

We conducted our audit in accordance with prevailing audit regulations in Spain. Our responsibilities under those standards are further described in the *Auditor's responsibilities for the audit of the consolidated financial statements* section of our report.

We are independent of the Group in accordance with the ethical requirements, including those related to independence, that are relevant to our audit of the consolidated financial statements in Spain as required by prevailing audit regulations. In this regard, we have not provided non-audit services nor have any situations or circumstances arisen that might have compromised our mandatory independence in a manner prohibited by the aforementioned requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Domicilio Social: Calle de Raimundo Fernández Villaverde, 65. 28003 Madrid - Inscrita en el Registro Mercantil de Madrid, tomo 9.364 general, 8.130 de la sección 3ª del Libro de Sociedades, folio 68, hoja nº 87.690-1, inscripción 1ª. C.I.F. B-78970506.

A member firm of Ernst & Young Global Limited.

Key audit matters

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the consolidated financial statements of the current period. These matters were addressed in the context of our audit of the consolidated financial statements as a whole, and in forming our audit opinion thereon, and we do not provide a separate opinion on these matters.

Valuation of leases

Description	As of January 31, 2026, the Group operates with a total of 4,310 company-managed stores, most of which are under lease agreements, as well as certain logistics centers and other assets operated by the Group. IFRS 16 application requires to carry out complex estimates, which entails the application of judgments in the definition of the hypotheses considered by Group's Management, mainly for the determination of the lease terms, the impacts of renegotiations and the discount rate applicable to each contract. We have considered this area as a key audit matter due to the significance of the amounts involved, the different nature and characteristics of the lease contracts in force, as well as the complexity of the judgments made by Group Management to determine the value of such leases. The information related to the criteria applied and the corresponding disclosures is included in Notes 3.2.o) and 16 of the attached consolidated financial statements.
Our response	In relation to this area, our audit procedures have included, among others, the following: ▶ Understanding of the process established by Group Management to determine the value of the leases, evaluation of the design and implementation of the relevant controls established in the aforementioned process and verification of the operational effectiveness of said controls, all in collaboration with our specialists in information systems. For these purposes, we have carried out, among other procedures, operational effectiveness tests on (a) access controls and logical security to operating systems, databases and relevant applications, (b) application development, maintenance and operation controls and systems and (c) automation used for the valuation of leases. ▶ Assessment of the consistency of the accounting principles and criteria applied by the Group to estimate lease terms and applicable discount rates with the applicable financial reporting regulatory framework and with those applied in the previous year. ▶ Review, for a representative sample of lease contracts, of the consistency of the valuation of said leases with the terms and conditions of the corresponding contracts, as well as with the accounting principles and criteria applied by the Group. ▶ Review of the disclosures included in the consolidated financial statements and assessment of its adequacy with the applicable financial reporting regulatory framework.

The result of the procedures carried out described in the preceding paragraphs has been satisfactory in relation to the audit objectives pursued.

Valuation of inventories

Description

The Group has registered in the current assets of the consolidated balance sheet as of January 31, 2026, inventories for a net book value of 3,249 million euros, which represent 9.1% of total assets.

The centralized and integrated model of Inditex Group is characterized by managing a large number of references in the different markets in which it operates and by their high turnover levels.

Likewise, consumer behavior and other external factors significantly influence the valuation of inventories, requiring relevant estimates to determine the net realisable value of the references, which entails the application of judgments in the establishment of the hypotheses considered by Group Management in relation to said estimates.

We have considered this area as a key audit matter due to the significance of the amounts involved, the high number of points of sale and references and their high turnover, as well as the complexity of the judgments made by Group Management to determine the net realisable value of inventories.

The information related to the criteria applied and the corresponding disclosures is included in Notes 3.2.h) and 13 of the attached consolidated financial statements.

Our response

In relation to this area, our audit procedures have included, among others, the following:

- Understanding of the process established by Group Management for the management and valuation of inventories, evaluation of the design and implementation of the relevant controls established in the aforementioned process and verification of the operational effectiveness of said controls, all in collaboration with our specialists in information systems. For these purposes, we have carried out, among other procedures, operational effectiveness tests and extended control procedures on (a) access controls and logical security to operating systems, databases and relevant applications, (b) development controls, maintenance and operation of applications and systems and (c) automation used for the management and valuation of inventories.
- Evaluation of the consistency of the accounting principles and criteria applied by the Group's Management for the valuation of the inventories with the applicable financial information regulatory framework and with those applied in the previous year.
- Assessment of the reasonableness of the key assumptions considered by Group Management to determine the net realisable value of inventories and their consistency with Group policy and with other available information, such as historical sales from similar seasons and forecasts of future sale.
- Procedures for recalculation, in collaboration with our specialists in information systems, of the net realisable value of the Group's finished product inventories.

- Review of the disclosures included in the consolidated financial statements and assessment of its adequacy with the applicable financial reporting regulatory framework.

The result of the procedures carried out described in the preceding paragraphs has been satisfactory in relation to the audit objectives pursued.

Revenue recognition

Description

The Group has registered, under "Net Sales" heading of the consolidated income statement as of January 31, 2026, 36,390 million euros corresponding to the net sales made both in company-managed stores and on the online sales platform, which represent 91% of the Group's total sales.

The accounting recognition of sales is characterized by being highly automated and supported by the interaction of various information systems, which is why it is essential to maintain a control environment over them that guarantees their correct functioning.

Although the recognition of this revenue is not complex, we have considered this area as a key matter in our audit due to the relevance of the amounts involved, the high volume of transactions of not significant individually, and the complexity and high automation of the information systems that support the revenue recognition process, matters that involve a higher risk of material misstatement and require significant effort in our audit work.

The information related to the criteria applied and the corresponding disclosures is included in Notes 3.2.n) and 4 of the attached consolidated financial statements.

Our response

In relation to this area, our audit procedures have included, among others, the following:

- Understanding of the process established by Group Management revenue recognition, evaluation of the design and implementation of the relevant controls established in the aforementioned process and verification of the operational effectiveness of said controls, all in collaboration with our specialists in information systems. For these purposes, we have carried out, among other procedures, operational effectiveness tests and extended control procedures on (a) access controls and logical security to operating systems, databases and relevant applications, (b) development controls, maintenance and operation of applications and systems and (c) automation used for the revenue recognition.
- Analysis, using data processing techniques, of the evolution of billing and collection cycles, and of the correlations between related accounts.
- Analytical procedures on sales and margins.
- Review, for a random representative sample, of the proper correlation of revenue with their respective cash inflows.
- Cut-off procedures for a sample of revenue transactions that occurred on dates close to the end of the fiscal year to verify proper accounting record.
- Identification and analysis of significant manual journal entries in the revenue accounting accounts.

- Review of the disclosures included in the consolidated financial statements and assessment of its adequacy with the applicable financial reporting regulatory framework.

The result of the procedures carried out described in the preceding paragraphs has been satisfactory in relation to the audit objectives pursued.

Other information: consolidated directors report

Other information refers exclusively to the 2025 consolidated directors report, the preparation of which is the responsibility of the parent company's directors and is not an integral part of the consolidated financial statements.

Our audit opinion on the consolidated financial statements does not cover the consolidated directors report. Our responsibility for the consolidated directors report, in conformity with prevailing audit regulations in Spain, entails:

a. Checking only that the consolidated non-financial statement and certain information included in the Annual Corporate Governance Report and in the Annual Report on Remuneration Directors, to which the Audit Law refers, were provided as stipulated by applicable regulations and, if not, disclose this fact.

b. Assessing and reporting on the consistency of the remaining information included in the consolidated directors report with the consolidated financial statements, based on the knowledge of the Group obtained during the audit, in addition to evaluating and reporting on whether the content and presentation of this part of the consolidated directors report are in conformity with applicable regulations. If, based on the work we have performed, we conclude that there are material misstatements, we are required to disclose this fact.

Based on the work performed, as described above, we have verified that the information referred to in paragraph a) above is provided as stipulated by applicable regulations and that the remaining information contained in the consolidated directors report is consistent with that provided in the 2025 consolidated financial statements and its content and presentation are in conformity with applicable regulations.

Responsibilities of the parent company´s directors and the audit and compliance committee for the consolidated financial statements

The directors of the parent company are responsible for the preparation of the accompanying consolidated financial statements so that they give a true and fair view of the equity, financial position and results of the Group, in accordance with IFRS-EU, and other provisions in the regulatory framework applicable to the Group in Spain, and for such internal control as they determine is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, the directors of the parent company are responsible for assessing the Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the Group or to cease operations, or has no realistic alternative but to do so.

The audit and compliance committee is responsible for overseeing the Group's financial reporting process.

Auditor's responsibilities for the audit of the consolidated financial statements

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with prevailing audit regulations in Spain will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

As part of an audit in accordance with prevailing audit regulations in Spain, we exercise professional judgement and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.

- Conclude on the appropriateness of the directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

- Plan and perform the Group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the Group as a basis for forming an opinion on the consolidated financial statements. We are responsible for the direction, supervision and review of the audit work performed for the purposes of the Group audit. We remain solely responsible for our audit opinion.

We communicate with the audit and compliance committee of the parent company regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide the audit and compliance committee of the parent company with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all matters that may reasonably be thought to bear on our independence, and where applicable, actions taken to eliminate threads or safeguards applied.

From the matters communicated with the audit and compliance committee, we determine those matters that were of most significance in the audit of the consolidated financial statements of the current period and are therefore the key audit matters.

We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter.

Report on other legal and regulatory requirements

European single electronic format

We have examined the digital files of the European single electronic format (ESEF) of Industria de Diseño Textil, S.A. and subsidiaries for the 2025 financial year, which include the XHTML file containing the consolidated financial statements for the year, and the XBRL files as labeled by the entity, which will form part of the annual financial report.

The directors of Industria de Diseño Textil, S.A. are responsible for submitting the annual financial report for the 2025 financial year, in accordance with the formatting and mark-up requirements set out in Delegated Regulation EU 2019/815 of 17 December 2018 of the European Commission (hereinafter referred to as the ESEF Regulation).

Our responsibility consists of examining the digital files prepared by the directors of the parent company, in accordance with prevailing audit regulations in Spain. These standards require that we plan and perform our audit procedures to obtain reasonable assurance about whether the contents of the consolidated financial statements included in the aforementioned digital files correspond in their entirety to those of the consolidated financial statements that we have audited, and whether the consolidated financial statements and the aforementioned files have been formatted and marked up, in all material respects, in accordance with the ESEF Regulation.

In our opinion, the digital files examined correspond in their entirety to the audited consolidated financial statements, which are presented and have been marked up, in all material respects, in accordance with the ESEF Regulation.

Additional report to the audit and compliance committee

The opinion expressed in this audit report is consistent with the additional report we issued to the audit and compliance committee on March 11, 2026.

Term of engagement

The ordinary general shareholders' meeting held on July 15, 2025, appointed us as auditors of the Group for the financial year ended on January 31, 2026.

Previously, we were appointed as auditors by the shareholders for 3 years and we have been carrying out the audit of the consolidated financial statements continuously since January 31, 2023.

ERNST & YOUNG, S.L.
(Registered in the Official Register of Auditors under No. S0530)

(Signature on the original in Spanish)

Hildur Eir Jónsdóttir
(Registered in the Official Register of Auditors under No. 18201)

March 11, 2026

CONSOLIDATED ANNUAL ACCOUNTS INDITEX GROUP **2025**

Translation of consolidated annual accounts originally issued in Spanish and prepared in accordance with the regulatory financial reporting framework applicable to the Group in Spain (see below and Note 34). In the event of a discrepancy, the Spanish-language version prevails.



INDITEX

Consolidated income statement

(Amounts in millions of euros)	(Notes)	2025	2024
Net sales	(4)	39,864	38,632
Cost of sales	(5)	(16,642)	(16,288)
GROSS PROFIT		**23,222**	**22,343**
Gross profit percentage		58.3%	57.8%
Operating expenses	(6)	(11,878)	(11,555)
Other losses and income, net	(7)	(77)	(60)
GROSS OPERATING PROFIT (EBITDA)		**11,267**	**10,728**
Amortisation and depreciation	(8)	(3,270)	(3,174)
NET OPERATING PROFIT (EBIT)		**7,997**	**7,554**
Financial results	(9)	(80)	(77)
Results of companies accounted for using the equity method	(18)	102	99
PROFIT BEFORE TAXES (PBT)		**8,020**	**7,577**
Income tax	(25)	(1,800)	(1,700)
NET PROFIT		**6,220**	**5,877**
NET PROFIT ATTRIBUTABLE TO NON-CONTROLLING INTERESTS		**-**	**11**
NET PROFIT ATTRIBUTABLE TO THE PARENT		**6,220**	**5,866**
EARNINGS PER SHARE, euros	(10)	**1.996**	**1.884**

Consolidated statement of comprehensive income

(Amounts in millions of euros)	(Notes)	2025	2024
Net profit		6,220	5,877
Items that will be reclassified to the consolidated income statement in future years			
Other comprehensive income recognised directly in equity:			
Translation differences related to financial statements of foreign operations		(305)	(72)
Cash flow hedges			
Profit	(26)	-	7
Loss	(26)	(12)	-
Tax effect		3	(2)
Total		**(314)**	**(67)**
Transfers to the consolidated income statement:			
Cash flow hedges			
Profit	(26)	-	1
Loss	(26)	(7)	-
Tax effect		2	-
Total		**(5)**	**1**
Total comprehensive income for the period		**5,901**	**5,811**
Total comprehensive income attributable to:			
Equity holders of the Parent		5,901	5,800
Non-controlling interests		-	11
Total comprehensive income for the year		**5,901**	**5,811**

Consolidated balance sheet

(Amounts in millions of euros)	(Notes)	31/01/2026	31/01/2025
ASSETS			
NON-CURRENT ASSETS		**19,947**	**18,358**
Rights of use	(16)	5,542	5,269
Other intangible assets	(15)	1,643	1,411
Goodwill	(17)	197	196
Property, plant and equipment	(14)	11,135	10,005
Investment property		6	9
Financial investments	(18)	471	450
Other non-current assets	(19)	203	217
Deferred tax assets	(25)	750	800
CURRENT ASSETS		**15,691**	**16,356**
Inventories	(13)	3,249	3,321
Trade and other receivables	(12)	1,166	1,088
Income tax receivable	(25)	197	326
Other current assets		112	94
Other financial assets	(26)	8	25
Current financial investments	(21)	5,684	5,120
Cash and cash equivalents	(21)	5,276	6,382
TOTAL ASSETS		**35,638**	**34,714**
EQUITY AND LIABILITIES			
EQUITY		**20,395**	**19,676**
Equity attributable to the Parent		20,395	19,676
Equity attributable to non-controlling interests		-	-
NON-CURRENT LIABILITIES		**5,071**	**4,851**
Provisions	(22)	345	348
Other non-current liabilities	(23)	231	251
Financial debt	(21)	-	-
Non-current lease liability	(16)	4,394	4,180
Deferred tax liabilities	(25)	101	72
CURRENT LIABILITIES		**10,172**	**10,187**
Financial debt	(21)	2	7
Other financial liabilities	(26)	43	48
Current lease liability	(16)	1,539	1,542
Income tax payable	(25)	318	312
Trade and other payables	(20)	8,269	8,278
TOTAL EQUITY AND LIABILITIES		**35,638**	**34,714**

Consolidated statement of cash flows

(Amounts in millions of euros)	(Notes)	2025	2024
Profit before taxes		**8,020**	**7,577**
Adjustments to profit			
Amortisation and depreciation	(8)	3,270	3,174
Provisions for impairment		13	39
Results of companies accounted for using the equity method	(18)	(102)	(99)
Lease financial expenses	(9)	215	223
Others		204	111
Income tax paid		(1,585)	(1,539)
Funds from operations		**10,034**	**9,486**
Variation in assets and liabilities			
Inventories		9	(427)
Receivables and other current assets		(149)	(164)
Current payables		(663)	392
Changes in working capital		**(803)**	**(198)**
Cash flows from operating activities		**9,232**	**9,288**
Payments relating to investments in intangible assets		(519)	(465)
Payments relating to investments in property, plant and equipment		(2,193)	(2,207)
Payments relating to investments in companies		(16)	(14)
Collections relating to investments in other financial investments		60	55
Payments relating to investments in other financial investments		(6)	(4)
Payments relating to investments in other assets	(19)	(10)	(10)
Collections relating to investments in other assets	(19)	13	61
Changes in current financial investments		(545)	(705)
Cash flows from investing activities		**(3,215)**	**(3,288)**
Changes in current financial debt		(5)	(8)
Lease payments fixed charge		(1,834)	(1,802)
Dividends		(5,235)	(4,797)
Cash flows used in financing activities		**(7,075)**	**(6,607)**
Net increase in cash and cash equivalents		**(1,058)**	**(607)**
Cash and cash equivalents at the beginning of the year	(21)	6,382	7,007
Effect of exchange rate fluctuations on cash and cash equivalents		(48)	(18)
Cash and cash equivalents at the end of the year	**(21)**	**5,276**	**6,382**

Consolidated statement of changes in equity

(Amounts in millions of euros)	Capital	Share premium	Retained earnings	Other reserves	Reserves of companies accounted for using the equity method	Treasury shares	Translation differences	Cash flow hedges	Subtotal	Non-controlling interests	Total equity
Balance at 1 February 2024	**94**	**20**	**17,991**	**562**	**299**	**(92)**	**(231)**	**(1)**	**18,642**	**30**	**18,672**
Profit for the year	-	-	5,866	-	-	-	-	-	5,866	11	5,877
Profit distribution	-	-	(72)	-	72	-	-	-	-	-	-
Dividends distribution	-	-	44	-	(44)	-	-	-	-	-	-
Transfers	-	-	5	-	-	-	(5)	-	-	-	-
Hyperinflation and other movements	-	-	(25)	-	2	-	24	-	1	-	1
Other comprehensive income for the year	-	-	-	-	-	-	(72)	6	(66)	-	(66)
· Translation differences related to foreign operations	-	-	-	-	-	-	(72)	-	(72)	-	(72)
· Cash flow hedges	-	-	-	-	-	-	-	6	6	-	6
Operations with equity holders or owners	-	-	(4,815)	9	-	45	(6)	-	(4,767)	(41)	(4,808)
· Non controlling interest adquisition	-	-	10	-	-	-	(6)	-	4	(41)	(37)
· Share-based payments recognition	-	-	-	85	-	-	-	-	85	-	85
· Share-based payments exercise	-	-	(28)	(76)	-	45	-	-	(59)	-	(59)
· Dividends	-	-	(4,797)	-	-	-	-	-	(4,797)	-	(4,797)
Balance at 31 January 2025	**94**	**20**	**18,994**	**571**	**329**	**(47)**	**(290)**	**5**	**19,676**	**-**	**19,676**
Balance at 1 February 2025	**94**	**20**	**18,994**	**571**	**329**	**(47)**	**(290)**	**5**	**19,676**	**-**	**19,676**
Profit for the year	-	-	6,220	-	-	-	-	-	6,220	-	6,220
Profit distribution	-	-	(99)	-	99	-	-	-	-	-	-
Dividends distribution	-	-	86	-	(86)	-	-	-	-	-	-
Transfers	-	-	(90)	-	-	-	90	-	-	-	-
Hyperinflation and other movements	-	-	(17)	-	(4)	-	15	-	(6)	-	(6)
Other comprehensive income for the year	-	-	-	-	-	-	(305)	(14)	(319)	-	(319)
· Translation differences related to foreign operations	-	-	-	-	-	-	(305)	-	(305)	-	(305)
· Cash flow hedges	-	-	-	-	-	-	-	(14)	(14)	-	(14)
Operations with equity holders or owners	-	-	(5,269)	53	-	40	-	-	(5,176)	-	(5,176)
· Share-based payments recognition	-	-	-	113	-	-	-	-	113	-	113
· Share-based payments exercise	-	-	(34)	(60)	-	40	-	-	(54)	-	(54)
· Dividends	-	-	(5,235)	-	-	-	-	-	(5,235)	-	(5,235)
Balance at 31 January 2026	**94**	**20**	**19,825**	**624**	**338**	**(7)**	**(490)**	**(9)**	**20,395**	**-**	**20,395**

NOTES TO THE CONSOLIDATED ANNUAL ACCOUNTS OF THE INDITEX GROUP 2025

At 31 January 2026



INDITEX

1. Activity and description of the Group

Industria de Diseño Textil, S.A. with registered office in Spain (Avenida de la Diputación s/n, Edificio Inditex, Arteixo, A Coruña), is the Parent of the Inditex Group (hereinafter also 'the Group', 'the Inditex Group' or 'the Company'). Inditex is listed on all the four Spanish stock exchanges.

The Group's main activity consists of offering its customers an inspiring, high-quality and responsibly developed fashion proposal. This activity is carried out through various retail concepts: Zara, Pull&Bear, Massimo Dutti, Bershka, Stradivarius, Oysho, Lefties and Zara Home. Each concept operates through an online and store model that is managed directly by companies over which Inditex exercises control through the ownership of all or the majority of the share capital and of the voting rights, except in certain markets where, for several reasons, the business is carried out through franchises.

Some franchise agreements entered into by the Group include purchase options which, if exercised, would essentially enable the Group to have access to the lease rights over the premises in which the franchised stores operate and the assets associated with these stores. These options may be exercised after a certain period of time has elapsed since the signing of the franchise agreement.

The Group holds joint ownership interests in the entities making up the Tempe Group. Based on an analysis of the contractual arrangements giving it joint control, the Group classified its ownership interest in the Tempe Group as a joint venture. The interest in the Tempe Group was accounted for using the equity method.

The Group does not have any other significant non-controlling interests.

Inditex has a unique business model that is clearly customer-oriented. This model helps face business environment challenges. The competitiveness in the sector, driven by new technologies and an increasingly awareness of environmental challenges, defines a context with a constantly evolving customer profile.

Furthermore, changes in macroeconomic, geopolitical, demographic and socioeconomic environment in supplier or distribution countries, or the contraction in consumption in certain markets, are, among others, factors which could affect the optimal achievement of our business targets. Added to this are the potential consequences of environmental factors, which could influence consumer demand patterns and the supply and demand of textile raw materials used to manufacture the garments, among others.

The Group's internationalisation policy, its multi-concept format, sustainable production commitments and the support for total integration of channels and new technologies as alternatives for customer communication and sales, represent a means of risk diversification that mitigates our overall exposure to risks in the market.

The operation of this business model is based on the integration and flexibility of every stage of our value chain: design, procurement and manufacturing, logistics and distribution, and lastly, sales in our physical stores and online platforms.

Our design teams' creative talent and innate ability to interpret trends, together with the analysis of sales and the daily feedback from our stores and sales teams, consistently enable us to identify, and even pre-empt, what our customers want. In addition, their active promotion and search for more sustainable materials and production processes help to raise standards of quality and to reduce the social and environmental impact of our activity.

Manufacturing and procurement are based on supply chain management that takes into account both environmental and social aspects. Our supply chain has a global presence, organised through 10 supplier clusters with a significant part of procurement in areas close to our headquarters in Spain. This, together with short production series, gives us flexibility and control over the process, so we can adapt our commercial offering to changing trends as they arise.

The Group's various brands distribute their stock to stores and online warehouses around the world from centralised logistics hubs, efficiently integrating our store and online operations during the warehousing, shipping and distribution processes. By adopting and developing technologies such as Radio Frequency Identification (RFID) or the Integrated Stock Management System (SINT), we have merged the inventory management of all our brands. Thus, our staff can quickly locate any article, regardless of where it is located, and make it available to customers.

All our physical stores and online platforms are merged into a single sales environment (integrated model). We take extreme care of all points of contact between our brands and customers: cutting-edge designs, sophisticated spaces and innovative technology to offer the best possible customer experience. We continuously think about how to improve our stores — located in the world's most exclusive shopping hubs and equipped with cutting-edge technology — while launching innovative proposals with high-level fashion editorials for our e-commerce.

The people working in our Company are key to allowing the implementation of this model. A diverse team with 174 nationalities (170 nationalities in 2024), marked by its creative talent, its passion for fashion, teamwork, an enterprising spirit, permanent innovation and responsible effort.

At 31 January 2026, the various Group retail concepts had stores in operation with the following geographical distribution:

Number of stores

	Company Managed	Franchises	Total
Spain	990	35	1,025
Rest of Europe	2,420	172	2,592
Americas	603	187	790
Rest of the world	297	756	1,053
Total	**4,310**	**1,150**	**5,460**

At 31 January 2025, the geographical distribution of stores was as follows:

Number of stores

	Company Managed	Franchises	Total
Spain	1,051	36	1,087
Rest of Europe	2,443	170	2,613
Americas	603	180	783
Rest of the world	332	748	1,080
Total	**4,429**	**1,134**	**5,563**

The majority of company-managed store premises are held under leases. Information on the main terms of the leases is provided in Note 16.

2. Basis for preparation

The consolidated annual accounts of the Inditex Group, which Parent is Industria de Diseño Textil, S.A. (Inditex), for 2025 were prepared by the Board of Directors on 10 March 2026 and will be submitted for approval at the corresponding Annual General Meeting. It is considered that they will be approved without any changes. The consolidated annual accounts for 2024 were approved by the shareholders at the Annual General Meeting held on 15 July 2025.

These consolidated annual accounts were prepared in accordance with the International Financial Reporting Standards (IFRS) and related interpretations (IFRIC and SIC) adopted by the European Union (IFRS-EU) and with the other provisions of the applicable regulatory financial reporting framework.

The financial year of the Parent and that of most of its subsidiaries starts on 1 February of each year and ends on 31 January of the following year. The twelve-month period ended 31 January 2026 will hereinafter be referred to as '2025', the twelve-month period ended 31 January 2025 as '2024', and so on.

The consolidated financial statements are presented in euros, since the euro is the Group's presentation currency.

Unless otherwise stated, the amounts shown in these consolidated annual accounts are expressed in million euros.

The separate annual accounts of Inditex for 2025 were prepared by the Board of Directors in a separate document to these consolidated annual accounts.

These consolidated annual accounts present fairly the equity and financial position of the Inditex Group at 31 January 2026, as well as the results of its operations, the changes in equity and the cash flows for the year then ended.

The consolidated annual accounts of the Inditex Group for 2025 were prepared on the basis of the accounting records of Inditex and of the other Group companies.

The Group uses certain alternative performance measures, additional to those defined in IFRS, which are commonly used in its sector. Management considers that these measures provide important additional information on certain components of the operating performance and that they are useful for understanding the Group's evolution and results.

These measures are presented on a supplemental basis, do not replace the financial metrics defined by IFRS and are used consistently over time, thereby facilitating comparability with other companies in the industry.

In the consolidated income statement, gross profit, EBITDA and EBIT are defined as follows:

- Gross profit: the difference between sales and the cost of sales. Note 4 and Note 5 contain detailed information on the items included in these line items in the consolidated income statement. The percentage gross profit is calculated as the gross profit in absolute terms as a percentage of net sales.

- Gross operating profit (EBITDA): earnings before financial results, results of companies accounted for using the equity method, taxes, amortisation and depreciation, calculated as the gross profit less operating expenses and other losses and income, net.

- Net operating profit (EBIT): earnings before financial results, results from companies accounted for using the equity method and taxes, calculated as EBITDA less amortisation and depreciation.

Other alternative performance measures are as follows:

- Working capital: defined as inventories plus trade and other receivables minus trade and other payable and income tax payable, in the consolidated balance sheet.

- Net financial position: defined as cash and cash equivalents and current financial investments minus current and non-current debt with external financial institutions (excluding lease liabilities).

- Average net financial debt: defined as the average of the net financial debt for the current and previous financial years, calculated as current and non-current financial debt with external financial institutions (excluding lease liabilities) minus cash and cash equivalents and current financial investments, considered to be nil if the result is negative.

- Return on capital employed (ROCE): defined as PBT divided by average capital employed in the year, calculated as the average of equity attributable to the Parent in the current and previous years, plus average net financial debt for the year.

- Return on equity attributable to the Parent (ROE): defined as net profit attributable to the Parent divided by average equity attributable to the Parent for the current and previous financial years.

- Quarterly results: calculated as the difference between the cumulative income statement at the end of each quarter less the cumulative income statement at the end of the immediately preceding quarter.

- Sales growth at constant exchange rates: year-on-year change in sales on a comparable basis, eliminating the exchange rate effect. This is defined as the variation of sales in both periods, applying the exchange rate for the comparable period.

- Free cash flow: defined as the cash flows from operating activities, minus fixed charge lease payments and payments for investments in property, plant and equipment and intangible assets with the capacity to generate long-term cash flows, from the consolidated statement of cash flows.

These consolidated annual accounts have been prepared on a going concern basis, in the absence of doubts as to the Group's ability to continue its operations. The assessment that there are no material uncertainties affecting the Group's capacity to continue with its operations was based on the following information:

- The Group obtained positive results in 2025 overall and in all of its operating segments (Note 11).

- Performance forecasts for spring/summer 2026.

- The capacity to adapt the supply chain to changing conditions.

- The flexibility of the model based on sales channel integration.

- The capacity to manage the financial risks to which the Group is exposed (Note 26).

- The positive net financial position and the existence of sufficient undrawn financing facilities to fund the Group's activities (Note 21).

Macroeconomic environment

The challenging and uncertain macroeconomic and geopolitical environment were again hallmarks of this year. Over the course of year, the effects of previously identified geopolitical risks, such as international conflicts and tensions, have escalated, and new sources of global instability have emerged. Against this backdrop, protectionist measures and international trade restrictions have been stepped up, in a context of greater fragmentation of global value chains and trade tensions, with potential impacts on tariff costs and acquisition prices for certain products.

From a macroeconomic standpoint, inflation continued to cool throughout the year, albeit more gradually than initially anticipated and unevenly across regions. This has prolonged the cycle of interest rate normalisation by monetary authorities, leading to episodes of volatility in financial markets. In this environment, pressure on input costs for goods and services, and also on labour costs, has continued to ease steadily. Economic growth and consumer spending have performed differently from one geographical area to the next, generally meeting expectations, although some of the markets in which the Group operates have shown signs of fragility associated with persistent political, fiscal and regulatory uncertainty.

The international geopolitical context continued to be a relevant aspect throughout the year, particularly in parts of the Middle East where uncertainty was high. This circumstance required international logistics flows to be adjusted, including making preventive changes to routes and transport times. Thanks to the flexibility of the supply chain and proactive operational planning, the Group absorbed these changes while maintaining stability in supply and without material adverse effects on results.

In this context, developments in the geopolitical situation in the Middle East since the end of February have introduced an environment of increased uncertainty that could affect the economic and operating environment in the region, including potential airspace restrictions, temporary adjustments to certain commercial operations, and indirect impacts on international markets. Although so far the effects have been limited and manageable, the situation remains highly uncertain pending further developments. The Group is continuously monitoring these events and assessing their potential effects on results and cash flows at risk.

The conflict in Ukraine remained unresolved throughout the year, perpetuating the geopolitical and economic uncertainty in Eastern Europe. The Group has continued to conduct its activities in the country normally, under strict control, safety and ongoing monitoring protocols, and there have been no additional material impacts on consolidated operations.

Likewise, in the year, pockets of political and social instability persisted in certain emerging countries that are relevant to the global supply chain.

In Bangladesh, a key manufacturing cluster for the Group, the political context and run-up to the election in 2025 was subject to enhanced monitoring, with no significant impact on the supply chain.

The aforementioned environment once again sparked episodes of high volatility in financial and currency markets. Market movements over the course of the financial year were impacted by trade tensions, changes in tariff policy and expectations regarding the monetary policy of the main central banks, with the US Federal Reserve having a particularly strong influence. In this context, foreign currency risk was especially affected by the performance of the US dollar and the volatility of emerging currencies. On aggregate, fluctuations of non-euro currencies had a negative impact on sales growth. Foreign currency risk continued to be pro-actively managed in accordance with Group guidelines.

Material estimates and measurement of uncertainty

In preparing the consolidated financial statements as at 31 January 2026 judgements and estimates were made in order to measure certain assets, liabilities, income, expenses and obligations reported herein. Below are the estimates and assumptions most exposed to uncertainty:

- The assessment of possible impairment losses on certain non-current, non-financial assets. In determining the recoverable value of non-current assets (in accordance with the methodology described in Note 3.2.f), estimates are made of the cash flows at cash-generating units (CGUs) for which purpose assumptions are made such as the consideration of the online business, estimated sales growth at comparable stores, the performance of operating expenses and the gross margin of each of the CGUs. These estimates are based on the Group's past experience, as well as on macroeconomic indicators, and the costs incurred by the Group in relation to implementing the sustainability strategy are also considered. Accordingly, these estimates are affected by uncertainty to the extent that they depend on the future performance of each cash-generating unit and on the possibility of there being events outside the Group's control (such as mandatory temporary closures of physical stores), or a general decline in the economic environment that worsens revenue forecasts, as well as the costs increase.

- The determination of inventory costs and its net realisable value. In establishing the recoverable value of inventories (in accordance with the methodology described in Note 3.2.h), estimates of net realisable value are used, based on assumptions linked primarily to the success of the collections, which determines sales performance, stock rotation, the volume of discounted units and the percentage discount. These estimates are affected by uncertainty to the extent that they depend on future events associated with the collections' commercial success.

- The opinions related to the determination of the lease term, as well as the estimation of the discount rates applied in the measurement of the liability under IFRS 16.

- Assessment of counterparty credit risk of financial institutions in which the Group holds cash and cash equivalents and current financial investments.

The remaining estimates, judgements and assumptions considered in preparing these consolidated annual accounts are as follows:

- The useful life of property, plant and equipment, intangible assets and investment property.

- The fair value of certain assets, mainly financial instruments.

- The assumptions used in the actuarial calculation of liabilities for pensions and other obligations with employees.

- The calculation of the provisions required for contingencies relating to litigation in progress and doubtful debts.

- The recovery of deferred tax assets on the basis of the existence of future taxable profits.

The estimates used took into account the risks deriving from climate change. The costs linked to the sustainability strategy are factored into the Group's budgets and business plans which generally cover a three-year period, and are used to test the impairment of the Group's non-financial assets (Note 3.2.f). However, given the nature of the Group's assets and the mitigation measures that it is implementing as part of its sustainability strategy (Note 32), the risks deriving from climate change or the costs and investments stemming from compliance with the sustainability objectives established by the Group are not considered to have a material impact on the estimates made.

These estimates were made using the best information available at the time of preparation of these consolidated annual accounts. However, events that take place in the future might make it necessary to change these estimates. Changes in accounting estimates would be applied prospectively in accordance with IAS 8.

In preparing these consolidated annual accounts the Group omitted any information or disclosures which, not requiring disclosure due to their qualitative importance, were considered not to be material in accordance with the concept of materiality defined in the IFRS Conceptual Framework.

The basis of consolidation and accounting policies applied are disclosed in Note 3.

3. Selected accounting policies

3.1. Basis of consolidation

i) Subsidiaries

Subsidiaries are entities over which the Parent has control and, therefore, the power to govern their financial and operating policies (Note 1). Subsidiaries are consolidated by aggregating the total amount of their assets, liabilities, income, expenses and cash flows, after making the adjustments and eliminations relating to intra-Group transactions. The results of subsidiaries acquired during the year are included in the consolidated annual accounts from the effective acquisition date. A detail of the subsidiaries is provided in Annex I.

For business combinations any excess of the consideration transferred plus the value assigned to non-controlling interests over the net amounts of the assets acquired and the liabilities assumed is recognised as goodwill. Where appropriate, the deficiency, after assessing the amount of the consideration transferred, between the value assigned to the non-controlling interests and the identification and valuation of the net assets acquired, is recognised in profit or loss.

The non-controlling interests shown in the consolidated statement of changes in equity relate to non-controlling interests in subsidiaries, and they are presented in consolidated equity separately from the equity attributable to shareholders of the Parent.

The profit or loss and each component of the consolidated statement of comprehensive income are allocated to the equity attributable to shareholders of the Parent and to non-controlling interests in proportion to their interests, even if this results in the non-controlling interests having a deficit balance. Agreements entered into between the Group and non-controlling interests are recognised as a separate transaction.

The share of non-controlling interests of the equity and income of the subsidiaries is presented under 'equity attributable to non-controlling interests' and 'net profit attributable to non-controlling interests', respectively.

ii) Jointly controlled entities

Jointly controlled entities are those entities over whose activities the Group has joint control, established by contractual arrangement. As indicated in Note 1, on the basis of the analysis performed of the contractual arrangements, the Group classified these interests as joint ventures. Pursuant to IFRS 11, Joint Arrangements, these entities are accounted for using the equity method in the consolidated financial statements. A detail of the jointly controlled entities is included in Annex I.

iii) Harmonisation of criteria

Each of the companies included in the consolidation perimeter prepares its annual accounts and other accounting records in accordance with the corresponding reporting standards, based on the legislation in force in the country of origin. Where these recognition and measurement criteria differ from those adopted by the Inditex Group in preparing its consolidated annual accounts, they are adjusted in order to present the consolidated annual accounts using uniform accounting policies.

iv) Intra-Group eliminations

All intra-Group receivables, payables and transactions, and any intra-Group gains or losses not yet realised vis-à-vis third parties, are eliminated in the consolidation process.

v) Translation of financial statements denominated in foreign currencies

The financial statements of companies with a functional currency other than the euro, except in the case of hyperinflationary countries, have been translated as follows:

- Assets and liabilities are translated to euros at the exchange rates prevailing at year-end.
- Items composing the equity of these companies are translated to euros at the historical exchange rates (or, for retained earnings, at the average exchange rates for the year in which they were generated).
- Income and expenses are translated to euros using the average exchange rate in the annual period, since using the spot exchange rate on each transaction date would not yield significant differences.

The differences arising from the application of these exchange rates are included in consolidated equity under 'translation differences'.

However, exchange differences arising from trade balances payable and receivable and financing transactions between Group companies, with foreseeable settlement, are recognised in profit or loss for the year.

vi) Financial statements in hyperinflationary economies

Since 31 July 2022 Türkiye has been considered a hyperinflationary economy. Consequently, the Group's financial statements of Turkish subsidiaries (see Annex I) have been integrated into the consolidated financial statements by making the hyperinflation adjustments provided for in IAS 29 in order to reflect changes in the overall purchasing power of its currency; that is, the financial statements that were at historical values have been restated to current values, applying the corresponding general price index and converted to the Group's presentation currency, considering the closing exchange rate between the euro and the Turkish lira (51.8 Turkish lira per euro). The Consumer Price Index of general acceptance in Türkiye has been used to restate the financial statements at current values. These adjustments were made retrospectively since 1 February 2022.

Hyperinflation adjustment has not been significant in the net profit attributed to the Parent or the net equity of the Group.

There are no other companies in the consolidation perimeter of the Group, with the exception of the aforementioned, which have been considered hyperinflationary economies.

vii) Companies with a reporting date that differs from that of the Group

Companies with a reporting date that differs from that of the consolidated annual accounts were consolidated using the financial statements at their respective reporting dates (see Annex I). Temporary adjustments are made to reflect the effect of transactions occurring between the reporting date of these subsidiaries and that of the consolidated annual accounts.

viii) Changes in the scope of consolidation

Annex I details all the companies in the consolidation perimeter. In 2025, the following changes occurred in the consolidation perimeter:

- Setting up of the following companies: Plataforma Malpica, S.L., Lefties France, SARL and Shanghai Zara Apparel Co., Ltd..
- Increase of shareholdings in subsidiaries: in March 2025, 29% of the shares in Massimo Dutti India Private Limited were acquired, and in November 2025, 15% of the shares in Inditex Trent Retail India Private Limited were acquired (in September 2024, 14% of the shares in this company had already been acquired), with the result that Massimo Dutti, S.A. and Industria de Diseño Textil, S.A., respectively, now hold 80% of the shares in both the aforementioned companies. These acquisitions did not have a material impact on the consolidated annual accounts for 2025 (Note 7).
- The following companies were dissolved and, if applicable, liquidated: Massimo Dutti Hong Kong, Ltd., Massimo Dutti Macau Limitada, Bershka Commercial (Beijing) Co. Ltd., Zara Home Macau Sociedade Unipessoal Limitada, Oysho Hong Kong Limited, Inditex France, S.A.R.L. and ITX Finance Asia Limited.
- In Belgium, Inditex Belgique, S.A. absorbed the following companies in a merger: Zara Home Belgique, S.A., Pull & Bear Belgique, S.A., Massimo Dutti Belux, S.A. and Stradivarius Belgique, S.A..

3.2. Accounting policies

Standards effective for application in reporting periods beginning on or after 1 January 2025

The accounting policies used to prepare these consolidated annual accounts are the same as those applied to the consolidated annual accounts for the year ended 31 January 2025, since none of the standards, interpretations or amendments that are applicable for the first time this year have had an impact on the Group's accounting policies.

Standards and amendments issued and approved for application in the EU in reporting periods beginning on or after 1 January 2026

The Group is analysing the impact of the new standards and amendments to the existing ones entering into force in the European Union from 1 January 2026 onwards, although they are not expected to have a material effect on the consolidated annual accounts on the date on which their application becomes mandatory in the European Union.

Standards issued for use in the European Union

At the date of preparation of these consolidated annual accounts, the following standard with potential impact for the Group had been issued by the IASB and approved for its use in the European Union:

– New IFRS 18 Presentation and Disclosure in Financial Statements, which introduces, among other changes, requirements to improve companies' disclosure of their financial performance and provide investors with a better basis for analysing and comparing companies. Mandatory in the years beginning from 1 January 2027.

The Group is assessing the impact of the new standard. Although it is not expected to have a material effect on the amounts recognised in the consolidated annual accounts, it is anticipated that it will impact the presentation and disclosures from the date on which its application becomes mandatory in the European Union.

The Group is also analysing the new standards and amendments to existing standards issued by the IASB and pending approval for use in the European Union, although they are not expected to have a material effect on the consolidated annual accounts on the date on which their application becomes mandatory in the European Union.

a) Translation of foreign currency balances and transactions

Foreign currency transactions are translated by applying the exchange rates prevailing at the date of the transaction (except in the case of hyperinflationary countries). Monetary assets and liabilities denominated in foreign currencies are translated to euros at the end of the reporting period using the closing rate. Exchange differences arising on translating these items at those exchange rates are recognised in the consolidated income statement for the year as financial result.

In presenting the consolidated statement of cash flows, cash flows arising from transactions in a foreign currency are translated to euros by applying the exchange rates at the date of the cash flow. The effect of exchange rate changes on cash and cash equivalents denominated in foreign currency is presented separately in the statement of consolidated cash flows under ‘effect of exchange rate changes on cash and cash equivalents’.

b) Property, plant and equipment

Items of property, plant and equipment are stated at cost, including any additional costs incurred until the assets are ready for their intended use, less accumulated depreciation and any impairment losses or write-downs that have to be recognised (Note 3.2.f).

Depreciation is taken on a straight-line basis over the estimated useful lives of the assets.

The estimated average useful lives are as follows:

Description	Useful life (years)
Buildings	25 to 50
Fixtures, furniture and machinery	8 to 25
Other property, plant and equipment	4 to 13

The Group reviews the useful lives of its property, plant and equipment at each financial year-end. Any change in the initially established estimates is accounted for as a change in an accounting estimate.

After initial recognition of an asset, only those costs that it is probable will give rise to future economic benefits and that can be measured reliably are capitalised.

Periodic maintenance, upkeep and repair expenses are recognised in profit or loss as they are incurred.

c) Other intangible assets

Other intangible assets are stated at acquisition or production cost, less accumulated amortisation and any impairment losses or write-downs that have to be recognised (Note 3.2.f).

Amortisation is taken on a straight-line basis over the estimated useful lives of the assets.

Other intangible assets include industrial property, computer software and other intangible assets that meet the recognition criteria. These include, but are not limited to, the following: industrial designs, costs associated with the right-of-use and development of online content and contractual rights relating to the reopening and operation under a franchise model in the Russian market.

The estimated average useful lives are as follows:

Description	Useful life (years)
Industrial property	10
Computer software	5 to 10
Other intangible assets	1 to 5

Contractual rights associated with the business in the Russian market, amortised over a period of 12 years, are excluded from such range.

The Group reviews the useful lives of its intangible assets at each reporting date. Any change in the initially established estimates would be accounted for as a change in an accounting estimate.

d) Equity holdings or instruments

Investments in companies over which the Group does not exercise significant influence are recognised at fair value through other comprehensive income.

e) Investment property

Investment property consists of assets held to generate rental income or for capital appreciation or both, and is stated at cost of acquisition less accumulated depreciation and any impairment losses that have to be recognised (Note 3.2.f). Investment property is depreciated on a straight-line basis over the useful lives of the corresponding assets.

f) Impairment of non-current assets

The Group periodically assesses whether there are any indications that its non-current assets, including goodwill, might have become impaired, in order to determine whether their recoverable amount is lower than their carrying amount (impairment loss). In the case of goodwill the impairment tests are performed at least once a year or more frequently if there are indications of impairment.

Impairment of non-current assets (property, plant and equipment and intangible assets) other than goodwill

The Group has developed a general, systematic procedure for carrying out impairment tests of non-current assets other than goodwill. For this purpose, it has defined each of the Group's stores as cash-generating units (CGUs), based on the actual management of their operations.

The procedure is based on the monitoring of certain events or circumstances, principally the analysis of stores that have passed the initial period of consolidation determined by the Group for the generation of profits and which are incurring operating losses, as well as operating decisions regarding the continuity of a particular location, or other circumstances which indicate that the value of an asset may not be recovered in full. Store operating profit is defined as the income generated by sales from the integrated model of physical stores and online platforms, as well as all expenses directly attributable and necessary to generate said income.

This methodology is applied to all the stores, except for those which, because of their importance, are considered to generate flows at a higher aggregation level (retail concept-country), as is the case of flagship stores and corporate assets. Flagship stores are those whose characteristics (basically their being in Premium locations) globally contribute to the overall set of the same brand's cash-generating units located in the country. For the purposes of impairment testing, flagship stores are considered together with the other cash generating units of a single retail concept and country. Corporate assets are considered together with the other cash-generating units of each retail concept.

For those cash-generating units (CGUs) that are scheduled to be closed, an impairment loss is recognised using the same methodology.

An impairment loss will be recognised on a CGU if its recoverable amount is less than its carrying amount.

In determining the carrying amount associated with each CGU, the Group includes the net carrying amount of property, plant and equipment and intangible assets associated with that CGU, and the rights of use stemming from the lease agreements. Directly-related lease liabilities are not taken into account when determining the carrying amount of the CGU. Hence, in order to ensure consistency, the lease payments associated with this liability are not treated as cash outflows in calculating the cash flows of each CGU.

The recoverable amount of assets is the higher of fair value less costs to sell and value in use. Value in use is determined on the basis of the expected future cash flows for the period in which these assets are expected to generate revenue, expectations about possible variations in the amount or timing of those future cash flows, the time value of money, the price for bearing the uncertainty inherent in the asset, and other factors that market participants would consider in pricing the future cash flows to be derived from the asset.

Recoverable amount is determined for each individual asset, unless the asset does not generate cash inflows that are largely independent of those from other assets or groups of assets. If this is the case, recoverable amount is determined for the CGU to which the asset belongs. Group assets which are not clearly assignable under this structure (for example industrial or logistics assets) are treated separately in a manner consistent with this general policy but considering their specific nature. In this case, the indicator of impairment is applied at a higher aggregation level (retail concept-country, country or retail concept) and if it is necessary to calculate the impairment, all the cash flows generated at that aggregation level must be capable of ensuring the recovery of all the assets associated therewith.

The Group uses the budgets and business plans, which generally cover a period of three years, of the various cash-generating units to which the assets are assigned. The key assumptions on which the budgets and business plans are based are estimated sales growth in comparable stores and the evolution of the operating expenses and gross profit of each of the cash-generating units, based on experience and knowledge of the trends in each of the markets in which the Group operates, and drawing on the most recent information available. This information incorporates the uncertainty generated by the current macroeconomic and geopolitical environment, demand for the products sold by the Group, and other factors affecting the expected operating profit of each of the cash-generating units. Considering the Group's business model, online sales and associated costs by retail concept/country are attributed proportionally to the cash-generating units of each retail concept/country.

The estimated cash flows are extrapolated to the period not covered by the business plan using a growth rate and expense structure that are similar to those of the last year of the business plan in the remaining term of the leases for the store or without any time limit in the case of company-managed stores (perpetual income). Where the growth rates exceed the industry or country rates, the latter reflect Group's best estimates regarding the business performance, based on its understanding of each market.

The discount rate used is based on the weighted average cost of capital (WACC), which reflects the financing cost of the company adjusted for its capital structure (it is considered the lease liability). For its calculation, among other variables, the country risk premium of each of the Group's regions is used, as well as a risk-free rate derived from the curves of the most liquid 10-year bonds on the market.

The after- tax average discount rate, resulting from those applied by the Group in the various markets, used for the purpose of calculating the present value of the estimated cash flows was as follows:

	2025 Average	2024 Average
Spain	9.85%	10.40%
Rest of Europe	12.24%	12.23%
Americas	10.21%	10.46%
Asia and rest of the world	10.36%	10.79%

The recoverable value of the assets calculated with pre-tax discount rates would not significantly differ, since these are in the following averages:

	2025 Average	2024 Average
Spain	9.89%	10.47%
Rest of Europe	12.28%	12.30%
Americas	10.28%	10.60%
Asia and rest of the world	10.41%	10.88%

The results obtained from the 2025 impairment test performed on non-current assets (property, plant and equipment and intangible assets) are shown in the tables of changes included in these Notes 14, 15 and 16 to the consolidated annual accounts relating to property, plant and equipment, other intangible assets and leases.

The related charge for the period amounting to 59 million euros (66 million euros in 2024) (Notes 8, 14, 15 and 16) is due primarily to the impairment corresponding to the closures scheduled and the impairment calculated based on the methods described previously.

Impairment losses reversed in the period amounting to 11 million euros (27 million euros in 2024) (Notes 8, 14, 15 and 16) correspond to those CGUs for which impairment had been recognised in prior years and for which, due to their earnings performance, the calculation for the year shows that the estimated flows make it possible to recover the value of the assets associated with the CGUs and, consequently, the impairment losses recognised in prior years are fully or partially reversed.

In addition, considering the current macroeconomic context, the Group has carried out a sensitivity analysis of the result of the impairment test given the following changes in assumptions:

- A 200 basis point increase in the discount rate.
- A 10% reduction on net future flows.

The sensitivity analysis evidences the existence of an additional asset impairment amounting to 2 and 5 million euros for each of the assumptions, respectively.

Impairment of goodwill

Goodwill acquired through a business combination is allocated to the group of basic cash-generating units aggregated at retail concept-country level, for the purpose of performing the related impairment tests. In any case, this aggregation is never larger than an operating segment, as defined in IFRS 8.

For the purposes of impairment testing, these units are determined based on the degree of independence of their cash flows, the way the Group manages and supervises its activity and the existence of common macroeconomic circumstances, in accordance with the Group's business model.

Each year, or more often if there are indications of impairment, an impairment test is performed, using the methodology described in the preceding point, unless, if the CGU in question is an acquired company, the cash flow analysis is performed considering a period of five years, after which perpetual income is projected using a perpetuity growth rate of 2% with respect to the base of the preceding period. The impairment tests for 2025 and 2024 did not give rise to the recognition of any impairment loss on goodwill.

In addition, the Group has performed a sensitivity analysis similar to the one described in the section on non-current fixed assets. This sensitivity analysis does not imply any additional impairment in 2025.

Reversals of impairment losses

Reversals of impairment losses on non-current assets are recognised with a credit to 'amortisation and depreciation' in the consolidated income statement, up to the limit of the carrying amount that the asset would have had, net of depreciation or amortisation, had the impairment loss never been recognised, solely in those cases in which, once the internal and external factors have been assessed, it can be concluded that the indications of impairment that led to the recognition of the impairment losses have ceased to exist or have been partially reduced.

The reversal of an impairment loss for a CGU is allocated to the assets of the unit, except for goodwill, pro rata with the carrying amounts of those assets and taking into account the limit for the reversal referred to in the preceding paragraph.

An impairment loss recognised for goodwill must not be reversed in a subsequent period.

g) Trade and other receivables

Receivables are initially recognised at fair value and subsequently at their amortised cost in accordance with the effective interest rate method, less the provision for losses through impairment.

A provision for impairment losses of trade receivables is established when the requirements set out in section I) Financial instruments are complied with. The amount of the provision is recognised in the income statement.

h) Inventories

Inventories are measured at the lower of acquisition or production cost and net realisable value.

The cost of inventories comprises all costs of purchase and costs of conversion, as well as design, logistics and transport costs and any directly allocable costs incurred in bringing the inventories to their present location and condition.

The costs of conversion comprise the costs directly related to the units of production and a systematically calculated portion of indirect, variable and fixed costs incurred during the conversion process.

Cost is calculated on a FIFO basis and includes the cost of materials consumed, labour and manufacturing expenses.

At each accounting close, the Group calculates the provision corresponding to the inventories that are estimated to be sold below their acquisition price or production cost. This provision is made for each campaign and for each retail concept.

Net realisable value is understood to be:

- Raw materials and other supplies: replacement cost. However, raw materials and other supplies are not written down below cost if the finished goods in which they will be incorporated are expected to be disposed of at or above production cost.

- Goods in progress: the estimated selling price for the corresponding finished goods, less estimated costs of completion.

- Finished goods for sale: the estimated selling price in the normal course of business, less estimated costs required to sell them. In this regard, the Group's goods are sold in stores and online. Additionally, and to a very limited extent, goods not sold in stores or online are sold through third parties.

The selling price of goods varies over the course of their commercial lifetime, and during sale season a part of the various collections is sold at a discount.

To determine net realisable value, all costs necessary for the realisation of the sale, both incremental and direct costs specific to the realisation of the sale, are taken into account. In this regard, the Group does not have notable direct and specific costs linked to the sale of provisioned items. However, the Group has indirect selling costs such as staff or store lease expenses; following an accounting treatment similar to that of IAS 36 (definition of 'costs of disposal') and IFRS 5 (definition of 'costs to sell'), the Group considers that these costs should not be taken into account in the determination of the net realisable value provision, as they are not considered direct and specific costs.

Furthermore, the determination of net realisable value is influenced by the evolution of various commercial variables, linked primarily to the success of the collections, which determines sales performance, stock rotation, the volume of discounted units and the discount percentage.

The performance of commercial variables is estimated using a methodology that includes historical data, the actual performance of the current collection on the estimation date, and campaign-end forecasts. This analysis takes into account both the performance of key commercial indicators in comparable campaigns from previous years and actual data and current assumptions, with the aim of gauging the impacts associated with any deviations from historical patterns. The methodology is applied specifically by retail concept to ensure that the estimates are reliable.

When the net realisable value of inventories is below cost, the necessary impairment adjustments are made and an expense is recorded in the consolidated income statement. Furthermore, if the circumstances causing the impairment adjustment no longer exist, the amount of the correction will be subject to reversal.

i) Cash and cash equivalents

Cash and cash equivalents include cash on hand and demand deposits at banks. They also include other short-term, highly liquid investments that are readily convertible to cash and which are subject to an insignificant risk of changes in value, on initial investment. Investments which mature in less than three months from the acquisition date are also included.

Electronic payments received and made are recognised as changes in cash and cash equivalents at the moment the Group loses or acquires control over cash flows, in keeping with the provisions of IAS 7 and IFRS 9, regardless of the date on which the bank settlement takes place.

j) Employee benefits

Obligations to Group personnel to be settled in the long term are estimated based on the dates on which they vest through the application, where appropriate, of actuarial assumptions. The Group has allocated a provision to cover the liability corresponding to the estimated portion vested at year end.

The staff costs incurred in the year are determined based on the best estimate of the degree to which the conditions giving entitlement to payment have been met and the period that has elapsed since the commencement of the vesting period for each of the obligations.

The staff costs incurred in relation to the beneficiaries of the plans referred to in Note 27 to the consolidated annual accounts are recognised with a credit to liability and equity accounts in the period in which the costs are incurred.

k) Provisions and contingent liabilities

Provisions are recognised in the consolidated balance sheet when:

- the Group has a present obligation (legal or constructive) as result of a past event;
- it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation; and
- a reliable estimate can be made of the amount of the obligation.

Provisions are quantified on the basis of the best information available at the date of preparation of the consolidated annual accounts and are reviewed at the end of each reporting period.

If it is no longer probable that an outflow of resources will no longer be required to settle the obligation, the provision is reversed. The provision is reversed against the consolidated income statement item where the corresponding expense was recognised.

There are no risks that might give rise to significant future contingencies affecting the Group that have not already been taken into account in these consolidated annual accounts.

On the other hand, contingent liabilities are possible obligations that arise as a result of past events, whose future materialisation is conditioned by whether or not one or more future events beyond the control of the Group occur. Unlike provisions, contingent liabilities are not recognised in the consolidated balance sheet, but are disclosed in the accompanying Notes to the consolidated annual accounts, unless the possibility of an outflow in settlement is considered to be remote.

The Group guarantees the debts of certain companies in the Netherlands, pursuant to the provisions of Article 403.1, Book 2, Part 9 of the Civil Code of the Netherlands.

l) Financial instruments

Financial assets

The Group's financial assets are maintained within a business model that aims to collect the contractual cash flows of financial assets, which are exclusively the principal and interest. For this reason, all of the Group's financial assets are valued after the initial recording at amortised cost, with the exception of guarantees, investment funds and derivative financial instruments, which are valued at their fair value.

Financial assets recognised at amortised cost: the amortised cost is determined using the effective interest rate method, which is the discount rate that equals the value of all future expected cash flows of a financial asset during its remaining life, excluding losses for impairment, to the value of said financial asset at the time of initial recognition.

The amortised cost of a financial asset is the amount at which the financial asset is initially recognised, less the repaid principal amounts, plus interest recognised by the effective interest rate method, less any impairment loss. The interest income derived from the application of the effective interest rate method is recognised as a financial result in the consolidated income statement. However, given that most of the Group's financial assets valued at amortised cost correspond to accounts receivable from customers and temporary financial investments, with maturities in the short term, the impact on the consolidated income statement for the years 2025 and 2024 of the effective interest rate method is not relevant.

Financial assets measured at fair value: investment funds, as well as derivative financial instruments, which are maintained within the foreign currency risk hedging policy, are measured at their fair value. On the other hand, guarantees (which for the most part correspond to the guarantees of compliance with lease contracts for premises), are valued at their fair value, which does not differ significantly from the value of the consideration given.

Impairment of financial assets

The Group recognises a provision for impairment for financial assets recognised at amortised cost. This provision is updated at each closing date to reflect changes in the credit risk of each financial instrument since its initial recognition.

The Group's policy is to recognise the credit losses expected at 12 months, provided that:

- The credit risk is low at the time of initial recognition of the financial asset.
- The credit risk has not increased significantly since recognition date.

Otherwise, the Group would recognise the expected loss during the life of the financial asset. In such case, interest is calculated on the gross value of the financial asset. Additionally, if after the significant increase in credit risk, objective evidence of impairment of the financial asset is shown, interest is calculated considering the value of the financial asset, net of the recognised impairment. On the other hand, it is considered that a financial asset is unpaid when its expiration date has not been reimbursed.

To measure credit losses expected at 12 months on financial instruments other than trade receivables (Note 26) a methodology is used based on probability of default (PD), loss given default (LGD) and exposure at default (EAD), using market information. This methodology enables expected credit losses from the counterparty to be measured at the time of the initial recognition of the financial assets and allows it to be determined whether, at each accounting close date, there has been a significant increase in the risk of these financial assets or if the counterparty has incurred in default. This information is subject to periodic review by the Group's Management, which determines when there has been a significant increase in the counterparties' estimated credit losses. The estimated impairment loss is not significant, since almost all financial assets have a low risk.

In turn, for accounts receivable of commercial origin (Note 12), the Group has a methodology analogous to the one described above (Note 26), although in this case the measurement of credit risk of the counterparties is based on factors that affect the ability of debtors to meet payment obligations, such as its financial position, factors of the economic environment where they operate or the history of defaults of the counterparty with the Group.

Likewise, a commercial debtor is considered to have defaulted when it has not met its obligations at maturity, in which case an analysis is made to determine whether a provision should be allocated based on seniority for the past due balances held with said debtor.

Derecognition of financial assets

Financial assets are derecognised from the consolidated balance sheet when the contractual rights to receive cash flows from the asset expire or when substantially all the risks and benefits associated with their property are transferred to another entity.

m) Derivatives and hedging operations

Financial instruments acquired by the Group to hedge forecast transactions in foreign currencies are initially recognised at fair value.

Foreign currency hedges relating to forecast transactions are treated as cash flow hedges, and therefore any gains or losses derived from measuring the hedging instrument at fair value which correspond to the effective portion of the hedge are recognised in equity. The ineffective portion is charged to finance costs or credited to finance income, as appropriate.

Amounts recognised in equity are taken to income when the forecast transaction takes place with a charge or credit to the consolidated income statement heading under which it was recognised. Also, gains or losses recognised in equity are reclassified to finance income or costs when the forecast transaction is no longer expected to occur. The fair value of the hedges is recognised, depending on whether it is positive or negative, under 'other financial assets' or 'other financial liabilities' in the accompanying consolidated balance sheet.

In order for these financial instruments to qualify for hedge accounting, they are initially designated as hedging instruments and the hedging relationship is documented. Also, the Group verifies, both at inception and periodically over the term of the hedge, using 'effectiveness tests', that the hedging relationship is effective, i.e. that it is prospectively foreseeable that the changes in the fair value or cash flows of the hedged item (attributable to the hedged risk) will be almost fully offset with those of the hedging instrument. Also, the ineffective portion of the hedging instrument is recognised immediately in the consolidated income statement.

Any gains or losses from changes in the fair value of financial instruments that are not considered to be accounting hedges are recognised directly in the consolidated income statement.

The fair value of the instruments was calculated using valuation techniques based on the spot exchange rate and yield curves, according to the fair value hierarchy shown below:

Level 1

Fair value is calculated on the basis of quoted prices (unadjusted) in active markets for identical assets or liabilities that the entity can access at the measurement date.

Level 2

Fair value is calculated on the basis of inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly or indirectly.

Level 3

A fair value measurement in which some significant variable is based on unobservable inputs for the asset or liability.

The measurement methodology, based on the aforementioned hierarchy, is as follows:

Level 2 instruments

The Group assigns the assets and liabilities associated with its OTC derivative positions to this level and measures them using observable market inputs.

Level 3 instruments

The Group allocates assets and liabilities related to its derivative positions where there are no observable market inputs. They are estimated through implicit market forward curves and extrapolations of observable market data. In the case of options, pricing models based on Black & Scholes formulas are used.

The Group does not have financial instruments included in Level 1.

Accordingly, the fair value of the instruments arranged by the Group is calculated as follows:

Foreign currency forwards
Fair value measurement:

Foreign currency forwards are basically measured by comparing the contract strike price (agreed delivery price) with the market forward rate for the maturity of the contract. Once the estimated future settlement of the contract has been obtained based on the aforementioned comparison (in euros), the settlement is discounted using the risk-free zero coupon yield curve (or the interbank yield curve). This risk free valuation is subsequently adjusted to include each party's credit risk, both the risk corresponding to the counterparty (Credit Value Adjustment or 'CVA' or counterparty default risk) and own risk (Debit Value Adjustment or 'DVA' or own default risk).

The CVA and the DVA are calculated by multiplying the estimated exposure by the probability of default and the loss severity (which measures the loss given default). Where possible, the probability of default and the assumed recoverable amount in the event of default are obtained from quoted CDSs or from other observable market inputs. The CVA and the DVA calculations are netted for each counterparty with which the entity has an ISDA master agreement providing for the netting of the derivative positions in the event of default.

Options purchased
Fair value measurement:

The determination of the fair value of the ('Plain Vanilla') options is based on a modified version of the Black-Scholes formula (Garman-Kohlhagen). Fair value is a function of the price of the underlying, the strike price, the time to maturity and the volatility of the underlying. The credit adjustment is carried out by direct discounting with credit spread method curves.

Options sold
Fair value measurement:

The determination of the fair value of the options is based on a modified version of the Black-Scholes formula (Black 76 Model). Fair value is a function of the price of the underlying, the strike price, the time to maturity and the volatility of the underlying.

n) Revenue recognition

Revenue from sales is recognised when the commitment obligations with the customers have been satisfied and which, in general, occurs when the goods are given to the customer. Revenue is recognised by the value of the consideration received. Sales returns, actual and anticipated, subtract from the amount of sales revenue. The Group recognises an estimate for customer returns associated with sales made up to the reporting date, which corresponds to the portion of the variable compensation linked to such returns and is calculated based on the Group's historical data. This estimate does not have a material impact on the consolidated income statement.

Sales of goods to franchises are recognised when control of the goods is transferred to the franchises. On the other hand, income from royalties received from franchisees is recognised as the franchisee makes use of the rights obtained through the franchise agreement.

In the accompanying consolidated balance sheet no assets nor liabilities have been recorded by contract, as they are not considered significant.

There are no significant contracts with financing components.

o) Leases

The Group actively manages a large number of lease contracts (more than 6,000 contracts).

The leases recognised in which the Group acts as the lessee relate mainly to the premises where the stores are located. Additionally, certain contracts for logistics services and for other assets are identified as leases, insofar as the contractual terms grant the Group the right of use for identified assets on an exclusive basis for a period of time.

The contracts are very heterogeneous and the clauses agreed depend to a large extent on the market, the retail concept, the lessor, the specific location, whether they are in shopping centres or are street level stores, etc.; in short, they depend on each location and lessor, although the Group's policy is to always seek maximum flexibility (for example, through the absence of mandatory compliance periods and penalties, the longest possible extension options, variable payments that depend on the performance of the leased asset, etc.).

At the start date of each contract, the Group assesses whether a contract is or contains a lease. For those contracts that qualify as such, the Group recognises a liability for the present value of the lease payments known at the inception, to be made over the term of the lease and an asset for the right to use the underlying asset over the lease term. The right-of-use asset is initially measured at cost, including the initial amount of the lease liability, initial direct costs incurred and lease payments made before or on the inception date, net of incentives received. The right-of-use asset is subsequently measured at cost minus accumulated depreciation and, if applicable, impairment losses, and is also adjusted for new measurements of the lease liability. Amortisation is recognised on a straight-line basis over the term of the lease.

Lease incentives include amounts received from shopping centre developers or owners of commercial premises as consideration for entering into a lease contract. They mainly correspond to amounts for refurbishing the leased premises to ready them for their intended use (contributions to construction work).

In the case of leases with fixed rents or guaranteed minimum rents, the contributions to construction work diminish the right-of-use asset, whereas in the case of leases with variable rents (for which a right-of-use asset is not previously recognised), these contributions are recognised as a non-current liability under 'other non-current liabilities' and the portion expected to be taken to income in the following years as a current liability under 'trade and other payables'. These contributions linked to variable rental lease contracts are credited to income as a reduction in lease expenses under 'operating expenses' over the lease term.

The right to use the asset is presented under the 'rights of use' heading in the consolidated balance sheet.

The lease liability is initially measured at the present value of the known lease payments, except for those made before or at the commencement date of the contract. The present value of the lease liability is determined using an incremental interest rate by country, term and currency, based on the type of assets leased.

The lease payments included in the liabilities comprise:

- Fixed payments (including fixed payments in essence), less any incentive to lease receivables;
- Variable lease payments, which depend on an index or rate;
- Amounts the lessee expects to pay as residual value guarantees;
- The exercise price of a call option if the lessee is reasonably sure of exercising that option;
- Payments for penalties resulting from lease termination, if the term of the lease reflects that the lessee will exercise an option to terminate the lease.

Variable lease payments, which do not depend on an index or rate, are not included in the measurement of the lease liability and or of the right-of-use asset, and are recorded as an operating expense as they accrue.

The contingent rents, common expenses and other expenses related to the lease do not form part of the determination of the lease liability and of the right of use, and are recognised as an expense in the consolidated income statement on an accrual basis.

The lease liability is presented in two separate lines on the consolidated balance sheet, 'long-term lease liability' for the liability to be settled over a period exceeding 12 months and 'short-term lease liability' for the portion to be settled in the next 12 months.

After the commencement date, the lease liability is measured by increasing the carrying amount to reflect interest on the lease liability and reducing the carrying amount to reflect the lease payments made.

The Group remeasures the lease liability (and makes the corresponding adjustment to the right of use) when:

- There is a change in the term of the lease or a significant change in facts and circumstances that results in a change in the assessment of the exercise of an extension option, in which case the lease liability is measured by discounting the revised payments at the revised discount rate.
- A change in future lease payments results from a change in an index or a change in the expected payables related to a residual value guarantee, in which case the lease liability is measured by discounting the changed payments at the discount rate before the change.
- A lease is amended and the amendment is not accounted for as a separate lease, in which case the lease liability is remeasured by discounting the revised lease payments at a revised discount rate.

The Group applies the exemption to leases whose underlying asset is considered to be of low value. For these contracts, the Group recognises the lease payments as an operating expense over the term of the contract.

The Group applies IAS 36 to determine whether the right to use the asset is impaired, following the procedures described in section f) 'Impairment of non-current assets' of this note on accounting principles. In particular, the right of use arising under a lease agreement is deemed to be an asset of the cash-generating unit with which it is associated.

Application of IFRS 16 requires significant judgements regarding certain key estimates, such as determination of the lease term and the discount rate (Note 2).

There is also considerable diversity in the terms agreed in the lease contracts, although the Group's policy is always to seek maximum flexibility with short or even non-existent mandatory periods and unilateral extension options for the Group that are as long as possible.

The mandatory term agreed in lease contracts averages less than three years. After these non-cancellable periods, the Group can terminate the contract simply by means of notice, generally of between six months and one year.

To determine the lease term there is an assessment of whether the lessee has reasonable certainty that they will exercise the lease extension option, or that they will not exercise the option to terminate the lease. The Group determines the lease term as the non-revocable period of the lease plus those unilateral options for extensions over which there is reasonable certainty of execution, and for which the following aspects are considered:

- The costs related to contract termination. There are generally no penalties for contract termination, other than the payment of fixed rents for non-cancellable periods, and there are no residual value guarantees.
- The importance of the leased asset for the Group's operations. The assets leased (individually) are not critical to the Group's operations, although there are certain locations in which very significant investments have been made, where the degree of certainty regarding the execution of extension options or non-execution of cancellation options is higher.
- The conditions to be complied with in order to exercise or not exercise the options. Generally the required conditions are of an administrative nature, such as the deadline by which the intention to exercise the exit option needs to be notified, etc.

- The historical experience and the business plans approved by the Group's Management, which generally cover a 3-year period. These business plans consider the Group's strategic lines in order to anticipate and adapt to the transformation process currently underway in the sector as a result of the development of online sales. The Group periodically reviews these business plans and incorporates, among others, initiatives relating to the stores it plans to absorb or refurbish.

As mentioned above, the Group has a wide variety of lease contracts and has performed a case-by-case analysis to determine the lease term of each contract. This analysis shows that the terms of leases vary widely, in a range of between 2 and 15 years. Stores earmarked for closure are not included in the above range and the term is adapted to the estimated date of closure.

Given the difficulty of determining the implicit interest rate of each lease, the Group uses its incremental interest rate by market, term and currency, based on the type of assets leased. The average weighted rate according to the lease of each contract by geographical area is as follows:

	2025	2024
Spain	3.08%	3.64%
Rest of Europe	3.28%	3.61%
Americas	5.01%	5.25%
Asia and rest of the world	2.98%	3.16%

As stated above, the Group performs very active management of its lease agreements, which leads to a high volume of additions, removals and contractual amendments. These amendments will add an additional variability factor to the Group's trading figures.

The Group has no relevant commitments as lessee in respect of uncommenced leases or residual value guarantees. Neither does the Group have material lease commitments for which it does not yet have the underlying asset at its disposal for use. In general, the lease contracts do not contain any restrictions or covenants with lessors other than those generally governing this type of contract.

p) Finance income and costs

Interest income and interest expenses are recognised on an accrual basis using the effective interest method. Dividend income is recognised when the right to receive payment is established.

q) Income tax

The income tax expense for the year comprises current tax and deferred tax. Current and deferred tax is recognised as income or as an expense and included in net profit or loss for the period, except to the extent that the tax arises from a transaction which is charged or credited, in the same or a different period, directly to equity, or from a business combination.

Current tax is the tax expected to be paid or recovered in the year, using tax rates in force at the consolidated balance sheet date, in respect of the current period, and any adjustment to tax payable or recoverable in respect of prior periods.

Deferred tax is calculated using the balance sheet liability method, which provides for temporary differences between the carrying amounts of assets and liabilities for financial reporting purposes and the amounts used for tax purposes. Deferred tax liabilities are the amounts of income taxes payable in the future in respect of taxable temporary differences, while deferred tax assets are the amounts of income taxes recoverable in the future due to the existence of deductible temporary differences, tax loss carryforwards or tax credit carryforwards.

The Group recognises deferred tax assets and liabilities for temporary differences, except where they relate to the initial recognition of an asset or liability in a transaction which is not a business combination and which at the time of the transaction affected neither gross accounting profit nor taxable profit (tax loss), and did not give rise to taxable and deductible temporary differences of equal amounts or, in the case of deferred tax liabilities, where the temporary differences relate to the initial recognition of goodwill. Deferred tax liabilities are also recognised for temporary differences associated with investments in subsidiaries, except to the extent that the Parent is able to control the timing of their reversal and it is probable that the temporary differences will not reverse in the foreseeable future.

Deferred tax assets and liabilities are measured at the tax rates that are expected to apply to the period when the asset is realised or the liability is settled, based on tax laws that are in force at the consolidated balance sheet date, and reflecting the tax consequences that would follow from the manner in which the Group expects to recover or settle the carrying amount of its assets and liabilities.

Deferred tax assets are recognised to the extent that it is probable that future taxable profits will be available against which the corresponding unused tax losses or tax credits can be utilised. Deferred tax assets, whether recognised or not, are reviewed at each consolidated balance sheet date.

The Group only offsets current tax assets and liabilities if it has a legally enforceable right to set off the recognised amounts and intends either to settle on a net basis, or to realise the asset and settle the liability simultaneously.

Deferred tax assets and liabilities are recognised in the consolidated balance sheet under non-current assets and liabilities, irrespective of the expected date of realisation or settlement. In accordance with IAS 12, deferred tax assets and liabilities relating to the same entity or tax group have been offset in the consolidated balance sheet (Note 25).

r) Current and non-current assets and liabilities

The Group classifies assets and liabilities as current and non-current items in the consolidated balance sheet. Assets and liabilities are classified as current when they are expected to be realised or settled within twelve months of the balance sheet date, and are otherwise classified as non-current.

Assets and liabilities are not offset, unless required or permitted by a standard or interpretation.

s) Treasury shares

Treasury shares acquired by the Group are presented separately at cost as a reduction of equity in the consolidated balance sheet, and no gains or losses are recorded as a result of transactions carried out with treasury shares.

Costs incurred in treasury share transactions are recorded as a reduction of equity, after consideration of any tax effect.

4. Net sales

The Group's sales correspond mainly to fashion and household retail products sold through the integrated model of physical stores and online platforms, as well as sales to franchises and other ancillary income (mainly royalties) from its ordinary business, net of indirect taxes.

Group Management considers that revenues from ordinary activities are similar in terms of their nature, amount, timing and degree of uncertainty, and therefore no distinct categories of revenues have been identified for the purposes of the disclosures required by IFRS 15. This consideration is consistent with the breakdown of revenues by operating segments included in Note 11.

The detail of this line item in 2025 and 2024 is as follows:

	2025	2024
Net sales in physical stores and online	36,390	35,271
Net sales to franchises	2,935	2,850
Other sales and services rendered	539	511
Total	**39,864**	**38,632**

5. Cost of sales

The detail of this line item in 2025 and 2024 is as follows:

Raw materials and consumables include mainly amounts relating to the acquisition from or production by third parties of products held for sale or transformation, and other direct expenses related to the acquisition of goods (Note 3.2.h).

	2025	2024
Raw materials and consumables	16,628	16,643
Change in inventories	9	(391)
Changes in provisions	5	36
Total	**16,642**	**16,288**

6. Operating expenses

The detail of 'operating expenses' and of the changes therein is as follows:

	2025	2024
Personnel costs	5,914	5,643
Operating leases (Note 16)	1,085	1,072
Other operating expenses	4,879	4,840
Total	**11,878**	**11,555**

The detail of 'personnel costs' is as follows:

	2025	2024
Wages, salaries and similar	4,911	4,688
Social contributions	1,003	955
Total	**5,914**	**5,643**

The detail, by category, of the headcount of the Group and its jointly controlled entities at 31 January 2026 is as follows:

	Gender				
Categories	**Women**	**Men**	**Non-binary**	**Others**	**Total**
Manufacturing and logistics	5,029	5,938	-	-	10,967
Central services	7,298	4,718	-	-	12,016
Stores	107,417	32,257	50	340	140,064
Total	**119,744**	**42,913**	**50**	**340**	**163,047**

The detail, by category, of the headcount of the Group and its jointly controlled entities at 31 January 2025 is as follows:

	Gender				
Categories	**Women**	**Men**	**Non-binary**	**Others**	**Total**
Manufacturing and logistics	4,854	5,721	-	-	10,575
Central services	7,236	4,794	-	-	12,030
Stores	106,608	32,039	28	803	139,478
Total	**118,698**	**42,554**	**28**	**803**	**162,083**

The detail of 'other operating expenses' is as follows:

	2025	**2024**
Indirect selling expenses	3,028	3,031
Administrative expenses	563	597
Maintenance, repairs and utilities	786	766
Others	502	446
Total	**4,879**	**4,840**

'Indirect selling expenses' includes mainly expenses relating to store and online operations, commissions on credit, debit card payments, logistics and shipping to customers. 'Administrative expenses' includes all kinds of professional services, 'maintenance, repairs and utilities' includes maintenance and utilities expenses and 'others' include mainly travel, communications and other operating expenses.

7. Other losses and income, net

This heading includes one-time staff costs incurred in the year as well as the changes in the measurement of the debts recognised as a result of the existence of cross call and put options between the Group and the owners of some of the shares of certain subsidiaries, since these cross options are considered to be a deferred acquisition of the shares constituting the underlying. The estimated option strike price is recognised as a liability and changes are recognised in the consolidated income statement (Note 26).

Following there is a description of the main cross put and call options on those investments:

a) Subsidiary domiciled in South Korea: the Group holds a call option on 20% of the share capital of Zara Retail Korea, Ltd. This shareholding belongs to Lotte Shopping Co., Ltd., which in turn has a put option to sell the entire holding to Industria de Diseño Textil, S.A. The strike price is set on the basis of the non-controlling shareholder's share of the equity of the investee when the call option is exercised.

b) Subsidiary domiciled in South Africa: the Group holds a call option on 10% of the share capital of ITX Fashion Retail South Africa (Proprietary), LTD. This shareholding belongs to Peter Vundla Retail (Proprietary), LTD., which in turn has a put option to sell the entire holding to Industria de Diseño Textil, S.A. The strike price is set on the basis of the non-controlling shareholder's share of the equity of the investee when the call option is exercised.

c) Subsidiaries domiciled in India: the Group holds a call option on 20% of the share capital of Inditex Trent Retail India Private Limited and Massimo Dutti India Private Limited. These shareholdings belong to Trent Limited India, which in turn has a put option to sell the aforementioned holdings to Industria de Diseño Textil, S.A. and Grupo Massimo Dutti, S.A., respectively. The strike price is set on the basis of the non-controlling shareholder's share of the equity of the investees when the call option is exercised.

8. Amortisation and depreciation

The detail of 'amortisation and depreciation' is as follows:

	2025	**2024**
Amortisation charge (Note 14, 15 and 16)	3,141	2,997
Changes in provisions (Note 14, 15 and 16)	48	39
Profit/(loss) on assets	67	119
Others	14	19
Total	**3,270**	**3,174**

9. Financial results

The detail of 'financial results' in the consolidated income statement for 2025 and 2024 is as follows:

	2025	2024
Finance income	339	442
Foreign exchange gains	30	74
Lease foreign exchange gains	36	3
Total income	**405**	**519**
Finance costs	(155)	(130)
Lease finance costs (Note 16)	(215)	(223)
Foreign exchange losses	(113)	(228)
Lease foreign exchange losses	(2)	(15)
Total expenses	**(485)**	**(596)**
Total	**(80)**	**(77)**

Finance income and costs comprise mainly (excluding lease finance costs), the interest accrued on the Group's financial assets and liabilities during the year (Note 21).

Net foreign exchange differences are due principally to fluctuations in the currencies with which the Group operates (Note 26) between the time when income, expenses and asset acquisitions or disposals are recognised and when the corresponding assets or liabilities are settled or measured in accordance with the applicable accounting principles, as well as the impacts of adjustment for hyperinflation recognised under foreign exchange losses in the amount of 30 million euros (144 million euros in 2024).

10. Earnings per share

Basic earnings per share are calculated by dividing profit for the year attributable to the Parent by the weighted average number of outstanding ordinary shares during the year, excluding treasury shares (Note 24), which totalled 3,116,091,486 in 2025 and 3,114,452,983 in 2024.

Diluted earnings per share are determined by adjusting the profit for the year attributable to the Parent and the weighted average number of outstanding shares for the effect of equity instruments with dilutive potential, associated with the use of treasury shares for the Group's long-term incentive plans (Note 24).

As at 31 January 2026, the consideration of these instruments would yield diluted earnings per share of 1.995 euros per share (1.881 at 31 January 2025).

11. Segment reporting

The principal activity of the Inditex Group comprises the retail and online distribution of clothing, footwear, accessories and household products through various retail concepts targeted at different sectors of the public.

The origin and predominant nature of the risks and rewards of the Inditex Group's business units are influenced mainly by the particular retail concept to which the units belong. The internal structure of the Inditex Group, the business decision-making process and the system for communicating information to the Board of Directors and Group Management are organised by retail concept and geographic area.

The key business indicators, understood as those that are part of the periodic segment reporting to the Board of Directors and the Group Management, and used in the decision-making process, are the sales figure and the profit before taxes by segment.

The segment liabilities, financial results and taxes are not disclosed as they do not form part of the key business indicators defined above or of the segment information reported periodically to the Board of Directors and to the Group Management.

Group Management considers that revenues from ordinary activities are similar in terms of their nature, amount, timing and degree of uncertainty, and therefore no distinct categories of revenues have been identified for the purposes of the disclosures required by IFRS 15.

The Inditex Group segment information is as follows:

2025

	Zara / Zara Home / Lefties	Bershka	Other	Inter-segment	Total
Sales to third parties	28,249	3,299	8,559	(243)	39,864
Profit before taxes	5,601	657	1,761	-	8,020
Amortisation and depreciation	2,225	305	740	-	3,270
Segment total assets	29,582	1,750	4,306	-	35,638
ROCE	36%	50%	56%	-	40%
Number of stores	2,089	852	2,519	-	5,460

2024

	Zara / Zara Home / Lefties	Bershka	Other	Inter-segment	Total
Sales to third parties	27,959	2,941	7,948	(216)	38,632
Profit before taxes	5,409	548	1,623	(3)	7,577
Amortisation and depreciation	2,279	249	646	-	3,174
Segment total assets	28,506	1,786	4,422	-	34,714
ROCE	36%	45%	56%	-	40%
Number of stores	2,150	854	2,559	-	5,563

For the purposes of financial reporting, the Zara, Zara Home and Lefties retail concepts are grouped into a single segment. Zara and Zara Home are grouped together because of the significant synergies between the two concepts, at both the commercial and operating levels. The inclusion of Lefties in this segment is based on its origin, historically linked to Zara, and on the nature of its activity, which focuses on the retail of fashion and household products.

In addition, the retail concepts other than Zara, Zara Home, Lefties and Bershka have been grouped into a single reporting segment due to the similarities in the nature of the products sold and their management and monitoring model.

For the purpose of reconciliation with the consolidated financial statements, the sales to third parties relate to 'net sales' in the consolidated income statement and the depreciation and amortisation charge corresponds to 'amortisation and depreciation' in the consolidated income statement.

The segment's profit before taxes refers to 'profit before taxes' in the consolidated income statement. Income and expenses which might be considered to be corporate in nature or as belonging to all segments were allocated to each of the segments based on distribution criteria considered reasonable by Group Management. Inter-segment transactions are carried out on an arm's length basis.

Total segment assets relate to 'total assets' in the consolidated balance sheet.

The ROCE is calculated as defined in Note 2 to these consolidated annual accounts.

Zara was the first retail concept created by the Inditex Group and its positioning is based on a fashion offering featuring a wide range of products. Zara Home sells household products. Lefties targets a broad segment of consumers and is aimed at offering accessible fashion that does not compromise on design.

Bershka targets the younger consumers and its aim is to offer the latest fashion at affordable prices.

Geographical reporting

In the presentation of information by geographical segment, sales are based on the geographical location of customers and segment non-current assets are based on the geographical location of assets. Segment non-current assets do not include 'deferred tax assets' neither 'other non-current assets'.

	Net sales		Non-current assets	
	2025	2024	31/01/2026	31/01/2025
Spain	6,754	6,228	7,539	6,706
Rest of Europe	21,509	20,657	8,101	7,277
Americas	6,971	7,039	2,507	2,488
Asia and rest of the world	4,630	4,708	847	870
Total	**39,864**	**38,632**	**18,994**	**17,341**

12. Trade and other receivables

The detail of this line item at 31 January 2026 and 2025 is as follows:

	31/01/2026	31/01/2025
Trade receivables (Note 26)	439	356
Receivables due to sales to franchises (Note 26)	349	390
Public authorities	253	195
Other current receivables (Note 26)	125	147
Total	**1,166**	**1,088**

Trade receivables include, inter alia, customer debit/credit card deferred payments pending collection.

Part of the Group's activity is carried on through franchised stores (Note 1). Sales to franchisees are made under agreed collection terms, which are guaranteed as described in Note 26.

Balances receivable from public authorities comprise VAT and other taxes and duties incurred by Group companies in the countries in which they operate.

Other current receivables include items such as rental incentives due from shopping centre developers and outstanding balances from sundry operations.

13. Inventories

The detail of this line item at 31 January 2026 and 2025 is as follows:

	31/01/2026	31/01/2025
Raw materials and consumables	206	245
Goods in process	60	76
Finished goods for sale	2,983	3,000
Total	**3,249**	**3,321**

The Group takes out insurance policies to cover the possible risks of material damage to its inventories.

14. Property, plant and equipment

The detail of the items composing 'property, plant and equipment' in the accompanying consolidated balance sheet and of the changes therein is as follows:

	Land and buildings	Fixtures, furniture and machinery	Other property, plant and equipment	Work in progress	Total
Cost					
Balance at 01/02/2024	2,662	11,950	1,000	493	16,105
Acquisitions	27	1,571	253	878	2,729
Hyperinflation adjustments	-	62	11	-	73
Disposals (Note 8)	(3)	(764)	(127)	(6)	(900)
Transfers	20	185	8	(202)	11
Foreign exchange translation differences	25	(80)	(10)	1	(64)
Balance at 31/01/2025	**2,731**	**12,924**	**1,135**	**1,164**	**17,954**
Balance at 01/02/2025	2,731	12,924	1,135	1,164	17,954
Acquisitions	80	1,895	179	346	2,500
Hyperinflation adjustments	-	56	10	-	66
Disposals (Note 8)	(19)	(794)	(116)	(4)	(933)
Transfers	350	493	10	(867)	(14)
Foreign exchange translation differences	(79)	(339)	(26)	(8)	(452)
Balance at 31/01/2026	**3,063**	**14,235**	**1,192**	**631**	**19,121**
Depreciation					
Balance at 01/02/2024	601	6,470	602	-	7,673
Depreciation charge for the year (Note 8)	37	712	172	-	921
Hyperinflation adjustments	-	39	8	-	47
Disposals (Note 8)	1	(623)	(117)	-	(739)
Transfers	(3)	3	-	-	-
Foreign exchange translation differences	5	(34)	(4)	-	(33)
Balance at 31/01/2025	**641**	**6,567**	**661**	**-**	**7,869**
Balance at 01/02/2025	641	6,567	661	-	7,869
Depreciation charge for the year (Note 8)	42	792	150	-	984
Hyperinflation adjustments	-	31	8	-	39
Disposals (Note 8)	(9)	(640)	(103)	-	(752)
Transfers	-	(5)	(1)	-	(6)
Foreign exchange translation differences	(15)	(184)	(21)	-	(220)
Balance at 31/01/2026	**659**	**6,561**	**694**	**-**	**7,914**
Impairment losses (Note 3.2.f)					
Balance at 01/02/2024	2	87	6	-	95
Charge for the year (Note 8)	-	51	4	-	55
Hyperinflation adjustments	-	(1)	-	-	(1)
Amounts charged to profit or loss (Note 8)	-	(20)	(1)	-	(21)
Disposals (Note 8)	-	(45)	(2)	-	(47)
Foreign exchange translation differences	-	(1)	-	-	(1)
Balance at 31/01/2025	**2**	**71**	**7**	**-**	**80**
Balance at 01/02/2025	2	71	7	-	80
Charge for the year (Note 8)	-	47	5	-	52
Amounts charged to profit or loss (Note 8)	-	(7)	-	-	(7)
Disposals (Note 8)	(2)	(42)	(6)	-	(50)
Foreign exchange translation differences	-	(3)	-	-	(3)
Balance at 31/01/2026	**-**	**66**	**6**	**-**	**72**
Carrying amount					
Balance at 31/01/2025	**2,088**	**6,286**	**467**	**1,164**	**10,005**
Balance at 31/01/2026	**2,404**	**7,608**	**492**	**631**	**11,135**

'Fixtures, furniture and machinery' includes mainly assets related to stores. 'Other property, plant and equipment' includes, inter alia, computer equipment and motor vehicles.

Additions mainly correspond to assets related to new stores or refurbishments of existing ones and logistical assets. Disposals comprise mainly assets related to the commercial premises at which the Group carries out its commercial activities.

The cost of fully depreciated items of property, plant and equipment amounts to 1,707 million euros at 31 January 2026 (1,734 million euros at 31 January 2025), and includes mainly machinery, fixtures and furniture.

The Group performed an impairment test and a sensitivity analysis based on reasonably possible changes in the main variables used in asset measurement, and the results did not vary significantly (Note 3.2.f).

Through its corporate risk management policy, the Group identifies, assesses and controls damage and liability-related risks to which the Group companies are exposed. It does this by compiling and measuring the main risks of damage, loss of profits and liability affecting the Group and implements prevention and protection policies aimed at reducing, to the extent possible, the frequency and intensity of these risks. Likewise, standard measurement criteria are established at corporate level which enable the different risks to which the Group is exposed to be quantified and the assessment policies implemented for insurance purposes to be defined.

Lastly, the Group takes out insurance policies through corporate insurance programs to protect its assets from the various risks, and establishes suitable limits, excesses and conditions in view of the nature of the assets and the financial dimension of the Group.

15. Other intangible assets

The detail of the items comprised under this paragraph in the consolidated balance sheet and of the changes therein in 2025 and 2024 is as follows:

	Industrial property	Computer software	Other intangible assets	Total
Cost				
Balance at 01/02/2024	29	1,360	494	1,883
Acquisitions	3	359	373	735
Disposals (Note 8)	(1)	(53)	(330)	(384)
Balance at 31/01/2025	**31**	**1,666**	**537**	**2,234**
Balance at 01/02/2025	31	1,666	537	2,234
Acquisitions	2	391	414	807
Disposals (Note 8)	(3)	(34)	(94)	(131)
Transfers	-	-	6	6
Foreign exchange translation differences	-	(1)	-	(1)
Balance at 31/01/2026	**30**	**2,022**	**863**	**2,915**
Amortisation				
Balance at 01/02/2024	16	499	145	660
Amortisation charge for the year (Note 8)	2	177	361	540
Disposals (Note 8)	(1)	(46)	(330)	(377)
Balance at 31/01/2025	**17**	**630**	**176**	**823**
Balance at 01/02/2025	17	630	176	823
Amortisation charge for the year (Note 8)	3	205	353	561
Disposals (Note 8)	(3)	(17)	(93)	(113)
Transfers	-	-	1	1
Balance at 31/01/2026	**17**	**818**	**437**	**1,272**
Carrying amount				
Balance at 31/01/2025	**14**	**1,036**	**361**	**1,411**
Balance at 31/01/2026	**13**	**1,204**	**426**	**1,643**

The Group capitalised 391 million euros in 2025 (359 million euros in 2024) corresponding to software development activities that meet the requirements for capitalisation under IAS 38. The Group also capitalised 414 million euros (373 million euros in 2024) in respect of the development of intellectual property and industrial designs, and other intangibles associated with the Group's activity that meet the requirements for capitalisation under IAS 38.

The Group performed an impairment test and a sensitivity analysis based on reasonably possible changes in the main variables used in asset measurement, and the results did not vary significantly (Note 3.2.f).

16. Leases

Right of use assets

This heading records the measurement of the right to use the asset underlying the lease contracts during the term of the contract, for those contracts in which the Group is the lessee.

The detail of the items comprised under this paragraph in the consolidated balance sheet and of the changes therein in 2025 and 2024 is as follows:

	2025	2024
Cost		
Opening balance	12,681	11,367
Acquisitions	2,151	1,814
Hyperinflation adjustments	22	37
Disposals (Note 8)	(732)	(525)
Foreign exchange translation differences	(336)	(12)
Closing balance	**13,786**	**12,681**
Amortisation		
Opening balance	7,388	6,245
Amortisation charge for the year (Note 8)	1,596	1,536
Hyperinflation adjustments	11	16
Disposals (Note 8)	(575)	(399)
Foreign exchange translation differences	(197)	(10)
Closing balance	**8,223**	**7,388**
Impairment losses		
Opening balance	24	25
Charge for the year (Note 8)	7	11
Amounts charged to profit or loss (Note 8)	(4)	(6)
Disposals (Note 8)	(6)	(6)
Closing balance	**21**	**24**
Carrying amount	**5,542**	**5,269**

The Group mainly leases commercial premises in which it carries out its business activity. New items for the year relate to additions amounting to 473 million euros (740 million euros in 2024) and sums associated with revaluations and renegotiations of contracts modifying the term and/or future rents amounting to 1,678 million euros (1,074 million euros in 2024). Disposals comprise mainly store closures and terminations of or amendments to contracts.

Lease liabilities

The breakdown of lease liabilities is as follows:

	31/01/2026	31/01/2025
Non-current	4,394	4,180
Current	1,539	1,542
Total	**5,933**	**5,722**

The maturity breakdown of undiscounted lease liabilities is as follows:

	2025	2024
Less than 1 year	1,717	1,741
1 - 5 years old	3,853	4,015
> 5 years old	906	526

Other information

Amounts recognised in the consolidated income statement:

	2025	2024
Amortisation charge on right of use (Note 8)	1,596	1,536
Lease liabilities interest expenses (Note 9)	215	223
Variable rent payments (Note 6)	690	678
Others * (Note 6)	395	394

* Mainly includes common expenses and other lease services.

Some of the Group's commercial premises leases contain conditions for the payment of variable rent that are linked to the sales generated in such stores, such that the payment for the lease is linked to the development of the store. Variable rent in these stores amounted to 670 million euros (646 million euros in 2024). The expense for leases to which the low value exemption has been applied is not significant.

The amount of income from leasing and subleasing is not significant. The Group has no relevant commitments for signed lease contracts that have not yet entered into force.

17. Goodwill

The detail of this line item in the consolidated balance sheet and of the changes therein in 2025 and 2024 is as follows:

	2025	2024
Opening balance	196	197
Foreign exchange translation differences	1	(1)
Closing balance	**197**	**196**
Investee		
Stradivarius España, S.A.	57	57
Itx Portugal - Confecções, S.A.	51	51
Zara Polska, S.p. Zo.o.	35	34
Inditex Belgique S.A. (Note 3.1.viii)	20	20
Itx Retail Mexico, S.A. de C.V.	11	10
Other	23	24
Closing balance	**197**	**196**

The goodwill arising from the acquisition or termination of franchise contracts corresponds to the amount of the intangible assets that did not meet the requirements established in IFRS 3 for separate recognition. These requirements related essentially to the capacity of the assets to generate future cash flows.

The recovery of the goodwill is adequately guaranteed through the profitability of the acquired companies, whose future cash flows support the carrying amount of goodwill at year-end (Note 3.2.f).

Also, sensitivity analyses were performed based on reasonably possible changes in the main variables used in asset measurement, and the recoverable amount is higher than the related carrying amount (Note 3.2.f).

18. Financial investments

The detail of this line item in the consolidated balance sheet and of the changes therein in 2025 and 2024 is as follows:

	Loans and other credit facilities	Companies accounted for using the equity method	Others	Total
Balance at 01/02/2024	37	339	22	398
Acquisitions	-	99	4	103
Disposals (Note 28)	-	(55)	-	(55)
Transfers	1	-	-	1
Foreign exchange translation differences	-	3	-	3
Balance at 31/01/2025	**38**	**386**	**26**	**450**
Balance at 01/02/2025	38	386	26	450
Acquisitions	-	102	5	107
Disposals (Note 28)	-	(85)	-	(85)
Transfers	3	-	-	3
Foreign exchange translation differences	-	(4)	-	(4)
Balance at 31/01/2026	**41**	**399**	**31**	**471**

The carrying amount of the ownership interest in the Tempe Group in the accompanying consolidated balance sheet does not differ significantly from the carrying amount of the Group's share of the net assets of the Tempe Group (Note 28).

There are no significant restrictions of any kind on the Tempe Group's ability to transfer funds to the Group in the form of cash dividends or the repayment of loans or advances granted by the Group.

19. Other non-current assets

The detail of this line item in the consolidated balance sheet and of the changes therein in 2025 and 2024 is as follows:

	Guarantees	Others	Total
Balance at 01/02/2024	225	44	269
Acquisitions	10	-	10
Disposals	(61)	-	(61)
Transfers	(4)	4	-
Foreign exchange translation differences	-	(1)	(1)
Balance at 31/01/2025	**170**	**47**	**217**
Balance at 01/02/2025	170	47	217
Acquisitions	10	-	10
Disposals	(13)	-	(13)
Transfers	(5)	2	(3)
Foreign exchange translation differences	(8)	-	(8)
Balance at 31/01/2026	**154**	**49**	**203**

The guarantees relate mainly to security deposits paid to owners of leased commercial premises to ensure compliance with the conditions stipulated in the leases, and to amounts paid to secure compliance with contracts in force.

20. Trade and other payables

The detail of this line item in the consolidated balance sheet at 31 January 2026 and 2025 is as follows:

	31/01/2026	31/01/2025
Commercial payables	5,276	5,513
Personnel	797	771
Public authorities	759	683
Other current payables	1,437	1,311
Total	**8,269**	**8,278**

Commercial payables include, among others, balances to product suppliers and payables for services rendered.

The Personnel balance includes remuneration pending payment for various items.

Public authorities balance comprises VAT and other taxes and duties incurred by Group companies.

Other current payables includes, among others, payables to fixed asset suppliers, incentives for short-term variable rental leases, and other balances of various kinds.

The following table shows the information on the average period of payment to suppliers required by Law 15/2010, of 5 July, in 2025 and 2024 (as amended by 2nd Final Provision of Act 31/2014, of 3 December, and Act 18/2022, of 28 September):

	2025	2024
	Days	
Average period of payment to suppliers	37.07	37.51
Ratio of transactions settled	37.83	38.23
Ratio of transactions not yet settled	29.71	31.24
	Amount	
Total payments made	6,051	5,832
Total payments outstanding	626	665

	2025	2024
No. of invoices paid within the legal term (in thousands)	325	335
% of total subject invoices (number)	98%	98%
Amount of invoices paid within the legal term	5,942	5,718
% of total subject invoices (amount)	98%	98%

This information relates to suppliers and creditors of Group companies domiciled in Spain.

21. Net financial position

The detail of the Group's net financial position is as follows:

	31/01/2026	31/01/2025
Cash in hand and at banks	2,429	1,501
Short-term deposits	2,820	4,629
Fixed-income securities	27	252
Total cash and cash equivalents	**5,276**	**6,382**
Current financial investments	5,684	5,120
Current financial debt	(2)	(7)
Non-current financial debt	-	-
Net financial position	**10,958**	**11,495**

Cash on hand and at banks includes cash on hand and in demand deposits at banks. Short-term deposits and Fixed-income securities include term deposits and units in money market investment funds that use unitholders' contributions to acquire fixed-income securities with maturities of less than 3 months that have a high credit rating, are highly liquid and convertible to known amounts of cash, and are subject to an insignificant risk of changes in value. All the balances under this line item are unrestricted as to their use and there are no guarantees or pledges attached to them.

'Current financial investments' on the asset side of the consolidated balance sheet relates mainly to investments in fixed-income securities, with maturities ranging from 3 to 12 months, all of which have high credit ratings and are highly liquid.

The total limit of financing facilities available at 31 January 2026 for the Group amounts to 7,915 million euros (8,446 million euros at 31 January 2025). Committed financing facilities amount to 3,575 million euros at 31 January 2026 (3,572 million euros at 31 January 2025), undrawn at year-end. As at 31 January 2026 the subsidiaries had very short-term financing of 2 million euros (6 million euros in 2024). The financing is remunerated at interest rates negotiated by the Group, which usually comprise a money market rate plus a spread according to the creditworthiness of the company holding the debt.

Through its main banks, the Group made 2,367 million euros (2,344 million euros at 31 January 2025) in supply chain financing programmes available to its suppliers in order to give them access to liquidity. This allows suppliers to choose, on a voluntary basis, to bring forward the collection of their invoices. The initially agreed payment terms remain unchanged, and the debt is therefore recognised under commercial payables and shown as operating cash flow. At 31 January 2026 usage of these programmes amounted to 1,335 million euros (1,385 million euros at 31 January 2025).

22. Provisions

The detail of this line item in the consolidated balance sheet and of the changes therein in 2025 and 2024 is as follows:

	Pensions and similar obligations with personnel	Liability	Other provisions	Total
Balance at 01/02/2024	113	177	72	362
Provisions recorded during the year	68	12	-	80
Disposals	(1)	(31)	-	(32)
Transfers	(62)	-	3	(59)
Foreign exchange translation differences	(1)	(2)	-	(3)
Balance at 31/01/2025	**117**	**156**	**75**	**348**
Balance at 01/02/2025	117	156	75	348
Provisions recorded during the year	73	6	30	109
Disposals	(3)	(32)	(5)	(40)
Transfers	(61)	-	-	(61)
Foreign exchange translation differences	(4)	-	(7)	(11)
Balance at 31/01/2026	**122**	**130**	**93**	**345**

Provisions for pensions and similar obligations with personnel includes certain obligations with personnel recorded by some Group companies pursuant to commitments made. The Group has recorded a provision to cover the liability corresponding to the estimated vested portion of these obligations at 31 January 2026 (Note 27).

The liability provision corresponds to present obligations due to legal claims or implicit obligations arising from past actions which will probably result in an outflow of funds and can be reliably estimated. At the date of preparation of these consolidated annual accounts there were no legal proceedings the final outcome of which could significantly affect the Group's equity position.

Other provisions include the estimated costs of dismantling or removing property, plant and equipment.

In estimating the amounts provisioned at year-end, the Group used the following hypotheses and assumptions:

- Maximum amount of the contingency
- Foreseeable evolution and factors on which the contingency depends

The estimated average payment period for the amounts provisioned depends largely on the local legislation of each of the markets in which the Group operates. An analysis is performed each year of the portion that will foreseeably have to be paid the following year and the related amount is transferred to 'trade and other payables' in the consolidated balance sheet.

The Directors of Inditex consider that the provisions recorded in the consolidated balance sheet adequately cover the risks relating to litigation, arbitration and other contingencies and do not expect any liabilities additional to those recognised to arise therefrom.

23. Other non-current liabilities

The detail of this line item in the consolidated balance sheet and of the changes therein in 2025 and 2024 is as follows:

	Lease incentives	Others	Total
Balance at 01/02/2024	172	76	248
Acquisitions	97	-	97
Changes through profit or loss	-	16	16
Hyperinflation adjustments	2	-	2
Transfers	(87)	(21)	(108)
Foreign exchange translation differences	(4)	-	(4)
Balance at 31/01/2025	**180**	**71**	**251**
Balance at 01/02/2025	180	71	251
Acquisitions	58	-	58
Changes through profit or loss	-	20	20
Hyperinflation adjustments	2	-	2
Transfers	(71)	(20)	(91)
Foreign exchange translation differences	(9)	-	(9)
Balance at 31/01/2026	**160**	**71**	**231**

Lease incentives correspond to incentives received from developers of shopping centres or owners of commercial premises under lease contracts with variable rental payments.

24. Equity

Share capital

At 31 January 2026 and 31 January 2025, the Parent's share capital amounted to 94 million euros, and was divided into 3,116,652,000 fully subscribed and paid shares of 0.03 euros nominal value each. All the shares are of a single class and series, and confer the same voting and dividend rights on their holders.

The Parent's share premium at 31 January 2026 and 31 January 2025 amounted to 20 million euros, while retained earnings amounted to 17,782 million euros and 16,639 million euros, respectively. The Parent's legal reserve, amounting to 19 million euros, was recognised in compliance with Article 274 of the Spanish Companies Act, which establishes that 10% of profit for each year must be transferred to the legal reserve until the balance of this reserve reaches at least 20% of the share capital. The legal reserve is not distributable to shareholders and if it is used to offset losses, in the event that sufficient other reserves are not available for this purpose, the reserve must be replenished with future profits. At 31 January 2026 and 31 January 2025, the Parent had appropriated to this reserve the minimum amount required by the Spanish Companies Act.

The total consolidated reserves at 31 January 2026 include restricted reserves amounting to 559 million euros (1,107 million euros at 31 January 2025) whose distribution is limited due to domestic legal requirements (basically bylaw reserves).

Inditex shares are listed on the four Spanish stock exchanges. The shares are represented by book entries. Moreover, pursuant to Article 497 of the Spanish Companies Act, Inditex has contracted Sociedad de Gestión de Sistemas de Registro, Compensación y Liquidación de Valores, S.A. (Iberclear) to provide the daily share ownership notification service. As per the Parent's Shareholder Registry Book, the members of the Board of Directors directly or indirectly owned, at 31 January 2026 and 31 January 2025, 59.3029% and 59.3026%, respectively, of the Parent's share capital (Note 30). At 31 January 2026 and 31 January 2025, Pontegadea Inversiones, S.L. held 50.010% of the shares of Inditex.

Dividends

The dividends paid by the Parent in 2025 and 2024 amounted to 5,235 million euros and 4,797 million euros, respectively. These amounts correspond to payments of 1.68 euros per share and 1.54 euros per share, respectively.

The distribution proposed by the Board of Directors is shown in Note 29.

Treasury shares

During the Annual General Meeting held on 13 July 2021, shareholders approved the 2021-2025 Long-Term Incentive Plan (Note 26 of the Notes to the consolidated annual accounts for 2021). Similarly, the Annual General Meeting held on 11 July 2023 approved the 2023-2027 Long-Term Incentive Plan (Note 27 to the consolidated annual accounts for 2023), and authorised the Board of Directors to

derivatively acquire treasury shares, to cater for these plans. The Annual General Meeting held on 15 July 2025 approved a new 2025-2029 Long-Term Incentive Plan.

As at 31 January 2025, the Parent owned a total of 1,905,846 treasury shares, representing 0.061% of the share capital.

During the first quarter of 2025, the Company proceeded to settle the second cycle (2022-2025) of the 2021-2025 Plan (accrued and completed on 31 January 2025) and to award shares to its participants. The total of treasury shares delivered was 1,620,614 shares, representing 0.052% of the share capital.

Aside from these share deliveries, there were no other operations involving treasury shares in 2025.

Consequently, at 31 January 2026, the Parent owned a total of 285,232 treasury shares, representing 0.009% of the share capital.

On 4 February 2026, the Board of Directors approved a new Share Buyback Programme, for up to 3,000,000 shares representing 0.096% of the Parent's share capital on the announcement date, to meet its obligations to deliver shares deriving from the cycles of the various Long-Term Incentive Plans in place (Note 27). The Annual Corporate Governance Report for 2025 includes information on the aforementioned Share Buyback Programme.

Translation differences

Details and variations in translation differences are as follows:

Currency	Balance at 31/01/2026	Reclassification	Variation	Balance at 31/01/2025
Brazilian real	106	(11)	4	113
Turkish lira	128	26	36	66
Mexican peso	85	(5)	(33)	123
Japanese yen	29	(2)	13	18
Australian dollar	9	-	(1)	10
Ukrainian hryvnia	10	(1)	3	8
Indian rupee	23	(1)	11	13
US Dollar	55	(70)	200	(75)
Other	45	(26)	57	14
Total	**490**	**(90)**	**290**	**290**

25. Income tax

Companies included in these consolidated annual accounts pay the corporate income tax individually, except for certain countries (like Spain or the Netherlands) where they pay taxes under the consolidated tax group regime.

In the case of Spain, the consolidated tax group includes Industria de Diseño Textil, S.A., as the Parent, and those Spanish subsidiaries that meet the requirements provided for in Spanish legislation regulating the taxation of the consolidated tax groups as subsidiaries. The subsidiaries composing the aforementioned Spanish tax group are as follows:

Bershka BSK España S.A.	Oysho Diseño S.L.
Bershka Diseño S.L.	Oysho España S.A.
Bershka Logística S.A.	Oysho Logística S.A.
Choolet S.A.	Plataforma Cabanillas S.A.
Comditel S.A.	Plataforma Europa S.A.
Confecciones Fíos S.A.	Plataforma Logística León S.A.
Confecciones Goa S.A.	Plataforma Logística Meco S.A.
Denllo S.A.	Plataforma Malpica, S.L
Fashion Logistic Forwarders S.A.	Pull&Bear Diseño S.L.
Fashion Retail S.A.	Pull&Bear España S.A.
Glencare S.A.	Pull&Bear Logística S.A.
Goa-Invest S.A.	Stear S.A.
Grupo Massimo Dutti S.A.	Stradivarius Diseño S.L.
Indipunt S.L.	Stradivarius España S.A.
Inditex Logística S.A.	Stradivarius Logística S.A.
Inditex Renovables S.L.	Trisko S.A.
Inditex S.A.	Zara Diseño S.L.
Inversiones Logísticas Zaragoza, S.L.	Zara España S.A.
Lefties España S.A.	Zara Home Diseño S.L.
Massimo Dutti Diseño S.L.	Zara Home España S.A.
Massimo Dutti Logística S.A.	Zara Home Logística S.A.
Massimo Dutti S.A.	Zara Logística S.A.
Nikole Diseño S.L.	Zara S.A.
Nikole S.A.	Zintura S.A.

The balance of the 'income tax payable' heading in the consolidated balance sheet corresponds to the provision for income tax relating to the profits for the year 2025, net of withholdings and prepayments made in the period. The heading 'trade and other payables' includes the liability corresponding to other applicable taxes.

The balance of 'income tax receivable' in the consolidated balance sheet corresponds, mainly, to amounts to be recovered from tax authorities for such concept. The balance of the 'trade and other receivables' heading in the accompanying consolidated balance sheet includes, among others, the amount by which the input VAT exceeded output VAT for the period.

The income tax expense includes both the part concerning expense for current tax and the corresponding expense for deferred tax. The current tax is the amount to be paid for the income tax related to the fiscal gain of the period and for other fiscal charges derived from compliance with the regulations that regulate the income tax. The deferred tax reflects the amounts of tax on the profits to be paid or recovered in future periods and arises from the recognition of deferred tax assets and liabilities.

The income tax expense comprises the following:

	2025	2024
Current taxes	1,732	1,663
Deferred taxes	68	37

The reconciliation of the income tax expense that would result from applying the standard tax rate in force in Spain to the profit before tax and the income tax expense recognised in the consolidated income statement for 2025 and 2024 is as follows:

	2025	2024
Consolidated accounting profit for the year before taxes	8,020	7,577
Tax expense at tax rate in force in the country of the Parent	2,005	1,894
Net permanent differences	(132)	(127)
Effect of application of different tax rates	(51)	(58)
Adjustments to prior years' taxes	(3)	10
Tax withholdings and other adjustments	133	103
Adjustments to deferred tax assets and liabilities	(9)	(3)
Tax withholdings and tax benefits	(143)	(119)
Income tax expense	**1,800**	**1,700**

The permanent differences correspond, mainly, to expenses not tax deductible and to tax revenues for the transfer of rights to use certain assets.

The companies that make up the consolidated Group have benefited from the tax benefits provided for in the tax regulations in force in each country amounting to 143 million euros at 31 January 2026 (119 million euros at 31 January 2025). These deductions and bonuses derive, fundamentally, from investments and, to a lesser extent bonuses.

Temporary differences correspond mainly to differences between the carrying amount of an asset or liability in the balance sheet and its tax base, the main difference relating to right-of-use as a result of application of IFRS 16. The consolidated balance sheet at 31 January 2026 includes the assets and liabilities for deferred taxes existing at that date.

The detail of 'deferred tax assets' and 'deferred tax liabilities' in the accompanying consolidated balance sheet is as follows:

Deferred tax assets arising from:	**31/01/2026**	**31/01/2025**
Provisions	203	183
Fixed assets	149	165
IFRS 16	172	206
Valuation adjustments	58	61
Tax losses	25	29
Intra-Group transactions	180	180
Other	288	294
Netting of deferred assets and liabilities	(325)	(318)
Total	**750**	**800**
Deferred tax liabilities arising from:	**31/01/2026**	**31/01/2025**
Intra-Group transactions	89	75
IFRS 16	73	82
Fixed assets	161	138
Valuation adjustments	43	9
Other	60	86
Netting of deferred assets and liabilities	(325)	(318)
Total	**101**	**72**

These balances were determined using the tax rates that, based on enacted tax laws, will be in force in the period when they are expected to reverse, and in some cases these tax rates may differ from the tax rates in force in the present year.

The expense for deferred income tax was adjusted for the difference between the balances calculated at the tax rate in force at the end of the present year and those calculated at the new tax rates at which they will reverse.

The changes in deferred tax assets and liabilities in 2025 and 2024 were as follows:

Deferred tax assets arising from:	**2025**	**2024**
Opening balance	800	1,174
Charge/Credit to income statement	(13)	(55)
Charge/Credit to equity	(30)	(1)
Transfers	(7)	(318)
Closing balance	**750**	**800**
Deferred tax liabilities arising from:	**2025**	**2024**
Opening balance	72	394
Charge/Credit to income statement	55	(18)
Charge/Credit to equity	(19)	3
Transfers	(7)	(307)
Closing balance	**101**	**72**

As at 31 January 2026, the Group had tax losses that can be offset with future profits amounting to 163 million euros (192 million euros as at 31 January 2025) of which 114 million euros are capitalised and shown in the breakdown of deferred tax assets indicated above, with a balance of 25 million euros as at 31 January 2026 (29 million euros as at 31 January 2025). Tax losses that can be offset are mostly not subject to an effective compensation period.

The Group, based on the methodology established to verify the existence of signs of impairment in its non-current assets (Note 3.2.f), constructs the hypotheses to analyse the existence of sufficient fiscal gains in the future that allow to offset such tax losses before they prescribe. Additionally, the reversal in the same company of deferred tax liabilities related to the same tax authority that may give rise to taxable amounts in sufficient quantity to apply the unused tax losses against them is taken into account.

In addition, some companies that make up the consolidated group have reserves that could be subject to taxation should they be distributed. These consolidated financial statements include the tax effect associated with such distribution insofar as it is likely to occur in the foreseeable future. Temporary differences, associated with investments in subsidiaries, associates and permanent establishments, which have not been registered for the exception provided for in IAS 12, amount to 937 million euros (303 million euros in 2024).

On the other hand, in accordance with the tax legislation applicable to the Parent of the Group, the dividends proposed or declared to the shareholders of said company, before the financial statements have been formulated and that have not been recognised as liabilities, do not generate consequences in the income tax of the Parent.

The years open to inspection in relation to the main taxes vary according to the tax legislation of each country in which the Group operates. Ordinary audits are currently being performed on Group companies in various markets. In any case, it is not expected that, as a consequence of the ongoing verification actions, as well as those that could be carried out in the future in relation to non-prescribed periods, liabilities will be revealed that significantly affect the equity situation or the Group's results.

On 20 December 2024, Law 7/2024 of 20 December 2024 was passed in Spain, establishing a Supplementary Tax to guarantee a global minimum level of taxation for multinational enterprise groups and large-scale domestic groups. This law transposes Council Directive (EU) 2022/2523 of 15 December 2022, which incorporates the global minimum taxation rules into the European legal framework. This law is in effect for tax periods beginning on or after 31 December 2023.

These financial statements include the impact of applying this rule, as well as equivalent rules adopted in the markets in which the Group operates, which is immaterial and limited to jurisdictions where the nominal Corporate Income Tax rate is equal to or below 15%. In addition, it should be noted that the Inditex Group applies the mandatory exception to the recognition and disclosure of deferred tax assets and liabilities in relation to the global minimum taxation rules.

26. Financial instruments and risk management policy

Financial risk management policy

The Group's activities are exposed to various financial risks: market risk (foreign currency risk, raw materials risk and credit risk) and other risks (liquidity risk, interest rate risk and country risk). The Group's financial risk management focuses on the uncertainty of financial markets and aims to minimise the potential adverse effects on the profitability of its business.

This note provides information on the Group's exposure to each of the aforementioned risks, the Group's objectives, policies and processes for managing risk, the methods used to measure these risks, any changes from the previous year and the financial instruments used to mitigate the risks.

Foreign currency risk

The Group operates in an international environment and, accordingly, is exposed to foreign currency risk on transactions in currencies, in particular the US dollar (the euro is the Group's reference currency and the functional currency of the Parent). Foreign currency risk arises on future commercial transactions, recognised assets and liabilities and net investments in foreign operations.

Foreign currency risk is managed in line with the corporate risk management model guidelines, which establish the ongoing monitoring of exchange rate fluctuations and other measures designed to mitigate this risk, mainly through the optimisation of the Group's operations, including centralisation, in order to minimise the impact, using natural hedges, the benefits of diversification and the arrangement of financial hedges.

Merchandise and goods for resale are acquired partly through orders placed with foreign suppliers, mostly in US dollars. In accordance with prevailing foreign currency risk management policies, the Group's Management arranges derivatives, mainly foreign currency forwards, to hedge fluctuations in cash flows relating to the EUR-USD exchange rate. The Group also uses non-derivative financial instruments as hedges (e.g., deposits held in currencies other than the euro), and these instruments are recognised under 'current financial investments'.

The Group's head companies supply their subsidiaries with finished goods for sale to the end customers. With a view to reducing the fluctuations in value of the expected foreign currency cash flows arising from these intra-Group transactions (denominated in currencies other than the euro), the Group occasionally uses financial derivatives such as purchased options, zero-premium option combinations and, occasionally, foreign currency forwards.

Certain Group subsidiaries are granted internal financing denominated in currencies other than the euro. In accordance with prevailing foreign currency risk management policies, derivatives are arranged, mainly forwards, to hedge the changes in fair value related to exchange rates.

As described in Note 3.2.m), the Group applies hedge accounting to mitigate the volatility that would arise in the consolidated income statement as a result of the existence of significant foreign currency transactions. Hedge accounting has been used because the Group meets the requirements described in Note 3.2.m) on accounting policies in order to be able to classify financial instruments as hedges for accounting purposes.

The Group applies the hedge accounting rules established in the applicable reporting standards. As a result, certain financial instruments were formally designated as hedging instruments and the Group verified that the hedges are highly effective. The maturity dates of the hedging instruments were negotiated so that they coincide with those of the hedged items. In 2025, using hedge accounting, no significant amounts were recognised in the consolidated income statement either as a result of transactions that ultimately did not occur or as a result of the ineffectiveness of the hedges. Approximately 70% of the cash flows associated with hedges in US dollars are expected to occur in the six months subsequent to year-end, while the remaining 30% are expected to fall due between six months and one year. Also, the impact on the consolidated income statement will foreseeably occur in those periods. With regard to intra-Group transactions, short-term cash flow hedges are occasionally arranged through derivatives, matched to expected cash flows.

The fair value of the hedging instruments was calculated as described in Note 3.2.m).

Raw material risk

As a result of its business model, the Group is also exposed to potential cost volatility and inflation related to the impact resulting from price increases of the many raw materials (both textile and non-textile) consumed directly and indirectly in the Group's operations and in its procurement of goods, primarily our commercial products (garments, footwear, accessories and household products), and services, especially in terms of supply and distribution transport, as well as energy consumption. This risk is measured using 'at risk' methodologies from a portfolio of exposures standpoint.

Economic risk measurement methodology

The Group uses the Cash-Flow-at-Risk (CFaR) methodology in order to estimate the potential impact of exchange rate and raw material price fluctuations on consolidated profit before tax and, if applicable, determine the relevant mitigation strategies. CFaR is a methodology widely used in risk management. It is an evolution of the Value-at-Risk (VaR) method focused on the possible loss related to future cash flows. Given a portfolio, exposed to one or more risks, the CFaR represents the maximum expected loss for a defined time horizon with a given confidence interval. The CFaR measures risk in aggregate terms, considering the potential diversification benefit resulting from the correlations between the components of the portfolio of exposures.

The underlying portfolio used in the CFaR calculation is composed of future flows denominated in the currency and/or raw material in which the underlying risk is expressed for up to one year. It is estimated that this portfolio represents substantially all of the Group's exposure to foreign currency and raw material price risk and that the possible adverse changes in exchange rates would affect the following year's consolidated profit. The main parameters and assumptions used in the CFaR calculation relate to the horizon of the estimated flows, the scenario simulation technique and the selected confidence interval. The cash flows considered have a duration of up to one year, taking as a time horizon the maturity date of each cash flow. Distributions are simulated using the Monte Carlo method by generating random scenarios based on market changes over the previous three years. A 95% confidence interval is selected. In addition, using the same methodology, the portfolio performance is analysed periodically and repeatedly under highly stressed scenarios based on market movements during historical periods of high volatility.

As regards the limitations of the calculation, it should be noted that the actual maximum loss could be higher than the estimated loss, since when opting for a 95% confidence level there are 5% of scenarios in which the expected loss is higher. In addition, future market changes do not necessarily coincide with the behaviour of the previous three years. It may also be the case that the estimated flows, i.e., the portfolio used for the calculation, differ from the actual flows. In addition, the Group uses the Value-at-Risk (VaR) method to manage foreign currency risk in relation to the most relevant accounting items.

In accordance with the risk management framework, risk appetite and tolerance levels are set and residual risk is quantified. Furthermore, limits are set and monitored to ensure that residual risk is within the risk appetite and is also compliant with the established risk tolerance level.

It is estimated that the resulting negative impact on the 12-month expected cash flows, attributable to an adverse change in the exchange rate and raw material prices resulting from the CFaR calculation, could be 418 million euros at 31 January 2026 (631 million euros at 31 January 2025).

Credit risk

The Group manages the credit risk arising from its business activity using internal policies that govern payment conditions. Most of the revenue corresponds to retail sales, which are mainly paid for immediately, either in cash or by credit card. Sales to franchisees are carried out in accordance with contractual conditions that establish payment periods and guarantees, helping to limit exposure to credit risk.

The Financial Risk Management Policy ensures the measurement, assessment, quantification and mitigation of the credit risk of investment products and the counterparty risk of financial institutions by establishing very detailed analysis criteria and Value-at-Risk (VaR) methodologies.

The VaR methodology implemented takes into account the counterparty's probability of default as estimated by the market, the time horizon of the investments, and the percentage of risk exposure that is not expected to be recovered in the event of default (loss given default). VaR represents the maximum expected loss for a defined time horizon with a given confidence interval. The exposures used are up to one year. Distributions are simulated using the Monte Carlo method by generating random scenarios based on market changes over the previous year. A 95% confidence interval is selected.

As regards the limitations of the calculation, it should be noted that the actual maximum loss could be higher than the estimated loss, since when opting for a 95% confidence level there are 5% of scenarios in which the expected loss is higher. In addition, future market changes do not necessarily coincide with the behaviour of the previous year.

In accordance with the risk management framework, risk appetite and target risk are set and residual risk is quantified. In addition, limits are set and monitored to ensure that residual risk is within the risk appetite and is also compliant with target risk.

It is estimated that the residual risk resulting from the Group's twelve-month cash investments could be up to 12 million euros at 31 January 2026 (6 million euros at 31 January 2025). The residual risk has increased as a result of market conditions.

The credit risk resulting from the arrangement of financial derivatives is mitigated by the requirement that such instruments be subject to an ISDA master agreement.

Occasionally, where deemed necessary, the Group requests that additional security be provided in the form of pledged collateral.

In relation to accounts receivable of commercial origin, the Group estimates that at closing date there has not been a significant increase in credit risk since its recognition, which is why the expected loss at 12 months has been estimated, not being significant.

The main financial assets of the Group are shown in the 'Financial instruments: other information' section below.

Liquidity risk

The Group is not exposed to significant liquidity risk, as it maintains sufficient cash and cash equivalents to meet the outflows required in its normal operations. If the Group has a specific financing requirement, either in euros or in other currencies, it resorts to loans, credit facilities or other types of financial instruments (Note 21).

Interest rate risk

The Group's exposure to interest rate risk, which in no case is significant, arises principally in relation to the following items:

- Cash and cash equivalents: the interest rate environment remained stable but trended downwards as a result of the improved outlook for the inflation control process by the monetary authorities. Given the Group's investment (Note 21) the profitability of the Group's financial position has normalised with respect to previous years, as the ECB and the Fed lowered interest rates over the course of 2025 (Note 9).
- Financial debt: given the amount of the Group's external financing, any change in interest rates at year-end would not significantly affect consolidated profits.
- Discount rates: used in the calculation of the impairment losses on non-current assets (property, plant and equipment, intangible assets and rights of use) and goodwill (Note 3.2.f).
- Derivatives: given the type of hedging instruments arranged, the interest rate risk is not material.

The Group does not have any material financial assets or liabilities designated as at fair value through profit or loss. A potential change in fair value would not imply significant impact.

Country risk

The international presence of the Group's business activities exposes it to the country risk of multiple geographical regions, in both its supply and its sales and distribution activities. The Group adapts its administrative and business processes in order to minimise country risk and take advantage of the benefits of geographical diversification.

Developments in the geopolitical situation in the Middle East could impact the Group's economic and operating environment, as well as the normal course of its operations in the region. The Group is continuously monitoring these events and assessing their potential effects on results and cash flows (Note 2).

One of the most significant manifestations of country risk is foreign currency risk and the possibility of exposure to limits or controls on the free circulation of cash flows due to a lack of currency convertibility, in current or capital account terms, or to unexpected restrictions on the movement of capital. The Group manages cash at corporate level based on a highly active repatriation policy aimed at reducing the aforementioned risks to a minimum. Country risk is also considered when assessing the jurisdictions in which the Group's cash is located.

At 31 January 2026, there was no significant risk in relation to the repatriation of funds or any material cash surpluses not available for use by the Group or its subsidiaries. Similarly, there are no significant restrictions on the Group's ability to access the assets and settle the liabilities of its subsidiaries.

At 31 January 2026, the Group was not operating in markets in which there was more than one exchange rate.

Capital management

The Group's capital management objectives are to safeguard its ability to continue operating as a going concern, so that it can continue to generate returns for shareholders and benefit other stakeholders, and to maintain an optimum capital structure to reduce the cost of capital.

The Group manages its capital structure and makes adjustments thereto in response to changes in economic conditions. The current capital management policy is based on self-financing through funds generated by operations. The shareholder remuneration policy is detailed in the Integrated Directors' Report.

There were no significant changes to capital management in the year.

Financial instruments

At 31 January 2026 and 2025, the Group had arranged hedging derivatives consisting basically of forwards on its future purchases in US dollars, forwards to hedge intra-Group financing, and options. The fair value of these derivatives is recognised under 'other financial assets' and 'other financial liabilities' depending on the related balance.

The Group has signed three VPPAs (Virtual Power Purchase Agreements) for the supply of 100%-renewable electricity over a period of 12 years, with a total nominal capacity of 243 GWh/year, corresponding to an installed capacity of 98 MW. The related projects were in development phase, in some cases pending final approval, and came on stream in 2025. These contracts have been booked as Level 3 financial instruments for which changes in the fair value of the option sold are recognised in the consolidated income statement.

The detail of 'other financial assets' and 'other financial liabilities' in the consolidated balance sheet is as follows:

Other financial assets	**2025**	**2024**
Fair value of financial instruments	8	25
Total	**8**	**25**

Other financial liabilities	**2025**	**2024**
Fair value of financial instruments	15	-
Reciprocal call and put options (Note 7)	28	48
Total	**43**	**48**

The detail of the fair value (measured as indicated in Note 3.2.m) of the financial instruments for 2025 and 2024 is as follows:

Other financial assets measured at fair value and classification on a fair value hierarchy:

	OTC derivatives:		
	Foreign currency forwards	Energy options	Total
Level	**2**	**3**	
Fair value at 1 February 2024	4	3	7
Transfer to income	7	3	10
Transfer to income from equity	1	-	1
Income recognised directly in equity	7	-	7
Fair value at 31 January 2025	**19**	**6**	**25**
Fair value at 1 February 2025	19	6	25
Transfer to income	(11)	1	(10)
Transfer to income from equity	(7)	-	(7)
Income recognised directly in equity	-	-	-
Fair value at 31 January 2026	**1**	**7**	**8**

Other financial liabilities measured at fair value and classification on a fair value hierarchy:

	OTC derivatives:		
	Foreign currency forwards	Energy options	Total
Level	**2**	**3**	
Fair value at 1 February 2024	7	-	7
Transfer to income	(7)	-	(7)
Transfer to income from equity	-	-	-
Income recognised directly in equity	-	-	-
Fair value at 31 January 2025	**-**	**-**	**-**
Fair value at 1 February 2025	-	-	-
Transfer to income	3	-	3
Transfer to income from equity	-	-	-
Income recognised directly in equity	12	-	12
Fair value at 31 January 2026	**15**	**-**	**15**

There were no transfers among the various levels of the fair value hierarchy (Note 3.2.m).

Financial instruments: other information

The main financial assets held by the Group, other than cash and cash equivalents and derivative financial instruments, are the loans and receivables related to the Group's principal activity and the guarantees given in relation to the lease of commercial premises, which are shown under 'other non-current assets'. The main financial assets of the Group are as follows:

	2025	2024
Cash and cash equivalents (Note 21)	5,276	6,382
Current financial investments (Note 21)	5,684	5,120
Trade receivables (Note 12)	439	356
Receivable due to sales to franchises (Note 12)	349	390
Other current receivables (Note 12)	125	147
Guarantees (Note 19)	154	170
Total	**12,027**	**12,565**

The main financial liabilities of the Group relate to accounts payable on commercial transactions.

In 2025 and 2024 no significant impairment losses were recognised on financial assets.

27. Employee benefits

Obligations for benefit plans or defined contributions

The Group does not maintain obligations with its employees as a general rule for defined benefit plans or contributions. However, in certain countries, due to the legislation or regulation in force or local labour practice, the Group assumes certain commitments related to the payment of certain amounts for accidents, illness or retirement, among others, sometimes partially paid by the worker and risk is partially or totally externalised through hiring the corresponding insurance policies.

Likewise, in certain countries, the worker participates in a percentage of the profits generated by the Group companies in that country. The liabilities related to these items are recorded in the 'provisions' and 'other non-current liabilities' heading in the consolidated balance sheet. The impact of these obligations on the consolidated income statement and the consolidated balance sheet is not significant.

Long-term incentive plans

2023-2027 Long-term incentive plan

The Annual General Meeting held on 11 July 2023 approved a 2023-2027 Long-Term Incentive Plan for members of the management team and other employees of Inditex and its Group of Companies (hereinafter referred to as the '2023-2027 Plan'). Under this Plan, each of the participants will be entitled, provided the terms and conditions established therein are fulfilled, to receive up to a maximum amount of the incentive allocated.

The 2023-2027 Plan combines a multi-year cash bonus and a promise to deliver shares which, after a specified period of time and verified compliance with the specific objectives, will be paid to the Plan participants, either in full or at the percentage applicable in each case.

The Plan has a total duration of 4 years and is structured into two mutually independent time cycles. The first cycle (2023-2026) of the Plan ran from 1 February 2023 to 31 January 2026. The second cycle (2024-2027) spans the period from 1 February 2024 to 31 January 2027.

The Plan is linked to critical business, sustainability and shareholder value creation targets. The share of sustainability and environment linked goals represents 25% of the overall Plan.

The 2023-2027 Plan does not expose the Group to any material risks.

2025-2029 Long-term incentive plan

The Annual General Meeting held on 15 July 2025 approved a new 2025-2029 Long-Term Incentive Plan for members of the management team and other employees of Inditex and its Group of Companies (hereinafter referred to as the '2025-2029 Plan'). Under this Plan, each of the participants will be entitled, provided the terms and conditions established therein are fulfilled, to receive up to a maximum amount of the incentive allocated.

The 2025-2029 Plan is consistent with the previous one and combines a multi-year cash bonus and a promise to deliver shares which, after a specified period of time and verified compliance with the specific objectives, will be paid to the Plan participants, either in full or at the percentage applicable in each case.

The Plan has a total duration of 4 years and is structured into two mutually independent time cycles. The first cycle (2025-2028) of the Plan runs from 1 February 2025 to 31 January 2028. The second cycle (2026-2029) spans the period from 1 February 2026 to 31 January 2029.

The Plan is linked to critical business, sustainability and shareholder value creation targets. The share of sustainability and environment linked goals represents 25% of the overall Plan.

The 2025-2029 Plan does not expose the Group to any material risks.

The liabilities related to the plans in cash is shown registered in the 'provisions' and 'trade and other payables' item of the consolidated balance sheet, and its annual allocation is included in the 'operating expenses' item in the consolidated income statement.

The amount relating to the equity-settled component of the plans is recognised under 'equity' in the consolidated balance sheet and the related period charge is reflected under 'operating expenses' in the consolidated income statement.

The impact of these obligations on the consolidated income statement and the consolidated balance sheet is not significant.

28. Jointly controlled entities

Inditex has a 50% stake in the group formed by the parent, Tempe, S.A., and its subsidiaries, the detail of which is shown in Annex I. The main activity of these companies is the design, supply and distribution of footwear to Inditex Group companies, their main customer.

Set forth below is the financial information of the Tempe Group, obtained from its consolidated financial statements prepared in accordance with IFRS, together with other relevant financial information:

	2025	2024
Property, plant and equipment	303	263
Others	44	35
Non-current assets	**347**	**298**
Inventories	248	262
Trade and other receivables	651	608
Cash and cash equivalents	7	24
Current assets	**906**	**894**
Non-current liabilities	**(25)**	**(25)**
Trade and other payables	(347)	(371)
Others	(59)	(1)
Current liabilities	**(406)**	**(372)**
Net assets	**822**	**795**

	2025	2024
Net sales	1,574	1,614
Gross profit	**476**	**516**
Operating expenses	(238)	(239)
Amortisation and depreciation	(18)	(29)
Net operating profit (EBIT)	**220**	**248**
Net profit	**206**	**205**

In 2025 the Group received dividends totalling 85 million euros (55 million euros in 2024) from Tempe (Note 18).

29. Proposed distribution of the profit of the Parent

The proposed appropriation of the Parent's profit in 2025 in the amount of 6,360 million euros made by the Board of Directors consists of distributing dividends in an amount of 5,454 million euros and allocating 906 million euros to voluntary reserves[1].

The Board of Directors will propose to shareholders at the Annual General Meeting to pay shares with a right to dividend, a dividend of 1.75 (gross) euros per share, being comprised of a 1.20 euros per share ordinary dividend and a 0.55 euros per share bonus dividend.

Out of the total amount of 1.75 euros per share, 0.875 euros per share will be paid on 4 May 2026 as ordinary interim dividend against 2025 results, and 0.875 euros per share will be payable on 2 November 2026 as ordinary and bonus dividend.

The proposal covers a dividend distribution in the maximum amount of 5,454 million euros, corresponding to 1.75 (gross) euros per share for the entire stake of the Parent (3,116,652,000 shares). The final amount to be distributed will be contingent on the number of outstanding shares with a right to dividend at the payment date.

[1] This is the minimum amount applicable to voluntary reserves, contingent on the final amount to be paid as dividend pursuant to the terms of this proposal.

30. Remuneration of the Board of Directors and related party transactions

Remuneration of the Board of Directors

The remuneration earned by Directors of the Parent and Senior Management of the Group in 2025 is shown in the section on related party transactions.

Other information concerning the Board of Directors

At 31 January 2026, as per the Parent's Shareholders Register, the members of the Board of Directors directly or indirectly held the following ownership interests in the share capital of Inditex:

Name or company name of director	% Voting rights attached to shares		% Voting rights through financial instruments		% Total voting rights	From the total number of voting rights attached to shares, indicate, where appropriate, the additional votes attached to shares with a loyalty vote	
	Direct	Indirect	Direct	Indirect		Direct	Indirect
Ms Marta Ortega Pérez	0.0014%	-	-	-	0.0014%	-	-
Mr Óscar García Maceiras	0.0038%	-	-	-	0.0038%	-	-
Mr Amancio Ortega Gaona [1]	-	59.2940%	-	-	59.2940%	-	-
Ms Flora Pérez Marcote	0.0027%	-	-	-	0.0027%	-	-
Mr Roberto Cibeira Moreiras [2]	0.0000%	-	-	-	0.0000%	-	-
Mr José Luis Durán Schulz	0.0001%	-	-	-	0.0001%	-	-
Mr Rodrigo Echenique Gordillo	0.0006%	-	-	-	0.0006%	-	-
Bns Denise Patricia Kingsmill	-	-	-	-	-	-	-
Ms Pilar López Álvarez	0.0002%	-	-	-	0.0002%	-	-
Ms Belén Romana García [3]	0.0000%	-	-	-	0.0000%	-	-
Total	**0.0089%**	**59.2940%**			**59.3029%**		

[1] Through Pontegadea Inversiones, S.L. and Partler Participaciones, S.L.U. (Partler 2006, S.L. holds a 100% stake in the latter's share capital and the former is controlled by Mr Ortega Gaona).

2 Mr Roberto Cibeira Moreiras holds 1,500 shares representing a 0.000048% stake in the Company's share capital.
3 Ms Belén Romana holds 1,518 shares representing a 0.000049% stake in the Company's share capital.

Pursuant to the provisions of Section 229 of the Spanish Companies Act (LSC), as amended by Act 31/2014, of 3 December, none of Inditex Directors have communicated during 2025 any situation that could, directly -or indirectly through their related parties -, place them in a potential conflict of interest with the Parent.

Notwithstanding the foregoing, certain offices/positions held by the following Directors in other entities (and units) belonging to corporate groups with which Inditex is engaged in business relationships, in the ordinary course of business, are indicated below for information purposes and assessed as follows:

/ Mr Rodrigo Echenique Gordillo is an advisor to Banco de Santander and serves as an independent director in its Portuguese subsidiary. During 2025, he also served as independent director of Banco Santander Chile.

/ Ms Pilar López Álvarez has been CFO at Vodafone Group Services since December 2025. Throughout 2025, she also held a senior executive role at Microsoft, as VP of the strategic partnership with the London Stock Exchange Group (LSEG).

/ Ms Belén Romana García is an independent director at Banco Santander, SIX Group and at several of its subsidiaries, including Bolsas y Mercados Españoles (BME).

All of them serve on the Board of the Parent as independent directors.

Inditex Board of Directors has considered that none of the abovementioned situations compromise their independence since, from the perspective of the Parent, they are not deemed to be significant or relevant business relationships, within the meaning of Section 529duodecies, 4(e) LSC.

Additionally, for the purposes of the provisions of Section 229 LSC and Section 33.1 of the Board of Directors' Regulations which govern conflicts of interest and related parties, the Board considers that all such situations are adequately managed, since, among other things, Directors concerned do not take part nor have taken in the past in the negotiation or the execution of the relevant agreements (as they do not exert either a significant influence on the line of business of the company with which Inditex has a business relationship), and, where applicable, internal rules on communication and abstention apply, where appropriate.

In any case, the Board of Directors ensures, through the Audit and Compliance Committee, that transactions with directors, significant shareholders and/or senior managers, or with their respective related parties, are entered into under market conditions and respecting the principle of equal treatment of shareholders.

Furthermore, when the Board of Directors deliberated on the appointment and re-election of a director, the remuneration or any other resolution relating to a Director or to a person or company related to a Director, the affected party left the meeting during the deliberation and voting stages of the relevant resolution.

Related party transactions

Related parties are the subsidiaries, jointly controlled entities (Note 28) and associates detailed in Annex I to the notes to the consolidated annual accounts, the significant or controlling shareholders, the members of the Board of Directors of Inditex and the Senior Management of the Inditex Group, as well as their close family members, as defined in IAS 24, of Commission Regulation (EC) No 1126/2008, of 3 November, adopting certain international accounting standards, and in rule 2, section 3 of Order EHA/3050/2004, of 15 September, on information on related party transactions that issuers of securities listed on official secondary markets must disclose.

Related party transactions were entered into on an arm's length basis.

Inditex Group companies

The transactions between Inditex and its subsidiaries, form part of the ordinary course of business in terms of their purpose and terms and conditions, and were eliminated in full on consolidation. Therefore, they are not disclosed in this Note.

The following tables detail the transactions and the outstanding balances between Inditex Group companies and its jointly controlled entities:

Transactions:

	2025	2024
Jointly controlled entities	(1,126)	(1,221)

Corresponding mainly to finished goods procurements.

Balances:

	31/01/2026	31/01/2025
Current financial investments	25	-
Trade and other receivables	46	46
Non-current financial investments (Note 18)	399	386
Trade and other payables	611	572

The transactions with significant shareholders, members of the Board of Directors and/or Senior Management, where applicable, are detailed below.

Significant shareholders

Transactions entered into by the Inditex Group with Pontegadea Inversiones, S.L., Partler Participaciones S.L.U, Partler 2006, S.L. and/or with natural persons and/or companies and entities related to them, and/or with Rosp Corunna Participaciones Empresariales, S.L. and/or with natural persons or companies related to it, were as follows:

Company name of significant shareholder	Nature of relationship	Type of operation	2025	2024
Pontegadea Inversiones, S.L., Partler Participaciones, S.L.U., Partler 2006, S.L. or related entities or persons	Contractual	Lease of assets	(49)	(46)
		Services (construction work)	49	42
		Other income	2	1
Rosp Corunna Participaciones Empresariales, S.L. or related entities or persons	Contractual	Other expenses	(1)	-
		Lease of assets	(1)	(1)

A significant part of the related party transactions that are recognised every year in this section corresponds to the payment of lease rent associated with the commercial premises in which stores of several Group brands are open, which are owned by companies related to the controlling shareholder or to significant shareholders. In addition, at present the Group company engaged in the construction and refurbishment of its stores, is carrying out the works relating to the construction and commissioning of 7 all-around care centres to cater to the dependent elderly people in the Autonomous Community of Galicia, which are being promoted by certain entities related to the controlling shareholder.

Members of the Board of Directors and Senior Management

The amounts indicated in the following tables and paragraphs referring to remuneration and termination benefits are expressed in thousands of euros in both years.

The following table shows the remuneration and termination benefits of the members of the Board of Directors in 2025:

Name	Type	Fixed remuneration for membership of the Board [3]	Attendance fees	Remuneration for membership of board committees[3]	Fixed remuneration or Salary	Short-term variable remuneration	Long-term variable remuneration (shares and cash)	Termination benefits	Other items[3]	Total year 2025
Ms Marta Ortega Pérez	Propietary	100	-	-	-	-	-	-	900	1,000
Mr Óscar García Maceiras	Executive	100	-	-	2,500	3,496	5,453	-	-	11,549
Mr Amancio Ortega Gaona	Propietary	100	-	-	-	-	-	-	-	100
Ms Flora Pérez Marcote	Propietary	100	-	-	-	-	-	-	-	100
Mr Roberto Cibeira Moreiras [1]	Propietary	55	-	109	-	-	-	-	-	164
Mr Jose Luis Durán Schulz	Independent	100	-	150	-	-	-	-	50	300
Mr Rodrigo Echenique Gordillo	Independent	100	-	150	-	-	-	-	50	300
Bns Denise Patricia Kingsmill	Independent	100	-	150	-	-	-	-	50	300
Ms Pilar López Álvarez	Independent	100	-	150	-	-	-	-	-	250
Ms Belén Romana García	Independent	100	-	150	-	-	-	-	50	300
Mr José Arnau Sierra [2]	Propietary	46	-	91	-	-	-	-	37	174
TOTAL		**1,001**	**-**	**950**	**2,500**	**3,496**	**5,453**	**-**	**1,137**	**14,537**

NOTES:

(1) The effective date of his appointment was 15 July 2025
(2) The effective date of his retirement was 15 July 2025.
(3) In accordance with the criterion followed by CNMV, the amounts payable to directors for holding different positions on the Board and/or its Committees, are separately reported (under the heading Other items)

The total remuneration and termination benefits earned by Senior Management of the Inditex Group in 2025 were as follows:

2025

	SENIOR MANAGEMENT
Remuneration	125,372
Termination benefits	14,111
Total	**139,483**

Included in such amount for 2025 is the fixed remuneration and the short-term and long-term variable remuneration payable to Senior Managers in office as at 31 January 2026, as well as that payable to Senior Managers who were in office at any time during the reporting period, including termination benefits.

Directors' remuneration for 2025 includes the fixed items of the remuneration paid to directors in their status as such and the fixed remuneration and the short-term and long-term variable remuneration earned by the CEO, Mr Óscar García Maceiras, from 1 February 2025 through 31 January 2026, for the performance of executive functions.

With regard to the long-term variable remuneration, included therein is the amount accrued for the first cycle (2023-2026) of the 2023-2027 LTIP. The incentive accrued in 2025 in this regard has amounted to 5,453 thousand euros for the CEO and 61,712 thousand euros for Senior Managers, which has materialised as follows:

- CEO: (i) an incentive in cash in the aggregate amount of 1,331 thousand euros and (ii) an incentive in shares equivalent to a total number of 75,045 shares valued in the amount of 4,122 thousand euros.
- Senior Managers: (i) an incentive in cash in the overall amount of 17,657 thousand euros and (ii) an incentive in shares equivalent to a total number of 802,019 shares valued in the amount of 44,055 thousand euros.

The incentive in cash and in shares will be settled within the month following the publication of the consolidated annual accounts for 2025.

The year-on-year change in the CEO's and the Senior Managers' total remuneration is mainly driven by the increase recorded in the long-term variable remuneration as a result of the following factors:

(i) The strong appreciation of Inditex's share price over the performance measurement and vesting period of this cycle, by 109.89%, going from €26.6 per share at the beginning of the cycle (average of the 30 trading days prior to 1 February 2023) to €55.83 at the end of the cycle (average of the 30 trading days prior to 31 January 2026).

(ii) The increase in the share price considered for the quantification of the portion of the incentive delivered in shares upon settlement of this first cycle (2023–2026) of the 2023–2027 LTIP. Such share price was €54.93 per share, compared to €50.42, which was the share price as of 7 March 2025, taken as the reference for the settlement of the second cycle (2022–2025) of the 2021–2025 LTIP (as reported in the Annual Report on Remuneration of Directors for the year ended 31 January 2025), and,

(iii) regarding Senior Management, this is also due to the increase in the number of individuals within the Senior Management group identified in 2025 compared to the previous year.

The share price used as the reference for the settlement of the first cycle (2023–2026) of the 2023–2027 LTIP is €54.93 per share, corresponds to the average share price on the vesting date of that cycle. Since the vesting date, i.e. 31 January 2026, was a non-trading day (Saturday), the reference date considered was the immediately preceding trading day, namely 30 January 2026.

An itemised breakdown of the remuneration of the members of the Board of Directors in 2024 was as follows:

Name or company name of the Director	Type	Remuneration of Board members(5)	Remuneration for membership of board committees (5)	Fixed remuneration or salary	Variable remuneration 2024	Multi-year variable remuneration (cash and shares) 2024	Termination benefits	Total 2024
Ms Marta Ortega Pérez	Propietary	1,000	-	-	-	-	-	1,000
Mr José Arnau Sierra	Propietary	180	200	-	-	-	-	380
Mr Óscar García Maceiras	Executive	100	-	2,500	3,680	4,935	-	11,215
Mr Amancio Ortega Gaona	Propietary	100	-	-	-	-	-	100
Ms Flora Pérez Marcote (1)	Propietary	56	-	-	-	-	-	56
Mr Jose Luis Durán Schulz	Independent	100	200	-	-	-	-	300
Mr Rodrigo Echenique Gordillo	Independent	100	200	-	-	-	-	300
Bns Denise Patricia Kingsmill	Independent	100	200	-	-	-	-	300
Ms Pilar López Álvarez	Independent	100	172	-	-	-	-	272
Ms Belén Romana García (2)	Independent	56	112	-	-	-	-	168
PONTEGADEA INVERSIONES S.L. (3)	Propietary	44	-	-	-	-	-	44
Ms Anne Lange (4)	Independent	45	68	-	-	-	-	113
TOTAL		**1,981**	**1,152**	**2,500**	**3,680**	**4,935**	**-**	**14,248**

Notes:

(1) The effective date of her appointment was 10 July 2024.
(2) The effective date of her appointment was 9 July 2024.
(3) Represented by Ms Flora Pérez Marcote. The effective date of its resignation was 9 July 2024.
(4) The effective date of her resignation was 14 July 2024.
(5) In accordance with the criterion followed by CNMV, the amounts payable to directors for holding different positions on the board and/or its committees, which were separately reported before, are now added to the remuneration for board or committees' membership.

The total remuneration and termination benefits earned by Senior Managers of the Inditex Group in 2024 were as follows:

2024

	SENIOR MANAGEMENT
Remuneration	117,171
Termination benefits	15,613
Total	**132,783**

The aforementioned remuneration for 2024 included the fixed remuneration and both the short-term and long-term variable remuneration accrued by Senior Managers of the Group in office at 31 January 2025, as well as by those who had performed duties as senior managers at any time during the reporting period, including the corresponding termination benefits.

The directors' remuneration for 2024 included the fixed terms of the remuneration paid to directors in their status as such and the fixed remuneration and the short-term and long-term variable remuneration earned by the CEO, Mr Óscar García Maceiras, for the performance of executive functions from 1 February 2024 through 31 January 2025.

With regard to the long-term variable remuneration, it included the amount earned for the second cycle (2022-2025) of the 2021-2025 LTIP. The amount accrued in 2024 for this incentive was 4,935 thousand euros for the CEO and 56,826 thousand euros for the Senior Management, which materialised as follows:

- CEO: (i) an incentive in cash in the amount of 1,331 thousand euros and (ii) an incentive in shares equivalent to 71,472 shares, valued in the amount of 3,604 thousand euros.
- Senior Management: (i) an incentive in cash in the overall amount of 17,566 thousand euros and (ii) an incentive in shares equivalent to 778,657 shares, valued in the amount of 39,260 thousand euros.

The incentive in cash and in shares was settled in the month following the publication of the consolidated annual accounts for 2024.

The year-on-year change to the CEO's and Senior Managers' total remuneration was primarily due to the strong increase in the long-term variable remuneration as a result of the excellent operating performance of the Company in the performance and vesting period of the second cycle (2022-2025) of the 2021-2025 LTIP which was settled, and the subsequent appreciation of Inditex's share price by approximately 76.8%, going from €27.93 per share at the beginning of the cycle (average of the 30 trading days before 1 February 2022) to €49.37 at the end of the cycle (average of the 30 trading days before 31 January 2025).

In this regard, in accordance with the yardstick followed by the Company, the share price considered for the quantification of the part of the incentive that was released in shares corresponds to the share price at the close of trading on the last trading day of the week before the meeting of the Board of Directors at which the level of achievement of the relevant cycle was assessed and approved. Thus, Inditex's share price on 8 March 2024 that was taken into account for the settlement of the first cycle (2021-2024) of the 2021-2025 LTIP (and which was reported in the Annual Report on Remuneration of Directors for the year ended 31 January 2024), was €40.67 versus €50.42 reached on 7 March 2025, taken as a reference for the settlement of the second cycle (2022-2025) of the 2021-2025 LTIP.

31. External auditors

In 2025 and 2024 the fees for financial audit and other services provided by the auditor of the Group's annual accounts, Ernst & Young, or by any firms related to this auditor as a result of a relationship of control, common ownership or common management, were as follows:

	2025	2024
Audit services	7.6	7.3
Other assurance services	0.9	0.8
Total audit and similar services	**8.5**	**8.1**
Tax services	-	0.1
Other services	0.1	-
Total professional services	**8.6**	**8.2**

Furthermore, audit fees for services provided by auditors other than the main auditor, Ernst & Young in 2025 amounted to 0.1 million euros (0.1 million euros in 2024).

32. Environment

Inditex has developed a flexible and integrated business model, with a strong customer focus and a clear approach in sustainability. In this regard, the bases of Inditex's sustainability strategy (which includes both the environmental and social areas) is outlined in its Sustainability Policy, which sets out, among other aspects, the Group's environmental principles, which are applied transversally across all its business areas and throughout its entire value chain.

Inditex has several sustainability objectives, such as the use of 100% lower impact fibres in its products or reducing our emissions by 53% (including own operations and value chain), by 2030, among others. The Group's Consolidated Statement of Non-Financial Information and Sustainability Information details progress toward objectives, including performance for targets set for 2025, such as reducing water consumption in the supply chain by 25%.

At the year-end, Inditex has no environmental liabilities, expenses, assets, provisions or contingencies that might be material with respect to its equity, financial position and profits (losses). Climate change has been assessed as part of the estimates and judgements made in the preparation of the consolidated financial statements (Note 2) and is not considered to have a material impact thereupon.

The Group's Consolidated Statement of Non-Financial Information and Sustainability Information includes information on Inditex Group's commitment to sustainability.

33. Events after the reporting period

At the end of February 2026, tensions in the Middle East escalated on the back of military operations in the region. At the date of preparation of these consolidated annual accounts, this situation persists and could affect the normal course of the Group's operations in this area, as well as general status of international markets. Management is continuously monitoring these events and assessing their potential effects on the Group's results and cash flows.

34. Explanation added for translation to English

These consolidated annual accounts are presented on the basis of the regulatory financial reporting framework applicable to the Group in Spain (Note 2). Certain accounting practices applied by the Group that conform with that regulatory framework may not conform with other generally accepted accounting principles and rules.

Translation of these consolidated annual accounts are originally issued in Spanish. In the event of a discrepancy, the Spanish-language version prevails.

Annex I:
Composition of the Inditex Group

Company	Effective % of ownership	Location	Consolidation method	Reporting date	Concept	Line of business
Subsidiaries:						
Industria De Diseño Textil, S.A. (Inditex, S.A.)	Parent	A Coruña - Spain	Full Consol.	31-jan	—	Parent
Bershka Bsk España, S.A.	100.00%	Barcelona - Spain	Full Consol.	31-jan	Bershka	Retail sales
Bershka Commercial (Shanghai) Co., Ltd.	100.00%	Shanghai - Mainland China	Full Consol.	31-dec	Bershka	Dormant
Bershka Diseño, S.L.	100.00%	Barcelona - Spain	Full Consol.	31-jan	Bershka	Design
Bershka France, S.A.R.L.	100.00%	Paris - France	Full Consol.	31-jan	Bershka	Retail sales
Bershka Hong Kong, Ltd.	100.00%	Hong Kong SAR	Full Consol.	31-jan	Bershka	Dormant
Bershka Logística, S.A.	100.00%	Barcelona - Spain	Full Consol.	31-jan	Bershka	Logistics
Bershka Polska, Sp. Z O.O.	100.00%	Warsaw - Poland	Full Consol.	31-jan	Bershka	Retail sales
Bershka Retail India Private Limited	100.00%	Gurgaon - India	Full Consol.	31-mar	Bershka	Retail sales
Bershka Usa, Inc	100.00%	New York - USA	Full Consol.	31-jan	Bershka	Dormant
Best Retail Kazakhstan, Llp	100.00%	Almaty - Kazakhstan	Full Consol.	31-dec	Bershka	Retail sales
Bske, Gmbh	100.00%	Hamburg - Germany	Full Consol.	31-jan	Bershka	Holding company
Kg Bershka Deutschland, B.V. & Co.	100.00%	Hamburg - Germany	Full Consol.	31-jan	Bershka	Retail sales
Limited Liability Company "Bk Garments Blr"	100.00%	Minsk - Belarus	Full Consol.	31-dec	Bershka	Retail sales
Lefties España, S.A.	100.00%	A Coruña - Spain	Full Consol.	31-jan	Lefties	Real estate
Lefties France, Sarl	100.00%	Paris - France	Full Consol.	31-jan	Lefties	Retail sales
Nikole Diseño, S.L.	100.00%	A Coruña - Spain	Full Consol.	31-jan	Lefties	Design
Nikole, S.A.	100.00%	A Coruña - Spain	Full Consol.	31-jan	Lefties	Buyer
Grupo Massimo Dutti, S.A.	100.00%	Barcelona - Spain	Full Consol.	31-jan	Massimo Dutti	Retail sales
Kg Massimo Dutti Deutschland, B.V. & Co.	100.00%	Hamburg - Germany	Full Consol.	31-jan	Massimo Dutti	Retail sales
Limited Liability Company "Massimo Dutti Blr"	100.00%	Minsk - Belarus	Full Consol.	31-dec	Massimo Dutti	Retail sales
Massimo Dutti Commercial (Beijing) Co. Ltd.	100.00%	Beijing - Mainland China	Full Consol.	31-dec	Massimo Dutti	Retail sales
Massimo Dutti Commercial (Shanghai) Co. Ltd.	100.00%	Shanghai - Mainland China	Full Consol.	31-dec	Massimo Dutti	Retail sales
Massimo Dutti Deutschland, Gmbh	100.00%	Hamburg - Germany	Full Consol.	31-jan	Massimo Dutti	Holding company
Massimo Dutti Diseño, S.L.	100.00%	Barcelona - Spain	Full Consol.	31-jan	Massimo Dutti	Design
Massimo Dutti France, S.A.R.L.	100.00%	Paris - France	Full Consol.	31-jan	Massimo Dutti	Retail sales
Massimo Dutti India Private Limited	80.00%	Gurgaon - India	Full Consol.	31-mar	Massimo Dutti	Retail sales
Massimo Dutti Logística, S.A.	100.00%	Barcelona - Spain	Full Consol.	31-jan	Massimo Dutti	Logistics
Massimo Dutti Polska, Sp. Z O.O.	100.00%	Warsaw - Poland	Full Consol.	31-jan	Massimo Dutti	Retail sales
Massimo Dutti Usa, Inc.	100.00%	New York - USA	Full Consol.	31-jan	Massimo Dutti	Retail sales
Massimo Dutti, S.A.	100.00%	A Coruña - Spain	Full Consol.	31-jan	Massimo Dutti	Dormant
Master Retail Kazakhstan, Llp	100.00%	Almaty - Kazakhstan	Full Consol.	31-dec	Massimo Dutti	Retail sales
"Itx Albania" Shpk	100.00%	Tirana - Albania	Full Consol.	31-dec	Multi-concept	Retail sales
"Itx Kosovo" L.L.C.	100.00%	Pristina	Full Consol.	31-dec	Multi-concept	Retail sales
Cdc Trading (Shanghai) Co. Ltd.	100.00%	Shanghai - Mainland China	Full Consol.	31-dec	Multi-concept	Buyer
Corporacion De Servicios XXI, S.A. De C.V.	100.00%	Mexico City - Mexico	Full Consol.	31-dec	Multi-concept	Services
Emea Aspire Trading Fze	100.00%	Dubai - United Arab Emirates	Full Consol.	31-jan	Multi-concept	Buyer
Fashion Logistics Forwarders, S.A.	100.00%	A Coruña - Spain	Full Consol.	31-jan	Multi-concept	Logistics

Company	Effective % of ownership	Location	Consolidation method	Reporting date	Concept	Line of business
Fashion Retail, S.A.	100.00%	A Coruña - Spain	Full Consol.	31-jan	Multi-concept	Retail sales
Fgi Gestión Mex, S.A. De C.V.	100.00%	Mexico City - Mexico	Full Consol.	31-dec	Multi-concept	Construction
Goa-Invest Deutschland, Gmbh	100.00%	Hamburg - Germany	Full Consol.	31-jan	Multi-concept	Construction
Goa-Invest, S.A.	100.00%	A Coruña - Spain	Full Consol.	31-jan	Multi-concept	Construction
Inditex Australia Pty Ltd	100.00%	Sydney - Australia	Full Consol.	31-jan	Multi-concept	Retail sales
Inditex Belgique S.A.	100.00%	Brussels - Belgium	Full Consol.	31-jan	Multi-concept	Retail sales
Inditex Ceská Republika, S.R.O.	100.00%	Prague - Czech Republic	Full Consol.	31-jan	Multi-concept	Retail sales
Inditex Danmark A/S	100.00%	Copenhaguen - Denmark	Full Consol.	31-jan	Multi-concept	Retail sales
Inditex Logistica, S.A.	100.00%	A Coruña - Spain	Full Consol.	31-jan	Multi-concept	Logistics
Inditex Montenegro, D.O.O. Podgorica	100.00%	Podgorica - Montenegro	Full Consol.	31-dec	Multi-concept	Retail sales
Inditex Norge As	100.00%	Oslo - Norway	Full Consol.	31-jan	Multi-concept	Retail sales
Inditex Österreich Gmbh	100.00%	Vienna - Austria	Full Consol.	31-jan	Multi-concept	Retail sales
Inditex Renovables, S.L.	100.00%	A Coruña - Spain	Full Consol.	31-jan	Multi-concept	Services
Inditex Romania, S.R.L.	100.00%	Bucharest - Romania	Full Consol.	31-dec	Multi-concept	Retail sales
Inditex Slovakia, S.R.O.	100.00%	Bratislava - Slovakia	Full Consol.	31-jan	Multi-concept	Retail sales
Inditex Ukraine Llc	100.00%	Kiev - Ukraine	Full Consol.	31-dec	Multi-concept	Retail sales
Inditex Usa, Llc	100.00%	New York - USA	Full Consol.	31-jan	Multi-concept	Holding company
Itx Asia Pacific Enterprise Management, Co., Ltd.	100.00%	Shanghai - Mainland China	Full Consol.	31-dec	Multi-concept	Buyer
Itx Bh D.O.O.	100.00%	Sarajevo - Bosnia Herzegovina	Full Consol.	31-dec	Multi-concept	Retail sales
Itx Bulgaria Eood	100.00%	Sofia - Bulgaria	Full Consol.	31-dec	Multi-concept	Retail sales
Itx Canada, Ltd	100.00%	Montreal - Canada	Full Consol.	31-jan	Multi-concept	Retail sales
Itx Croatia, Ltd.	100.00%	Zagreb - Croatia	Full Consol.	31-jan	Multi-concept	Retail sales
Itx Deutschland, B.V. & Co. Kg	100.00%	Hamburg - Germany	Full Consol.	31-jan	Multi-concept	Retail sales
Itx E-Commerce (Shanghai) Co., Ltd.	100.00%	Shanghai - Mainland China	Full Consol.	31-dec	Multi-concept	Retail sales
Itx Financien III, B.V.	100.00%	Amsterdam - Netherlands	Full Consol.	31-jan	Multi-concept	Financial services
Itx Financiën, B.V.	100.00%	Amsterdam - Netherlands	Full Consol.	31-jan	Multi-concept	Financial services
Itx Finland Oy	100.00%	Helsinki - Finland	Full Consol.	31-jan	Multi-concept	Retail sales
Itx Global Solutions Limited	100.00%	Hong Kong SAR	Full Consol.	31-jan	Multi-concept	Services
Itx Hellas Single Member S.A.	100.00%	Athens - Greece	Full Consol.	31-jan	Multi-concept	Retail sales
Itx Hong Kong Limited	100.00%	Hong Kong SAR	Full Consol.	31-jan	Multi-concept	Retail sales
Itx Italia Srl	100.00%	Milan - Italy	Full Consol.	31-jan	Multi-concept	Retail sales
Itx Japan Corporation	100.00%	Tokyo - Japan	Full Consol.	31-jan	Multi-concept	Retail sales
Itx Korea Co., Ltd.	100.00%	Seoul - South Korea	Full Consol.	31-jan	Multi-concept	Retail sales
Itx Luxembourg S.A.	100.00%	Luxembourg - Luxembourg	Full Consol.	31-jan	Multi-concept	Retail sales
Itx Magyarország Kft.	100.00%	Budapest - Hungary	Full Consol.	31-jan	Multi-concept	Retail sales
Itx Merken, B.V.	100.00%	Amsterdam - Netherlands	Full Consol.	31-jan	Multi-concept	Services
Itx Nederland Bv	100.00%	Amsterdam - Netherlands	Full Consol.	31-jan	Multi-concept	Retail sales
Itx Portugal - Confecções, S.A.	100.00%	Lisbon - Portugal	Full Consol.	31-jan	Multi-concept	Retail sales
Itx Re Designated Activity Company	100.00%	Dublin - Ireland	Full Consol.	31-jan	Multi-concept	Insurance
Itx Retail Ireland Limited	100.00%	Dublin - Ireland	Full Consol.	31-jan	Multi-concept	Retail sales
Itx Retail Mexico, S.A. De C.V.	100.00%	Mexico City - Mexico	Full Consol.	31-dec	Multi-concept	Retail sales

Company	Effective % of ownership	Location	Consolidation method	Reporting date	Concept	Line of business
Itx Retail Suisse Sarl	100.00%	Fribourg - Switzerland	Full Consol.	31-jan	Multi-concept	Retail sales
Itx Rs Doo Beograd	100.00%	Belgrade - Serbia	Full Consol.	31-jan	Multi-concept	Retail sales
Itx S, D.O.O	100.00%	Ljubljana - Slovenia	Full Consol.	31-jan	Multi-concept	Retail sales
Itx Services India Private Limited	100.00%	Gurgaon - India	Full Consol.	31-mar	Multi-concept	Buyer
Itx Sverige Ab	100.00%	Stockholm - Sweden	Full Consol.	31-jan	Multi-concept	Retail sales
Itx Taiwan B.V. Taiwan Branch	100.00%	Taipei - Taiwan, China	Full Consol.	31-jan	Multi-concept	Retail sales
Itx Trading, S.A.	100.00%	Fribourg - Switzerland	Full Consol.	31-jan	Multi-concept	Buyer
Itx Tryfin B.V.	100.00%	Amsterdam - Netherlands	Full Consol.	31-jan	Multi-concept	Financial services
Itx Turkey Perakende Ithalat Ihracat Ve Ticaret Limited Sirketi	100.00%	Istanbul - Türkiye	Full Consol.	31-jan	Multi-concept	Retail sales
Itx Uk Ltd.	100.00%	London - UK	Full Consol.	31-jan	Multi-concept	Retail sales
Itx Usa, Llc	100.00%	New York - USA	Full Consol.	31-jan	Multi-concept	Retail sales
Itx, Gmbh	100.00%	Hamburg - Germany	Full Consol.	31-jan	Multi-concept	Holding company
Itxr Macedonia Dooel Skopje	100.00%	Skopje - North Macedonia	Full Consol.	31-dec	Multi-concept	Retail sales
Lelystad Platform, B.V.	100.00%	Amsterdam - Netherlands	Full Consol.	31-jan	Multi-concept	Logistics
Nueva Comercializadora Global Xxi, S.A. De C.V.	100.00%	Mexico City - Mexico	Full Consol.	31-dec	Multi-concept	Logistics
Zara Chile, S.A.	100.00%	Santiago de Chile - Chile	Full Consol.	31-dec	Multi-concept	Retail sales
Zara Commercial (Shanghai) Co. Ltd.	100.00%	Shanghai - Mainland China	Full Consol.	31-dec	Multi-concept	Retail sales
Zara Holding II, B.V.	100.00%	Amsterdam - Netherlands	Full Consol.	31-jan	Multi-concept	Holding company
Zara Holding, B.V.	100.00%	Amsterdam - Netherlands	Full Consol.	31-jan	Multi-concept	Holding company
Limited Liability Company "Oysho Blr"	100.00%	Minsk - Belarus	Full Consol.	31-dec	Oysho	Retail sales
Oysho Diseño, S.L.	100.00%	Barcelona - Spain	Full Consol.	31-jan	Oysho	Design
Oysho España, S.A.	100.00%	Barcelona - Spain	Full Consol.	31-jan	Oysho	Retail sales
Oysho France, S.A.R.L.	100.00%	Paris - France	Full Consol.	31-jan	Oysho	Retail sales
Oysho Kazakhstan, Llp	100.00%	Almaty - Kazakhstan	Full Consol.	31-dec	Oysho	Retail sales
Oysho Logística, S.A.	100.00%	Barcelona - Spain	Full Consol.	31-jan	Oysho	Logistics
Oysho Polska, Sp. Z O.O.	100.00%	Warsaw - Poland	Full Consol.	31-jan	Oysho	Retail sales
Itx Taiwan B.V. Pull & Bear Taiwan Branch	100.00%	Taipei - Taiwan, China	Full Consol.	31-jan	Pull & Bear	Retail sales
Limited Liability Company "Pull And Bear Blr"	100.00%	Minsk - Belarus	Full Consol.	31-dec	Pull & Bear	Retail sales
P&Be, Gmbh	100.00%	Hamburg - Germany	Full Consol.	31-jan	Pull & Bear	Holding company
Plataforma Cabanillas, S.A.	100.00%	A Coruña - Spain	Full Consol.	31-jan	Pull & Bear	Logistics
Pro Retail Kazakhstan, Llp	100.00%	Almaty - Kazakhstan	Full Consol.	31-dec	Pull & Bear	Retail sales
Pull & Bear Deutschland, B.V. & Co. Kg	100.00%	Hamburg - Germany	Full Consol.	31-jan	Pull & Bear	Retail sales
Pull & Bear Diseño, S.L.	100.00%	A Coruña - Spain	Full Consol.	31-jan	Pull & Bear	Design
Pull & Bear España, S.A.	100.00%	A Coruña - Spain	Full Consol.	31-jan	Pull & Bear	Retail sales
Pull & Bear France, S.A.R.L.	100.00%	Paris - France	Full Consol.	31-jan	Pull & Bear	Retail sales
Pull & Bear Logística, S.A.	100.00%	A Coruña - Spain	Full Consol.	31-jan	Pull & Bear	Logistics
Pull & Bear Polska, Sp. Z O.O.	100.00%	Warsaw - Poland	Full Consol.	31-jan	Pull & Bear	Retail sales
Pull And Bear Hong Kong, Ltd.	100.00%	Hong Kong SAR	Full Consol.	31-jan	Pull & Bear	Dormant
Limited Liability Company "Stradivarius Blr"	100.00%	Minsk - Belarus	Full Consol.	31-dec	Stradivarius	Retail sales

Company	Effective % of ownership	Location	Consolidation method	Reporting date	Concept	Line of business
Spanish Retail Kazakhstan, Llp	100.00%	Almaty - Kazakhstan	Full Consol.	31-dec	Stradivarius	Retail sales
Stradivarius Diseño, S.L.	100.00%	Barcelona - Spain	Full Consol.	31-jan	Stradivarius	Design
Stradivarius España, S.A.	100.00%	Barcelona - Spain	Full Consol.	31-jan	Stradivarius	Retail sales
Stradivarius France, S.A.R.L.	100.00%	Paris - France	Full Consol.	31-jan	Stradivarius	Retail sales
Stradivarius Logística, S.A.	100.00%	Barcelona - Spain	Full Consol.	31-jan	Stradivarius	Logistics
Stradivarius Polska, Sp. Z O.O.	100.00%	Warsaw - Poland	Full Consol.	31-jan	Stradivarius	Retail sales
Uterqüe Kazakhstan Llp	100.00%	Almaty - Kazakhstan	Full Consol.	31-dec	Uterqüe	Dormant
Choolet, S.A.	100.00%	A Coruña - Spain	Full Consol.	31-jan	Zara	Textile Manufacturing
Comditel, S.A.	100.00%	Barcelona - Spain	Full Consol.	31-jan	Zara	Buyer
Confecciones Fios, S.A.	100.00%	A Coruña - Spain	Full Consol.	31-jan	Zara	Textile Manufacturing
Confecciones Goa, S.A.	100.00%	A Coruña - Spain	Full Consol.	31-jan	Zara	Textile Manufacturing
Denllo, S.A.	100.00%	A Coruña - Spain	Full Consol.	31-jan	Zara	Textile Manufacturing
Fsf New York, Llc.	100.00%	New York - USA	Full Consol.	31-jan	Zara	Real estate
Fsf Soho, Llc	100.00%	New York - USA	Full Consol.	31-jan	Zara	Real estate
Glencare, S.A.	100.00%	A Coruña - Spain	Full Consol.	31-jan	Zara	Textile Manufacturing
Indipunt, S.L.	100.00%	A Coruña - Spain	Full Consol.	31-jan	Zara	Logistics
Inditex Brasil, Ltda.	100.00%	Sao Paulo - Brazil	Full Consol.	31-dec	Zara	Retail sales
Inditex Trent Retail India Private, Ltd.	80.00%	Gurgaon - India	Full Consol.	31-mar	Zara	Retail sales
Inditex Vastgoed Korea, Ltd.	100.00%	Seoul - South Korea	Full Consol.	31-jan	Zara	Real estate
Inditex, S.A.	100.00%	A Coruña - Spain	Full Consol.	31-jan	Zara	Dormant
Inversiones Logísticas Zaragoza, S.L.	100.00%	Zaragoza - Spain	Full Consol.	31-jan	Zara	Real estate
Itx Taiwan, B.V.	100.00%	Amsterdam - Netherlands	Full Consol.	31-jan	Zara	Holding company
Kg Zara Deutschland B.V. & Co.	100.00%	Hamburg - Germany	Full Consol.	31-jan	Zara	Retail sales
Limited Liability Company "Zara Blr"	100.00%	Minsk - Belarus	Full Consol.	31-dec	Zara	Retail sales
Plataforma Europa, S.A.	100.00%	Zaragoza - Spain	Full Consol.	31-jan	Zara	Logistics
Plataforma Logística León, S.A.	100.00%	León - Spain	Full Consol.	31-jan	Zara	Logistics
Plataforma Logística Meco, S.A.	100.00%	Madrid - Spain	Full Consol.	31-jan	Zara	Logistics
Plataforma Malpica, S.L.	100.00%	Zaragoza - Spain	Full Consol.	31-jan	Zara	Logistics
Retail Group Kazakhstan, Llp	100.00%	Almaty - Kazakhstan	Full Consol.	31-dec	Zara	Retail sales
Sci Vastgoed Ferreol P03302	100.00%	Paris - France	Full Consol.	31-dec	Zara	Real estate
Sci Vastgoed France P03301	100.00%	Paris - France	Full Consol.	31-dec	Zara	Real estate
Sci Vastgoed General Leclerc P03303	100.00%	Paris - France	Full Consol.	31-dec	Zara	Real estate
Sci Vastgoed Nancy P03304	100.00%	Paris - France	Full Consol.	31-dec	Zara	Real estate
Shanghai Zara Apparel Co., Ltd	100.00%	Shanghai - Mainland China	Full Consol.	31-dec	Zara	Retail sales
Snc Zara France Immobilière	100.00%	Paris - France	Full Consol.	31-dec	Zara	Real estate
Stear, S.A.	100.00%	A Coruña - Spain	Full Consol.	31-jan	Zara	Textile Manufacturing
Trisko, S.A.	100.00%	A Coruña - Spain	Full Consol.	31-jan	Zara	Textile Manufacturing
Zara Commercial (Beijing) Co., Ltd	100.00%	Beijing - Mainland China	Full Consol.	31-dec	Zara	Retail sales
Zara Deutschland, Gmbh	100.00%	Hamburg - Germany	Full Consol.	31-jan	Zara	Holding company
Zara Diseño, S.L.	100.00%	A Coruña - Spain	Full Consol.	31-jan	Zara	Design
Zara España, S.A.	100.00%	A Coruña - Spain	Full Consol.	31-jan	Zara	Retail sales

Company	Effective % of ownership	Location	Consolidation method	Reporting date	Concept	Line of business
Zara Fashion (Shanghai) Co., Ltd.	100.00%	Shanghai - Mainland China	Full Consol.	31-dec	Zara	Retail sales
Zara France, S.A.R.L.	100.00%	Paris - France	Full Consol.	31-jan	Zara	Retail sales
Zara Logística, S.A.	100.00%	A Coruña - Spain	Full Consol.	31-jan	Zara	Logistics
Zara Macau Limitada	100.00%	Macao SAR	Full Consol.	31-dec	Zara	Retail sales
Zara Management, B.V.	100.00%	Amsterdam - Netherlands	Full Consol.	31-jan	Zara	Holding company
Zara Mexico, B.V.	100.00%	Amsterdam - Netherlands	Full Consol.	31-jan	Zara	Holding company
Zara Mexico, S.A. De C.V.	100.00%	Mexico City - Mexico	Full Consol.	31-dec	Zara	Retail sales
Zara Monaco, Sam.	100.00%	Monte Carlo - Monaco	Full Consol.	31-jan	Zara	Retail sales
Zara Polska, Sp. Z O.O.	100.00%	Warsaw - Poland	Full Consol.	31-jan	Zara	Retail sales
Zara Puerto Rico, Inc.	100.00%	San Juan - Puerto Rico	Full Consol.	31-jan	Zara	Retail sales
Zara Retail Korea, Co. Ltd.	80.00%	Seoul - South Korea	Full Consol.	31-jan	Zara	Retail sales
Zara Retail Nz Limited	100.00%	Auckland - New Zealand	Full Consol.	31-jan	Zara	Retail sales
Zara Retail South Africa (Proprietary), Ltd.	90.00%	Johannesburg - South Africa	Full Consol.	31-jan	Zara	Retail sales
Zara Usa, Inc.	100.00%	New York - USA	Full Consol.	31-jan	Zara	Retail sales
Zara Vastgoed, B.V.	100.00%	Amsterdam - Netherlands	Full Consol.	31-jan	Zara	Real estate
Zara, S.A.	100.00%	A Coruña - Spain	Full Consol.	31-jan	Zara	Dormant
Zara, S.A.	100.00%	Buenos Aires - Argentina	Full Consol.	31-jan	Zara	Dormant
Zintura, S.A.	100.00%	A Coruña - Spain	Full Consol.	31-jan	Zara	Textile Manufacturing
Limited Liability Company "Zara Home Blr"	100.00%	Minsk - Belarus	Full Consol.	31-dec	Zara Home	Retail sales
Zara Home Australia Pty Limited	100.00%	Sydney - Australia	Full Consol.	31-jan	Zara Home	Dormant
Zara Home Brasil Produtos Para O Lar, Ltda.	100.00%	Sao Paulo - Brazil	Full Consol.	31-dec	Zara Home	Retail sales
Zara Home Commercial & Trading (Shanghai), Co. Ltd	100.00%	Shanghai - Mainland China	Full Consol.	31-dec	Zara Home	Retail sales
Zara Home Diseño, S.L.	100.00%	A Coruña - Spain	Full Consol.	31-jan	Zara Home	Design
Zara Home España, S.A.	100.00%	A Coruña - Spain	Full Consol.	31-jan	Zara Home	Retail sales
Zara Home France, S.A.R.L.	100.00%	Paris - France	Full Consol.	31-jan	Zara Home	Retail sales
Zara Home Kazakhstan, Llp	100.00%	Almaty - Kazakhstan	Full Consol.	31-dec	Zara Home	Retail sales
Zara Home Logística, S.A.	100.00%	A Coruña - Spain	Full Consol.	31-jan	Zara Home	Logistics
Zara Home Mexico, S.A. De C.V.	100.00%	Mexico City - Mexico	Full Consol.	31-dec	Zara Home	Retail sales
Zara Home Polska, Sp. Z.O.O.	100.00%	Warsaw - Poland	Full Consol.	31-jan	Zara Home	Retail sales
Zara Home Retail India Private Limited	100.00%	Gurgaon - India	Full Consol.	31-mar	Zara Home	Dormant
Zara Home Retail South Africa (Pty) Ltd.	100.00%	Johannesburg - South Africa	Full Consol.	31-jan	Zara Home	Dormant
Jointly controlled entities:						
Tempe, S.A.	50.00%	Alicante - Spain	Equity method	31-jan	Multi-concept	Sale of footwear
Tempe Logistica, S.A.	50.00%	Alicante - Spain	Equity method	31-jan	Multi-concept	Logistics
Tempe Diseño, S.L.	50.00%	Alicante - Spain	Equity method	31-jan	Multi-concept	Design
Tempe Trading Asia, Ltd.	50.00%	Hong Kong SAR	Equity method	31-jan	Multi-concept	Sale of footwear
Tmp Trading (Shanghai), Co. Ltd.	50.00%	Shanghai - Mainland China	Equity method	31-dec	Multi-concept	Sale of footwear
Nexfashion International Trading Fze	50.00%	Dubai - United Arab Emirates	Equity method	31-jan	Multi-concept	Sale of footwear
Tempe Levante, S.L.	50.00%	Valencia - Spain	Equity method	31-jan	Multi-concept	Logistics

INTEGRATED DIRECTORS' REPORT **2025**



INDITEX

CONSOLIDATED DIRECTORS' REPORT **2025**

At 31 January 2025
(Amounts expressed in millions of euros)



INDITEX

Situation of the entity

The information relating to the 'Situation of the entity' is detailed in section SBM. Strategy in the Inditex Group's Consolidated Statement on Non-Financial Information and Sustainability Information.

Organisational structure

Inditex's corporate governance is mainly articulated through the following institutional and operational bodies and mechanisms:

/ General Meeting of Shareholders

/ Board of Directors

/ Management Committee

/ Audit and Compliance Committee

/ Nomination Committee

/ Remuneration Committee

/ Sustainability Committee

/ Market Transparency Committee

/ Ethics Committee

On the other hand, Inditex relies on three permanent advisory internal bodies made up of external members:

/ Sustainability and Inclusion Advisory Committee (formerly Social Advisory Board)

/ Cybersecurity Advisory Committee

/ International Advisory Board

Business performance and results

Key financial and non-financial indicators

The Group continues to focus on four key areas: A unique product proposition, enhancing the customer experience, sustainability, and the talent and commitment of our people.

In 2025, Inditex continued with a robust operating performance. The innovation, diversification and flexibility of our integrated model underpin consistent sales growth and sustained profitability. Sales, EBITDA and net income reached new highs.

In 2025, the collections were well received by our customers. Sales grew 3.2% to reach €39.9 billion, showing very satisfactory development both in stores and online. Sales were positive in all concepts and in constant currency, in all geographical areas. Sales in constant currency grew 7.0%.

As a function of our Retail Optimisation strategy, which has been in place for many years, the quality of our store base has been continuously increasing over many years. In view of this, sales have grown 22% on a reported basis over the last 3 years, while the number of stores has been reduced by 6% (net space +6%), further reinforcing the consistency of our long-term growth.

In 2025, gross space increased 5.3%.

Total Selling Space (m2)	2025	2024
Zara (Zara, Zara Home and Lefties)	3,180,596	3,140,105
Pull&Bear	407,073	396,522
Massimo Dutti	215,323	219,611
Bershka	493,680	481,556
Stradivarius	328,122	319,720
Oysho	95,909	93,061
Total	**4,720,703**	**4,650,575**

Inditex opened stores in 41 markets in 2025. During the year, the Group remained very active in store optimisation activities (190 openings, 217 refurbishments which include 96 enlargements and 293 absorptions). At the end of FY2025 Inditex operated 5,460 stores.

A list of the number of stores by concept is included in the table below:

Concept	31/01/2026	31/01/2025
Zara	1,500	1,550
Zara Home	374	391
Lefties	215	209
Pull&Bear	791	800
Massimo Dutti	511	528
Bershka	852	854
Stradivarius	834	835
Oysho	383	396
Total	**5,460**	**5,563**

Company-managed stores and franchised stores at the end 2025:

Concept	Company Managed	Franchised	Total
Zara	1,265	235	1,500
Zara Home	281	93	374
Lefties	164	51	215
Pull&Bear	618	173	791
Massimo Dutti	389	122	511
Bershka	680	172	852
Stradivarius	632	202	834
Oysho	281	102	383
Total	**4,310**	**1,150**	**5,460**

Sales in company-managed and franchised stores:

Concept	Company Managed	Franchised
Zara (Zara, Zara Home and Lefties)	87%	13%
Pull&Bear	83%	17%
Massimo Dutti	80%	20%
Bershka	86%	14%
Stradivarius	83%	17%
Oysho	80%	20%
Total	**86%**	**14%**

A list of the stores' locations by concepts and by market at 31 January 2026 is included in Annex III.

Online sales grew at 4.8% to reach €10.7 billion.

The integration of our store and online operations enables us to deliver a seamless global omnichannel experience.

Net sales by concept are shown in the table below:

Concept	2025	2024
Zara (Zara, Zara Home and Lefties)	28,051	27,778
Pull&Bear	2,546	2,469
Massimo Dutti	2,019	1,960
Bershka	3,286	2,930
Stradivarius	3,002	2,664
Oysho	960	831
Total	**39,864**	**38,632**

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

Area	2025	2024
Europe ex-Spain	51.3%	50.6%
Americas	17.8%	18.6%
Asia & RoW	15.0%	15.7%
Spain	15.9%	15.1%
Total	**100%**	**100%**

The execution of the business model has been very strong. Gross profit increased 3.9% to €23.2 billion. The gross margin reached 58.3% (+42 bps).

All expense lines have shown a favourable evolution. Operating expenses increased 2.8%, 39 bps below sales growth. Including all lease charges, operating expenses grew 51 bps below sales growth.

	2025	2024
Personnel expenses	5,914	5,643
Rental expenses	1,085	1,072
Other operating expenses	4,879	4,840
Total	**11,878**	**11,555**

Including all lease charges, rental expenses grew 1.6%.

EBITDA reached €11.3 billion (+5.0%), EBIT came to €8.0 billion (+5.9%).

The following chart shows the breakdown of financial results:

	2025	2024
Net financial income (losses)	184	312
Lease finance costs	(215)	(223)
Foreign exchange gains (losses)	(49)	(166)
Total	**(80)**	**(77)**

Results from companies consolidated by the equity method came to €102 million.

PBT increased 5.8% to €8.0 billion. The breakdown of PBT by concept is shown below:

Concept	2025	2024
Zara (Zara, Zara Home and Lefties)	5,601	5,407
Pull&Bear	422	458
Massimo Dutti	434	402
Bershka	657	548
Stradivarius	707	616
Oysho	198	146
Total	**8,020**	**7,577**

The PBT margin reached 20.1%.

Net income increased 6.0% versus 2024 to €6.2 billion.

Return on Equity attributable to the Parent (ROE), defined as net profit attributable to the Parent divided by average equity attributable to the Parent for the current and previous financial years:

	2025	2024
Net profit attributable to the Parent	6,220	5,866
Equity attributable to the Parent - previous year	19,676	18,642
Equity attributable to the Parent - current year	20,395	19,676
Average Equity attributable to the Parent	20,036	19,159
Return on Equity attributable to the Parent	**31%**	**31%**

Return on Capital Employed (ROCE), defined as PBT divided by average capital employed in the year, calculated as the average of equity attributable to the Parent in the current and previous years, plus average net financial debt for the year:

	2025	2024
Profit before taxes (PBT)	8,020	7,577
Average capital employed:		
Average Equity attributable to the Parent	20,036	19,159
Average net financial debt (*)	-	-
Total average capital employed	20,036	19,159
Return on Capital employed	**40%**	**40%**

(*) Zero when net cash

Return on Capital Employed by concept:

Concept	2025	2024
Zara (Zara, Zara Home and Lefties)	36%	36%
Pull&Bear	40%	48%
Massimo Dutti	56%	51%
Bershka	50%	45%
Stradivarius	72%	70%
Oysho	63%	51%
Total	**40%**	**40%**

To complement the financial statements included in the consolidated annual accounts of the Inditex Group, attached there is Annex II showing the 2025 quarterly results.

Issues relating to sustainability and employees

This document includes the Group's Consolidated Statement on Non-Financial Information and Sustainability Information, which includes information about issues relating to sustainability and employees throughout the document.

Liquidity and capital resources

Given the strong execution of the business model, lease adjusted funds from operations grew 7%.

	2025	2024
Funds from operations(*)	**8,200**	**7,684**
Changes in working capital	(803)	(198)
Cash from operations	**7,398**	**7,486**
Capital expenditure	(2,712)	(2,672)
Free Cash Flow	**4,686**	**4,814**

*The cash lease payments fixed charge has been added back.

The net cash position at the end of the period was €11.0 billion.

	31/01/2026	31/01/2025
Cash and cash equivalents	5,276	6,382
Current financial investments	5,684	5,120
Current financial debt	(2)	(7)
Non current financial debt	-	-
Net financial cash (debt)	**10,958**	**11,495**

Inventory was 2% lower as of 31 January 2026 versus the same date in 2025. Initial Spring/Summer collections are considered to be of high quality.

	31/01/2026	31/01/2025
Inventories	3,249	3,321
Trade and other receivables	1,166	1,088
Trade and other payables	(8,587)	(8,590)
Operating working capital	**(4,173)**	**(4,181)**

Capital expenditure for FY2025 including the extraordinary investments came to €2.7 billion.

The Group's capital structure is characterised by the low debt/equity ratio as a result of the practically non-existent financing and the strength of its equity.

The Group's organic growth and its CAPEX needs have been financed substantially in full with the funds generated by the business, which has enabled the Group to maintain its solid cash position.

The Group considers that no changes will arise with regard to the generation and management of liquidity in the coming year.

Additionally, the Group has available credit lines, against which no amounts have been drawn down (Note 21 to the Consolidated Annual Accounts), that guarantee access to such additional funds as might be required.

Analysis of contractual obligations and off balance sheet transactions

The section 'Information on the outlook for the Group' outlines the projected execution of investments, mainly in stores, for the next financial year. However, at year-end there were no firm investment commitments of a material amount.

Main risks and uncertainties

In order to facilitate unified and comprehensive risk management, the Group has established a common definition of risk for the Organisation as a whole. Accordingly, the Group defines a risk as 'any potential event that may have a negative impact on the achievement of the business objectives'.

The risks reviewed are classified and grouped in the following categories:

Financial risks

Financial risks are threats originating in the macroeconomic sphere, financial markets, global value chains and industry- or company-specific events that may prevent the proposed objectives from being attained.

The normal functioning of the Group's operations exposes it to risks of a financial nature. This category includes market risk, foreign currency risk, counterparty risk, inflation and risk relating to raw material price increases, economic contraction and the competitive environment. The euro is the Group's presentation currency. Its international transactions require the use of numerous non-euro currencies giving rise to foreign currency risk. The Group has investments overseas whose assets are exposed to the foreign currency exchange risk. Given that the Group consolidates the annual accounts of all its companies in its presentation currency, i.e., in euros, it is exposed to foreign currency risk in the translation of the results of all its entities located outside the Economic and Monetary Union. The Company is also exposed to the risk arising from the payment and collection flows in currencies other than the euro in relation to the acquisition and provision of goods and services in both Group and non-Group transactions.

The Group is exposed to counterparty risk from its suppliers of goods and services, as well as from its customers and business partners which could impact the normal performance of some of its operations. The majority of its revenue relates to retail sales which are collected on demand, either in cash or through a credit card. There are therefore no significant concentrations of credit risk. The financial solvency of the Group's most important third parties is analysed and monitored as part of an analysis process that also encompasses legal, compliance, reputational and other aspects. The Group is also exposed to the risk that counterparties (mainly financial) fail to comply with their obligations in relation to investing the Company's liquidity, credit policies or other funding and guarantee vehicles, as well as the derivative instruments arranged to hedge financial risks.

Interest rate and liquidity risk are also assessed. The Group manages cash at corporate level based on a highly active repatriation policy aimed at reducing the aforementioned risks to a minimum, also taking into account sovereign or jurisdiction risk. Consideration is also given to the potential impact of inflation affecting costs linked to the acquisition

of goods and services. In this regard, it is worth noting the increase in the price of the many raw materials consumed directly and indirectly in the Group's operations and in its procurement of goods and services. The Group is monitoring the evolution of the raw material markets. It actively manages their impact, taking advantage of the flexibility of our business model, which enables the diversification of sources and the adaptability of the value chain based on expected demand forecasting.

Lastly, this category includes risks relating to the competitive environment, meaning the difficulties in adapting to the environment or market in which the Group operates, as regards both the procurement processes and the product retailing and sale activities. It consists of the Group's possible inability to follow and respond to changes in its target market or to adapt to new situations in its supply or distribution countries, considering the difficulties involved in recognising and taking on board the ongoing changes in fashion trends, and in manufacturing, supplying and marketing new items that meet customer expectations. The optimal achievement of business objectives may be shaped by a potential decline in sales resulting from an economic downturn, whether global or limited to one or more of the markets in which the Group operates.

Geopolitical risks

Geopolitical risks arise from a deterioration in the political situation, society's crime levels, changes in the ideology, leadership and regulation of its authorities, politically motivated conflicts at home or between nation states that threaten operations or expected prospects.

Potential instability in the territories where the Group's supply chains are located, as well as where products are marketed, is a significant risk. Sometimes instability manifests itself through frictions that hinder the normal movement of goods during the transport process, whether due to sociopolitical instability, infrastructure saturation or constraints, especially on key routes, which generate bottlenecks due to supply-demand imbalances that limit access to transport and/or erode business margins.

The business model is based on a value chain with multiple geographic origins. The Group's integrated sales model enables it to operate in more than two hundred markets, which ensures a significant level of diversification and resilience. As a result of its broad geographic presence, the Group is directly or indirectly exposed to multiple legislations in the countries where it operates (tax, customs, labour, trade and consumer, industrial and intellectual property, personal data protection and privacy regulations). Regulatory changes, as well as differing or even divergent treatment of legal facts in different jurisdictions, expose the Group to potential negative effects of a financial, compliance and/or reputational nature.

Developments in the geopolitical situation in the Middle East could impact the Group's economic and operating environment, as well as the normal course of its operations in the region. The Group is continuously monitoring these events and assessing their potential effects on results and cash flows (Note 2 to the consolidated annual accounts).

Technological risks

The technological risk category includes those risks arising from the intensive use of technological systems to conduct the Group's operating and commercial processes, as well as the need for continuous adaptation to technological innovations in a constantly evolving environment.

These risks include, among others, those related to technological infrastructure, information management, communication networks and systems, and the physical and logical security of information systems, including the risk of cyberattacks, which might affect the confidentiality, integrity and availability of critical data.

Given the high degree of digitalisation and technological integration of the business model, any occurrence of technological incidents — deriving, among other factors, from failures in infrastructure, cybersecurity events, software errors or difficulties in interaction with technological third parties — could have a transversal impact on the Group's activity, affecting the normal course of operating and commercial processes.

Likewise, the ability to adapt to technological innovations and developments in a broad sense, including the digitalisation of customer interactions and the continuous improvement of internal processes, is key to ensuring the Group's competitiveness in a highly dynamic environment. In such a landscape, the emergence of new technologies, such as artificial intelligence, opens up a significant opportunity to optimise processes. However, it can also alter the profile of certain risks, so it requires careful consideration as part of the broader risk control and management framework.

Environmental risks

Environmental risks are risks associated with natural disasters, climate change and the interactions resulting from human exploitation of the environment.

Key operations pertaining to business and transport processes could be paralysed as a result of natural disasters (floods, fires, earthquakes, etc.), especially if they affect the Group's critical infrastructures. The Group's performance is exposed to the potential impact of climate change in its various manifestations of physical risk, whether chronic or acute, as well as the risks resulting from the transition to a low-carbon economy.

In this regard, significant changes in weather cycles may affect consumer demand patterns and the supply and demand of textile raw materials used to manufacture the garments, among others. There are potential financial and reputational risks associated with the nature, speed and focus of policy, legal, technological and market changes as society transitions to a low-carbon economy.

There is also a risk arising from the potential adverse environmental effects of the Group's value chain due to the discharge of undesirable or hazardous substances, or potentially resulting in biodiversity loss, deforestation, soil degradation, shortage of raw materials, among others.

Social risks

The category of social risks includes risks arising from socio-economic trends, including the evolution of preferences in societies, social norms, demographics, as well as the prevalence of diseases and the development of public healthcare systems.

Human resource-related risks pertain to the necessity to adapt the organisational culture to the needs of staff in a new and complex environment, where the sustainability of human capital becomes more relevant and which aims to ensure the quality of employment, health and well-being of staff, work-life balance, diversity, and other factors.

This category includes the risk of infectious diseases. It corresponds to the potential disruption caused by a local, regional or global pandemic as a result of infectious diseases against which there is little or no pre-existing immunity in the human population.

Lastly, this category also includes risks which have a direct influence on the perception of the Group by its stakeholders (customers, employees, shareholders and suppliers) and society in general. They arise from the possibility of the inappropriate management of issues relating to corporate ethics, social and environmental sustainability, responsibility for the health and safety of the products, the corporate image of the Group, as well as its image in social networks, and any other potential breach that might have an impact on the Organisation's reputation.

Governance risk

Governance risks include a set of risks of a different nature. These include non-compliance by the Company, and in particular by its Board of Directors and Senior Management, with the law in a formal or material sense; good governance guidelines and 'best practices'; as well as the commitments that Inditex voluntarily undertakes as a business, and the risks resulting from the tactical and strategic decisions of the Group's Management that may result in the non-fulfilment of the business objectives of the functional areas or of the Group, as well as regulatory risks of a criminal nature, such as crimes related to corruption, fraud and/or bribery, or any other damage to the reputation of the Company.

Risk management in the Group is a process promoted by the Board of Directors and Senior Management and is the responsibility of all members of the Group, the purpose of which is to provide reasonable assurance that the objectives established by the Group will be achieved as a response to the social and environmental challenges, furnishing all stakeholders with sufficient guarantees to ensure that the value generated will be protected.

In this context, the Group's Integrated Risk Management System ('IRMS') is based on the Enterprise Risk Management Policy, which sets out the basic principles, key risk factors and the general framework for risk management and control.

The Enterprise Risk Management Policy is implemented and complemented by specific policies and internal regulations relating to certain units or areas of the Group. The policies and internal regulations developed and implemented by these areas for the management of the different types of risks include: the Financial Risk Management Policy, the Code of Conduct, the Code of Conduct for Manufacturers and Suppliers, the Criminal Risk Prevention Policy, the Sustainability Policy, the Information Security Policy, the Human Rights Policy, the Diversity and Inclusion Policy, the Compliance Policy, and the Anti-Money Laundering and Terrorist Financing Policy, among others.

i More information in section *Enterprise Risk Management (ERM)* on the Annual Corporate Governance Report Section

Significant events after the reporting period

At the end of February 2026, tensions in the Middle East escalated on the back of military operations in the region. At the date of preparation of consolidated annual accounts, this situation persists and could affect the normal course of the Group's operations in this area, as well as general status of international markets. Management is continuously monitoring these events and assessing their potential effects on the Group's results and cash flows.

Information on the outlook for the Group

Spring/Summer 2026 collections have been very well received by our customers. Store and online sales in constant currency increased 9% between 1 February and 8 March 2026 versus the same period in 2025.

Our priority remains the continued improvement of our fashion proposition, the level of customer care, our focus on sustainability and cultivating our world-class teams. The broad diversification of the Group by channel, geography and concept will underpin the long-term growth potential.

The business model we enjoy, characterised by flexibility, responsiveness and within-season proximity sourcing, permits us to react to fashion trends reinforcing our unique market position. By continually investing in stores, the global online channel and our centralised logistics platforms, with an accompanying focus on sustainability, we will continue to generate long-term growth.

In order to extend our differentiation further we are developing a number of initiatives in key areas for the coming years.

/ Product Proposition

We will continue focusing on the creativity, quality and design of all our products and reinforcing the commercial initiatives of all our concepts.

The collections show our strong commitment to creativity, thanks to our talented teams that are focused everyday on innovation and adaptation to what our customers are looking for.

In line with previous years, we continue rolling out special projects in collaboration with some of the most powerful talents of fashion, art and culture.

/ Customer experience

We will continue to offer the best shopping experience to our clients.

Regarding our stores, Zara has recently made important relocations and refurbishments including Copenhagen Vimmelskaftet, Boston Newbury Street and Shanghai East Nanjing Road.

The rest of the concepts also continue to execute relevant projects. Two examples of this are the Oysho´s high street store Hackescher Markt, Berlin (Germany) and Massimo Dutti´s relocation to Zara´s previous store in Pireas, Athens (Greece).

In terms of new markets in 2026, the Group will launch its first store in Curaçao. The rest of the concepts will be very active in 2026. Bershka will open its first stores in Brazil and the United States. Massimo Dutti will continue its expansion in the US with new openings in Miami Brickell and New York Soho and will launch its first stores in Denmark and Norway. Pull&Bear will launch in Denmark. Zara Home will open its first stores in Ireland and Norway. Lefties will continue its expansion with its first stores in the UK and France.

The rollout of our soft tag alarm technology across stores continues to progress. This initiative complements the Assisted Checkout programme and further strengthens our in-store technology ecosystem. It is delivering a meaningful enhancement to the customer experience by facilitating product interaction and streamlining the purchasing process. The hardware is now in 100% of our physical stores and the new technology will be implemented in 90% of products across all our formats in the Spring/Summer collections 2026.

The improved experience also extends to our online customers. Since mid-December, Zara Try-on permits a more seamless experience for our customers by generating images through artificial intelligence. It is an AI-based virtual fitting system that allows customers to create a synthetic avatar from their own photos and generate images of that avatar wearing real products. Currently deployed in 43 markets with over 7 million sessions, it operates exclusively on Zara.com and is being rolled out to the other concepts.

/ Sustainability

Water

In 2025, we reached our target by achieving a 26% reduction in water consumption across our supply chain compared to 2020 levels.

Fibres

88% of the textile fibres used during 2025 in our garments were classified as lower impact fibres. 47% of the total fibres used were sourced from recycled materials. We remain on track toward our goal of reaching 100% lower-impact textile fibre usage by 2030.

Emissions

Through the execution of our Supply Chain Environmental Transformation Plan, we reduced total Scope 1, 2 and 3 emissions covered by our Science-Based Targets (SBT) by 11% compared to our 2018 baseline. This includes an 88% reduction in Scope 1 and 2 emissions and a 7% reduction in Scope 3 emissions.

/ People

We continue to focus on attracting top talent thanks to dedicated teams who embrace our culture and values. A key factor in this is our commitment to training (3.4 million hours in 2025), which has allowed us to fill 80% of vacancies through the internal promotion of 9,100 of our professionals.

Outlook: Strong commitment to profitable growth

Inditex operates in 214 markets. We enjoy a low market share in a sector which remains highly fragmented. This is where the long-term growth opportunity lies. We aim to build upon the significant growth of the business seen in recent years with the launch of various initiatives.

The extraordinary two-year investment programme focused on the expansion of the business allocated €900 million per year to increase logistics capacities in each of the 2024 and 2025 financial years, with the objective of strengthening our capabilities to address strong global growth opportunities in the medium and long term.

Optimisation of stores is ongoing, and we expect this to drive further gains in store productivity. The growth of annual gross space in 2026 is expected to be around 5%. Inditex expects space contribution to sales to be positive in this period, accompanied by strong online sales.

In order to continue underpinning the long-term growth of Inditex, we are planning investments that will increase the competitive differentiation of the Group. We estimate ordinary capital expenditure of around €2.3 billion in 2026. This investment will be mainly dedicated to the optimisation of our commercial space, its technological integration and the improvement of our online platforms.

At current exchange rates, Inditex expects a -1% currency impact on sales in 2026.

For 2026, Inditex expects a stable gross margin (+/-50 bps).

R&D+I activities

The Inditex Group carries out research, development and innovation activities in all areas of its business with the aim of improving the manufacturing and distribution processes and developing technologies that facilitate business management, either using its own resources or with the help of third parties. In particular, we highlight the activity of designing clothing, accessories and household items, logistics and those related to sustainability, to technology linked to point-of-sale terminals, to administration and inventory management systems, to delivery systems at distribution centres, to communication with stores, to garment labelling and, finally, to the activity linked to the digital transformation of the business.

Acquisition and sale of treasury shares

During the Annual General Meeting held on 13 July 2021, shareholders approved the 2021-2025 Long-Term Incentive Plan (Note 26 of the Notes to the consolidated annual accounts for 2021). Similarly, the Annual General Meeting held on 11 July 2023 approved the 2023-2027 Long-Term Incentive Plan (Note 27 to the consolidated annual accounts for 2023), and authorised the Board of Directors to derivatively acquire treasury shares, to cater for these plans. The Annual General Meeting held on 15 July 2025 approved a new 2025-2029 Long-Term Incentive Plan.

As at 31 January 2025, the Parent owned a total of 1,905,846 treasury shares, representing 0.061% of the share capital.

During the first quarter of 2025, the Company proceeded to settle the second cycle (2022-2025) of the 2021-2025 Plan (accrued and completed on 31 January 2025) and to award shares to its participants. The total of treasury shares delivered was 1,620,614 shares, representing 0.052% of the share capital.

Aside from these share deliveries, there were no other operations involving treasury shares in 2025.

Consequently, at 31 January 2026, the Parent owned a total of 285,232 treasury shares, representing 0.009% of the share capital.

On 4 February 2026, the Board of Directors approved a new Share Buyback Programme, for up to 3,000,000 shares representing 0.096% of the Parent's share capital on the announcement date, to meet its obligations to deliver shares deriving from the cycles of the various Long-Term Incentive Plans in place (Note 27 consolidated annual accounts). The Annual Corporate Governance Report for 2025 includes information on the aforementioned Share Buyback Programme.

Other salient information

Stock market information

The Inditex share price closed 2025 at 55.00 euros per share on 31 January 2026, presenting an increase of 4%. The average daily trading volume was approximately 2.4 million shares. In the same period, the Ibex 35 was up by 45% while the Dow Jones Stoxx 600 Retail rose by 8%.

Inditex's market capitalisation stood at 171,416 million euros at the end of the period, up 1,871% on its capitalisation when its shares were admitted to trading on 23 May 2001, as compared with a 86% increase in the Ibex 35 index in the same period.

The dividend for 2024 totalling 1.68 euros per issued share was paid in May and November 2025.

Dividends policy

The dividends paid by the Parent in 2025 and 2024 amounted to 5,235 million euros and 4,797 million euros, respectively. These amounts correspond to payments of 1.68 euros per share and 1.54 euros per share, respectively.

Inditex's dividend policy consists of a 60% ordinary payout and bonus dividends. For 2025, the Board of Directors will propose at the AGM a dividend of €1.75 per share, composed of an ordinary dividend of €1.20 and a bonus dividend of €0.55 per share. The dividend will be made up of two equal payments: On 4 May 2026 a payment of €0.875 per share (ordinary interim). On 2 November 2026 a payment of €0.875 per share (€0.325 ordinary + €0.550 bonus).

The distribution proposed by the Board of Directors is shown in Note 29 to the consolidated annual accounts.

Other disclosures

Related party transactions
Transactions with related parties are described in Note 28 and Note 30 to the consolidated annual accounts. The Group did not carry out any related party transactions during the year that substantially affected its financial position or results.

Information on average payment periods required by Law 15/2010, of 5 July (as amended by 2nd Final Provision of Act 31/2014, of 3 December, and Act 18/2022, of 28 September)
The Group's supplier payment policy complies with the periods for payment to suppliers set in the late payment legislation in force. The Group is developing measures to try to reduce the payment period in those rare cases in which the established maximum payment period is exceeded. The aforementioned measures will focus on reducing the length of the processes involved in the receipt, verification, acceptance and accounting of invoices (enhancing use of electronic and technological methods) and improving the procedure for incident resolution in this connection.

Annual Corporate Governance Report
The Annual Corporate Governance Report for 2025 is included herein. It is filed with the Spanish National Securities Market Commission (CNMV) as an additional regulatory disclosure on 11 March 2026 and is available at www.inditex.com and on the CNMV website (www.cnmv.es).

Annual Report on Remuneration of Directors
The Annual Report on Remuneration of Directors for 2025 is included herein. It is filed with the Spanish National Securities Market Commission (CNMV) as an additional regulatory disclosure on 11 March 2026 and is available at www.inditex.com and on the CNMV website (www.cnmv.es).

Non-financial and diversity, equality, non-discrimination and disability information
Sections S1 - B.2 Diversity and inclusion [S1-4; S1-9; S1-12] and S1 - B.3 Equal pay and remuneration policy [S1-10; S1-16] of the Group's Consolidated Statement of Non-Financial Information and Sustainability Information include further details on diversity, equality, non-discrimination and disability.

Alternative performance measures

The gross profit, EBITDA, EBIT, working capital, net financial position, average net financial debt, ROCE, ROE, quarterly results, sales growth at constant exchange rates and free cash flow, are defined in Note 2 to the consolidated annual accounts for 2025.

Certain information contained in this document may include forward-looking information or statements regarding intentions, expectations, estimates or forecasts of a future nature. Any statements that are not based on historical information should be considered forward-looking statements, including, without limitation, those relating to the Group's financial position, business strategy, management plans and operating objectives. Such statements are based on the Company's best expectations as of the date of issuance of this document and on the information available at that time, and do not constitute any guarantee as to the achievement of the results or future events to which they refer.

Forward-looking statements are subject to risks, uncertainties and other relevant factors that could cause actual developments and results to differ, possibly materially, from those expressed or implied in

such statements. Accordingly, readers are expressly cautioned not to place undue reliance on these forward-looking statements.

Risk factors that may affect such forecasts include, but are not limited to: (i) financial risks, such as the evolution of macroeconomic conditions in the various geographies where the Group operates, fluctuations in market factors (including exchange rates, interest rates, and raw material prices, among others), the financial solvency of counterparties or the competitive environment; (ii) geopolitical risks arising from instability in supply and sales markets or frictions that may affect the logistics chain; (iii) social risks, including changes in the perception that different stakeholders may have of the Group or the industry, the emergence of infectious diseases or the existence of labour disputes; (iv) governance risks, such as legal or regulatory breaches, non-compliance with corporate governance recommendations or deviations from best-practice standards, or the impact of tactical or strategic decisions that prevent the achievement of business objectives; (v) technology risks, such as cyberattacks, operational failures or incidents affecting critical infrastructures, as well as rapid technological obsolescence; and (vi) environmental risks, including those associated with acute natural hazard events, climate change, the transition towards a low-carbon economy or human interaction with the environment.

The risks and uncertainties that may affect the information provided are, in many cases, difficult to foresee and are generally beyond the Company's control. Therefore, the Company accepts no liability arising from statements regarding forecasts and estimates, except where such liability cannot be limited under applicable law.

The Company also undertakes no obligation to publicly update or review such statements or to communicate any revision that may arise from events or circumstances occurring after the date of their issuance.

Annex II

Income statement: FY2025 quarterly results:

	2025 Quarterly results			
	Q1	**Q2**	**Q3**	**Q4**
Net sales	8,274	10,083	9,814	11,693
Cost of sales	(3,262)	(4,392)	(3,706)	(5,281)
Gross profit	**5,011**	**5,691**	**6,108**	**6,412**
Gross margin	60.6%	56.4%	62.2%	54.8%
	-4 bps	-5 bps	79 bps	84 bps
Operating expenses	(2,612)	(2,972)	(2,894)	(3,400)
Other losses and income, net	(6)	2	(25)	(47)
Gross operating profit (EBITDA)	**2,393**	**2,721**	**3,189**	**2,965**
EBITDA margin	28.9%	27.0%	32.5%	25.4%
Amortisation and depreciation	(752)	(790)	(817)	(911)
Net operating profit (EBIT)	**1,641**	**1,931**	**2,372**	**2,054**
EBIT margin	19.8%	19.2%	24.2%	17.6%
Financial results	5	(17)	(36)	(31)
Results of companies accounted by using the equity method	25	16	27	33
Profit before taxes (PBT)	**1,671**	**1,930**	**2,362**	**2,056**
PBT margin	20.2%	19.1%	24.1%	17.6%
Income tax	(366)	(444)	(531)	(458)
Net profit	**1,305**	**1,486**	**1,831**	**1,598**
Minorities	**-**	**-**	**-**	**-**
Net profit attributable to the Parent	**1,305**	**1,486**	**1,831**	**1,598**
Net profit margin	15.8%	14.7%	18.7%	13.7%

Annex III

Detail of stores by concept and market as at 31 January 2026:

Market	Zara	Pull&Bear	Massimo Dutti	Bershka	Stradivarius	Oysho	Zara Home	Lefties	INDITEX
ALBANIA	1	1	1	2	2	-	1	-	8
GERMANY	61	21	5	24	11	2	4	-	128
ANDORRA	1	1	1	1	1	1	1	1	8
SAUDI ARABIA	31	22	11	29	33	10	6	21	163
ALGERIA	3	3	1	4	4	2	2	-	19
ARGENTINA	11	-	-	-	-	-	-	-	11
ARMENIA	2	3	2	3	2	1	1	-	14
ARUBA	1	-	-	-	-	-	-	-	1
AUSTRALIA	16	-	-	-	-	-	-	-	16
AUSTRIA	11	6	1	8	1	-	2	-	29
AZERBAIJAN	3	3	4	4	3	2	1	-	20
BAHREIN	2	2	2	2	2	2	2	2	16
BELGIUM	25	8	13	14	4	3	4	-	71
BELARUS	2	2	1	3	3	1	1	-	13
BOSNIA-HERZEGOVINA	3	4	1	4	4	-	-	-	16
BRAZIL	45	-	-	-	-	-	9	-	54
BULGARIA	5	4	5	8	4	5	2	-	33
CAMBODIA	1	-	-	-	-	-	-	-	1
CANADA	30	-	3	-	-	-	-	-	33
CHILE	10	-	-	-	-	-	2	-	12
MAINLAND CHINA	62	-	37	-	-	-	12	-	111
HONG KONG SAR	7	-	-	-	-	-	2	-	9
MACAO SAR	1	-	-	-	-	-	-	-	1
TAIWAN, CHINA	9	3	3	2	-	-	2	-	19
CYPRUS	7	6	5	5	6	5	6	-	40
COLOMBIA	10	11	4	13	12	5	5	-	60
SOUTH KOREA	30	-	10	-	-	-	5	-	45
COSTA RICA	2	2	1	2	2	1	1	-	11
CROATIA	9	7	3	8	7	3	2	-	39
DENMARK	4	-	-	1	-	-	-	-	5
ECUADOR	2	3	1	3	3	1	-	-	13
EGYPT	7	7	6	7	6	5	5	3	46
EL SALVADOR	1	2	-	2	2	1	-	-	8
UNITED ARAB EMIRATES	13	12	10	11	10	12	10	6	84
SLOVAKIA	3	4	2	6	4	1	1	-	21
SLOVENIA	3	2	1	4	3	-	-	-	13
SPAIN	158	153	95	148	217	85	78	91	1,025
U.S.A.	102	-	1	-	-	-	-	-	103
ESTONIA	2	1	2	1	1	-	1	-	8
PHILIPPINES	9	5	4	7	4	1	-	-	30
FINLAND	3	-	1	-	-	-	-	-	4
FRANCE	104	45	7	57	37	5	14	-	269
GEORGIA	5	2	5	3	4	3	1	-	23

Market	Zara	Pull&Bear	Massimo Dutti	Bershka	Stradivarius	Oysho	Zara Home	Lefties	INDITEX
GREECE	32	22	12	24	18	15	9	-	132
GUATEMALA	3	3	1	3	3	1	1	-	15
NETHERLANDS	23	12	4	16	8	1	5	-	69
HONDURAS	2	2	1	2	2	1	1	-	11
HUNGARY	8	8	4	9	7	3	3	-	42
INDIA	20	-	4	1	-	-	-	-	25
INDONESIA	14	11	5	8	9	3	2	-	52
IRELAND	9	2	2	5	3	-	-	-	21
ICELAND	1	-	-	-	-	-	-	-	1
ISRAEL	24	24	3	15	18	2	4	2	92
ITALY	85	56	3	66	76	13	17	2	318
JAPAN	60	-	-	-	-	-	3	-	63
JORDAN	2	2	2	2	5	2	1	1	17
KAZAKHSTAN	6	6	5	7	6	6	5	-	41
KUWAIT	5	4	2	5	5	6	3	1	31
LATVIA	3	2	3	2	2	2	2	-	16
LEBANON	4	4	4	6	5	5	3	-	31
LITHUANIA	4	3	5	4	4	3	2	-	25
LUXEMBOURG	3	1	2	1	1	1	1	-	10
NORTH MACEDONIA	2	2	2	2	2	1	1	-	12
MALAYSIA	7	4	4	-	-	-	-	-	15
MALTA	1	3	2	2	2	2	3	-	15
MOROCCO	5	3	3	4	5	3	4	8	35
MEXICO	58	73	39	69	61	43	27	28	398
MONACO	1	-	-	-	-	-	-	-	1
MONTENEGRO	1	1	-	1	1	-	-	-	4
NICARAGUA	1	1	-	1	1	-	-	-	4
NORWAY	6	-	-	-	-	-	-	-	6
NEW ZEALAND	1	-	-	-	-	-	-	-	1
OMAN	1	1	-	1	1	1	1	1	7
PANAMA	2	2	1	2	2	1	1	-	11
PARAGUAY	1	-	1	1	-	-	1	-	4
PERU	5	-	1	-	2	1	3	-	12
POLAND	37	33	24	40	44	18	11	-	207
PORTUGAL	37	44	32	39	40	18	24	31	265
PUERTO RICO	3	-	-	-	-	-	-	-	3
QATAR	5	5	4	5	4	5	5	2	35
UNITED KINGDOM	57	14	11	16	12	3	3	-	116
CZECH REPUBLIC	5	3	2	5	4	1	1	-	21
DOMINICAN REPUBLIC	4	2	2	3	3	2	2	-	18
ROMANIA	22	26	13	30	24	13	9	4	141
SERBIA	8	9	5	11	9	4	4	-	50
SINGAPORE	5	1	4	-	-	1	-	-	11
SOUTH AFRICA	7	-	-	-	-	-	-	-	7
SWEDEN	7	1	3	1	-	-	-	-	12
SWITZERLAND	16	4	4	6	3	1	2	-	36

Market	Zara	Pull&Bear	Massimo Dutti	Bershka	Stradivarius	Oysho	Zara Home	Lefties	INDITEX
THAILAND	11	2	5	1	-	2	3	-	24
TUNISIA	4	4	3	5	5	4	3	3	31
TÜRKIYE	38	30	24	31	30	29	15	8	205
UKRAINE	9	12	8	12	12	8	3	-	64
URUGUAY	2	-	-	-	-	-	2	-	4
UZBEKISTAN	1	1	1	1	1	1	1	-	7
VENEZUELA	1	1	-	1	1	-	-	-	4
VIETNAM	4	2	2	-	1	-	-	-	9
INDITEX	**1,500**	**791**	**511**	**852**	**834**	**383**	**374**	**215**	**5,460**

CONSOLIDATED STATEMENT OF NON-FINANCIAL INFORMATION AND SUSTAINABILITY INFORMATION **2025**



INDITEX

Index

Message from the Chairperson 92

CEO's statement 94

Inditex at a glance 95

Key data in 2025 97

2025 milestones 98

General Information [ESRS 2] 100

BP. Basis for preparation of the Report 102

GOV. Governance 104

SBM. Strategy 109

IRO. Impacts, risks and opportunities 116

MDR-P. Policies 122

E. Environmental information [ESRS E] 123

E1. Climate change 125

E2. Pollution 137

E3. Water 142

E4. Biodiversity and ecosystems 145

E5. Resource use and circular economy 149

Taxonomy Regulation 155

S. Social information [ESRS S] 156

S1. Own workforce 158

S2. Workers in the value chain 175

S4. Consumers 180

G. Governance information [ESRS G] 185

G1. Business conduct 187

Annexes 199

Detailed information. Policies 201

Detailed information. Methodology 208

Disclosure of information required by Act 11/2018, regarding non-financial information and diversity (Tax Information) 224

Disclosure pursuant to article 8 of Regulation (EU) 2020/852 (Taxonomy Regulation) 228

Content indexes 233

Independent verification report 246



Message from the Chairperson

Following a year of intense activity, in which we demonstrated that excitement and management can and should go hand in hand, I want to look back at the words I used to end my message to you this time last year. At the time, I said that the good results obtained in 2024, far from leaving us satisfied, would spur us to continue to innovate and strive to do everything better. And I ventured that with hard work and creativity we would be capable of continuing to generate the magic that is this great endeavour called Inditex. My words reflected the attitude and commitment with which this magnificent group of people has been tackling their work for decades. It is with the utmost confidence that I continue to vouch for them today.

2025 got underway amid heightened uncertainty and we were forced to stay on our toes all year long. Here at Inditex, we know there can be no excuses because the bar is set by our customers, who expect the best, and only the best, from us. We threw ourselves into the task of offering our customers the best product and a unique and special experience in all our channels. Once again, we proved that our brands' growth potential depends only on our ability to make a connection with our customers and create the fashion and joy they have come to expect from us.

We want to be the best, employ the best and partner with the best. Clarity around this goal allows us to navigate tremendously demanding environments with highly satisfactory results. Faced by very uncertain scenarios, we managed to increase our performance as the year unfolded. And, as I said upfront, we did so combining excitement around each new project with responsible and efficient management of every detail of our operations.

In 2025, we celebrated the 50th anniversary of our first Zara store, half a century building on foundations forged by shared values: hard work, a refusal to settle and courage. Since those beginnings long ago, we have never taken our eye off the future. That is why we chose to celebrate that milestone by honouring our past, yes, but above all by planning and executing new initiatives, innovative ideas and increasingly ambitious projects.

We intend to continue to act like a young company, a company that brings freshness to everything it does, a company that dares and excites. A company that surprises. We want to be at the forefront of fashion, naturally, but we also want to be at the cutting edge with our sustainability commitments and our embrace of enabling technology that supports us in our everyday work. We will continue to attract, care for and nurture the finest talent. We will continue to place people at the centre of everything we do, working to make Inditex a little more Inditex every day.





CEO's statement

In a year marked by heightened uncertainty, the Inditex Group managed to post continued earnings growth and shore up its ability to deliver solid growth in the long term. The key to this performance remains anchored in our unique business model, in which it is our customers who determine our brands' priorities. The agility with which we tailor the product offering and experience provided by our sales channels for their preferences, coupled with operations characterised by disciplined spending, explains these highly satisfactory results: sales growth across all our retail formats and margin expansion all down our income statement.

None of this would have been possible without a team that is fully committed to our goals and corporate values and whose professional excellence is the best guarantee of the quality growth Inditex seeks to provide to all of its stakeholders.

The Group's revenue amounted to €39.9 billion in 2025, year-on-year growth of 3.2% (rising to 7% in constant currency terms), while our gross margin remained very healthy at 58.3% (up 42 basis points from 2024). Our operating costs increased by 2.8%, which is less than our topline growth, unlocking growth in EBITDA, EBIT and PBT of between 5% and 6%. Our net profit amounted to €6.2 billion euros, year-on-year growth of 6%, and our dividend per share reached €1.75.

In short, a very solid performance, underpinned by a fashion proposition that was very well received by our customers and bolstered by targeted investments to continually upgrade our stores (marked by over 400 interventions worldwide between openings, extensions and full refurbishments in 2025) and our e-commerce platforms. It also reflects the integration of the latest technology across the board in a bid to facilitate our professionals' jobs, on the one hand, and to improve the shopping experience, on and offline, on the other. In parallel, we continue to invest in our logistics infrastructure and its technological prowess, which is key to keeping our operations efficient.

In 2025, we made significant progress on achieving our ambitious sustainability targets. We reduced our relative water consumption by 26%. And we cut the emissions from our own direct operations by 88% and those generated by the span of our value chain by 7%. Eighty-eight per cent of the fibres used to make our products already qualify as lower impact fibres, and 47% of the total originate from recycled materials.

As for our ongoing community investment effort, in 2025, we supported 1,182 social and environmental initiatives in which we invested €175 million, growth of 30% from 2024, directly benefitting four million people. Through strategic alliances and partnerships with over 450 organisations, our Group strives to have a positive impact on our communities, locally and globally.

In 2025, we celebrated our Group's first fifty years in the fashion retail business. The values that have guided Inditex during these last five decades are every bit as valid today as they were on day one. We are firmly focused on keeping our brands fresh so that they remain the place to turn for fashion. We want to stay a young company, one with the ability to excite and bring joy to its customers.

The more we advance, the more ambitious the initiatives we complete and the challenges we surmount, the broader our horizon and the greater the possibilities we see ahead of us.



Óscar García Maceiras

Inditex at a glance

Key data in 2025

2025 milestones


ZARA
ZARA
ZARA

Key data in 2025





214
markets

A unique team

163,047
employees

174
nationalities

73%
women

80%
of vacancies covered by internal promotion

+5,000
Changemakers, internal sustainability ambassadors

Headquarters effect

6,709
product and general services suppliers in Spain

€7,836 M
invoicing to suppliers in Spain

Supply chain

6,684
factories

3,112,562
people reached by Workers at the Centre in the period 2023 -2025

Corporate Community Investment

+€175 M
investment

+16 M
beneficiaries in the period 2022-2025

Environment

26%
reduction of water consumption in the supply chain

96%
of linen used is of lower environmental impact

98%
of polyester used is of lower environmental impact

2025 milestones



Zara 50th anniversary

In 2025 we celebrated Zara's 50th anniversary through an array of actions reflecting the Company's commitment to creativity, fashion, innovation and customer experience. In May, 50 of the world's top models starred in 'The Film', directed by Steven Meisel, coinciding with the launch of an exclusive collection.

Over the course of the year, A Coruña, the city where the brand was born hosted a number of cultural events, including Es Devlin's kinetic installation '50 Songs of the Sea' at the Cúpula Atlántica, also the venue for concerts by leading international artists.

In Zara 50 Creators, the brand worked with some of the top creators of our times: Kate Moss, Annie Leibovitz, Christy Turlington, Cindy Crawford and David Bailey, who designed 50 exclusive pieces. The proceeds from this collection were earmarked for Women's Earth Alliance. In addition, each participating artist chose a charity and Zara pledged to donate €20,000 to each one of those organizations.

Ongoing improvement in commercial presence

Our stores are key to facilitating experiential engagement between our brands and customers. Some of the most notable store openings in the year were those of Zara Diagonal in Barcelona (Spain) — a Vincent Van Duysen design—, Zara in NoonSquare (Seoul, South Korea) and Shinsaibashi (Osaka, Japan), and Zara Man in Via del Corso (Rome, Italy). The brand strengthened its presence in the United States, with openings in Los Angeles, Las Vegas, Charlotte and Boston. In addition, Massimo Dutti opened prominent new stores in Bangalore (India), Saint Tropez (France) and Xi'an (China), among others. Pull&Bear opened a store on London's Oxford Street (the United Kingdom), one of the main openings in the year, and launched flagships stores in Warsaw, Nice and Belfast. Oysho opened in Paris (France), Amsterdam (the Netherlands) and Berlin (Germany), while Lefties inaugurated its flagship store in Westfield Parquesur, Madrid (Spain). Stradivarius strengthened its presence in Germany by opening seven new stores, and entered Austria with a new store in Vienna. Bershka is expanding into new markets, with new openings in Mumbai (India), Copenhagen (Denmark) and Stockholm (Sweden).

Several flagship stores were refurbished in the year, to incorporate state-of-the-art technological innovations to serve customers and boost our store concept development: Massimo Dutti on Oxford Street (London, the United Kingdom); Zara Serrano (Madrid, Spain); Zara Home (Seoul, South Korea); Zara, Bershka and Pull&Bear at the Trafford Centre (Manchester, the United Kingdom); and Stradivarius on Portal de l'Àngel (Barcelona, Spain).

Constant renewal of our fashion proposals

Over the course of the year, a number of collaborations enriched the creative proposal of our brands. For example, Zara x Disney, Zara's latest drop with Harry Lambert, featuring, for the first time, proposals for women, men and kids; SR_A engineered by Zara, the first edition of a collaboration with Samuel Ross; or the versatile collection designed by Ludovic de Saint Sernin.

Zara Home and Vincent Van Duysen, expanding the aesthetic vocabulary in this latest (and fourth) joint drop. The format is also continuing its collaboration with Lucinda Chambers, the Collagerie. Bershka joined forces with Argentine duo CA7RIEL & Paco Amoroso, whose video in collaboration with the brand won a Latin Grammy award. Other highlights include Pull&Bear x Thomas Lelú and STWD x Pleasures by Pull&Bear, unveiled in Paris at a pop-up store in Le Marais and at the Pompidou Centre, respectively.

Inspiring, talent-related initiatives are demonstrated by Pull&Bear's partnership with the British Fashion Council, which resulted in three collections by NEWGEN emerging talent programme designers being presented at London Fashion Week. The NEWGEN line of perfumes, launched in October and set to be a key product in 2026. Stradivarius showcased employee generated content (EGC) when it unveiled its Raw Denim collection using a video starring its own employees, in a context in which real recommendations are increasingly important and our people are becoming the best ambassadors for the brand.

Massimo Dutti continues to focus on the customer experience through its Fashion Show on Barcelona's Paseo de Gracia, or once again combining art and fashion through its Art in Progress project. Its pop-up stores in Saint Tropez from June to October, and its temporary space known as 'The Order of Things' in Shanghai were particularly noteworthy. These initiatives reflected a desire to connect with the public through authentic, sophisticated and culturally relevant experiences.

Oysho ended the year with more than 2,000 Oysho Community events and 18 active Oysho Running Clubs worldwide. It débuted as a sponsor of the Cardiff Superhalf and the Maratona in Lisbon, as well as the Italy Major Premier Padel tournament in Rome. Other notable additions included the Oysho Premier Padel tournament in Milan, and, in the realm of technical snow sponsorships, the Madonna di Campiglio ski resort in Italy.

2025 signalled a turning point for Lefties, cementing its progress and projecting a new vision for the future. In the year, the brand launched its new home line, Lefties Home, which was unveiled in June in partnership with the prestigious Cobalto Studio.



New office space

In October 2025, the new Zara building was inaugurated in Arteixo (A Coruña). This building, measuring more than 200,000 m², houses the Zara Women and Zara Kids product teams, and is characterised by its focus on efficiency and technology.

Inditex also announced plans to relocate the head offices of Massimo Dutti, Bershka, Oysho and Lefties, currently located in Tordera, to a new campus in Sant Adrià de Besòs, in downtown Barcelona. This move will boost the logistics capacity of the Tordera-Palafolls complex.

Logistics expansion plan

The new Zaragoza II distribution centre commenced operations this year. Like the rest of our centres, integrates sustainability standards and has cutting-edge technology, with the focus on the productivity and well-being of the teams working there. This opening is part of our 2024-2025 Logistics expansion plan, aimed at strengthening Inditex's capabilities to tackle future global growth opportunities in the medium and long term.

Education for development and inclusion

Our belief in the transformative power of education is evidenced by the creation of new initiatives to follow on from those developed in previous years, such as the new UB-Inditex Chair for the Occupational Integration on Intellectual Disabilities and Inclusive Employment and the scholarship programme with the Asian University for Women in Bangladesh, aimed at supporting academic training for female textile factory workers in Bangladesh.

Furthermore, the Chair of Family-Owned Business at the Universities of Santiago de Compostela, Vigo and A Coruña were renewed, and a Framework Collaboration Agreement was signed with the latter to channel and promote the various projects and initiatives that the two bodies have been implementing for more than two decades.

For&from Zara Home Portugal and Tempe Inditex Alicante

Zara Home opened its second for&from store in Portugal, located in Vila do Conde (near Oporto), in partnership with Asociación VilacomVida. Tempe Inditex inaugurated The Outlet Stores in Alicante, a refurbished for&from store concept managed by APSA, the proceeds of which will be used to finance that organisation's projects in the province of Alicante.



These openings bring the Group's stores in this concept to a total of 17. Since 2002, they have generated employment opportunities in Spain, Portugal, Italy and Mexico for almost a 1,000 people with different disabilities, in collaboration with local NGOs.

Customer experience

We continue to roll out new alarm technology in our stores, significantly improving customer experience. The new system is now fully operational in Zara, and under implementation in Bershka and Pull&Bear. This programme complements the existing technological in-store ecosystem, with Click & Collect smart terminals, sorters, assisted self-checkout cash registers and delivery points. All these elements significantly upgrade the customer experience, facilitating interaction with our products and improving the purchasing process.

Marine biodiversity protection

We have devised a new programme, in collaboration with the international environmental organisation Ocean Conservancy, aimed at protecting marine ecosystems and biodiversity. This collaboration is part of a series of projects made possible by our #BRINGYOUROWNBAG initiative aimed at encouraging our customers to reuse shopping bags. The proceeds from recycled paper bags and envelopes is invested in environmental projects.

General Information [ESRS 2]

BP. Basis for preparation of the Report

GOV. Governance

SBM. Strategy

IRO. Impacts, risks and opportunities

MDR-P. Policies



BP. Basis for preparation of the Report [BP-1; BP-2]

BP-1_01
In the **Consolidated Statement of Non-Financial Information and Sustainability Information 2025**, we present information concerning the sustainability performance of the Inditex Group (hereinafter also the 'Group', the 'Inditex Group' or the 'Company') —which includes the individual companies consolidated under the Group parent company, Industria de Diseño Textil, S.A. (Inditex, S.A.)— in the financial year 2025 (from 1 February 2025 to 31 January 2026).

Accordingly, we present our Annual Report 2025, including the Inditex Group's Consolidated Annual Accounts, followed by the Consolidated Directors' Report, also comprising the Consolidated Statement of Non-Financial Information and Sustainability Information (hereinafter, the 'Report').

BP-1_02
With regard to the scope of information presented in the Report, it includes all the companies over which the Inditex Group has control or joint control, listed in *Annex I* of the Consolidated Annual Accounts. The jointly controlled entities, which are the entities that make up the Tempe Group, are included in this Report at 100% in all reported metrics. In the Consolidated Annual Account the jointly controlled entities are booked using the equity method (see *Note 3* of the Consolidated Annual Accounts).

BP-1_03
Considering that this document contains consolidated information for all the Group companies, all the individual companies that consolidate under the parent company of the Group are exempt from publishing an independent report under the framework of Spanish Act 11/2018 and under the European Corporate Sustainability Reporting Directive (CSRD).

BP-1_04
This Report includes important information about the Company, from the operations themselves to the various stages of the value chain (including both upstream and downstream activities). Throughout the document and in annex *Detailed information. Methodology,* additional information regarding the scope, any limitations that may exist in certain cases, and the estimates made for those indicators referring to the value chain are included.

Reporting framework

BP-2_16; BP-2_17
By issuing this Report, we fulfil the legislative requirements provided in the Spanish legislation in force, namely Act 11/2018, on non-financial information and diversity. We also include information that respond to the Royal Decree 214/2025, which implements Act 7/2021 on climate change and energy transition.

Furthermore, the Annexes section of this document contains additional information in compliance with the Article 8 of Regulation (EU) 2020/852 on European Taxonomy.

We also meet, voluntarily and in advance, the requirements of the CSRD Directive as well as the European Sustainability Reporting Standards (ESRS). The ESRS requirements reported are identified in the Report accompanied by the corresponding codes[2] .

In addition to responding to legal requirements that apply to Inditex, and in the absence of sector-specific European standards for sustainability reporting, we also follow the guidelines of the main reporting initiatives, such as the Principles of the Sustainability Accounting Standards Board (SASB) framework, particularly, the standard relating to the the Apparel, Accessories & Footwear sector. These contents are identified in the Report accompanied by their corresponding SASB code.

Furthermore, this Report represents our Communication on Progress with respect to the ten Principles of the United Nations Global Compact.

ⓘ More information on the correlation of contents reported can be found in the *Contents Indexes* section of this Report.

How we report

Time horizons

BP-2_01; BP-2_02
Time horizons referred to in this Report correspond to those established in ESRS 1, section 6.4. That is:

- **Short-term:** the reporting period in the financial statements, one year from the end of the financial year.
- **Medium-term:** from one to five years.
- **Long term:** more than five years.

Calculation methodology

BP-2_03; BP-2_04; BP-2_05; BP-2_06
The reported sustainability indicators correspond to primary, secondary or modelled data[3], expert opinion or a combination of those. When primary data are not available, estimates or assumptions based on trends in actual data, as well as information from external sources, are used, provided that there is a reliable source of information and its use is supported by industry or subject experts and that the estimated information meets qualitative characteristics as defined in ESRS 1.

[2] The codes used correspond to the Datapoints in the 'IG 3: List of ESRS Datapoints' guidance issued in May 2024 by the European Financial Reporting Advisory Group (EFRAG), related to each content.
[3] Primary data is defined as data obtained directly from the original source, secondary data as data obtained from bibliographic sources, and modelled data as data obtained from mathematical models in which both primary and secondary data may be used.

These estimates are used mainly to disclose emissions and consumption throughout the value chain, as well as to report information relating to raw materials production and/or extraction data, the direct measurement of which is hard to access, given its geographical and operating diversity.

In this regard, the methodologies currently used concerning sustainability are expected to continue evolving over the next few years. This progress, along with an improvement in the availability of information—especially that concerning the value chain—will enhance the quality and soundness of the reported information.

The annex *Detailed information. Methodology* includes the calculation methodology and scope of the information reported on the metrics and targets and, specifically for the value chain indicators —subject to a progressive reporting and reported voluntarily—, details on the use of indirect information sources along with the degree of estimation.

ⓘ More information in annex *Detailed information. Methodology* of this Report.

BP-2_07; BP-2_08; BP-2_09

Throughout this Report, for those metrics that are subject to a high degree of uncertainty, the reasons for said uncertainty have been specified, along with the measurement methodology if applicable, including assumptions and approximations made. It is important to highlight that in preparing the Report various future projections were made which, by nature, involve a high degree of uncertainty and inherent risk.

Modifications with respect to previous years

BP-2_10; BP-2_11; BP-2_12; BP-2_13; BP-2_14; ; BP-2_15

The historical values reported may be subject to changes from those reported in previous years. These modifications may be due to methodological updates, changes in data sources, correction of inaccuracies or other issues. In such cases, and where practicable, the information from previous years has been restated in order to make it comparable, as indicated in annex *Detailed information. Methodology*.

References to other documents

BP-2_20

Certain content related to the Company's corporate governance has been incorporated by reference into the Consolidated Statement of Non-Financial Information and Sustainability Information. This content, which is summarised in this document, is discussed in greater detail in the Annual Corporate Governance Report and in the Annual Report on Remuneration of Directors which, in turn, form part of the Consolidated Directors' Report. The correlation of information incorporated by reference, which has been externally verified by an independent third party with a limited level of assurance, is as follows:

Content	Document to which it is incorporated by reference
GOV-1	*Annual Corporate Governance Report, sections: Overview on Corporate Governance, Board of Directors and Board Committees.*
GOV-2	*Annual Corporate Governance Report, sections: Board of Directors and Board Committees.*
GOV-3 E1.GOV-3	*Annual Report on Remuneration of Directors, sections: A. Company remuneration policy for the current year and B. Overall summary of how remuneration policy has been applied during the year ended.*

In addition, we also have public contents where some of the issues dealt with in this Report are expanded. In these cases, references have been included, highlighted in blue, to the additional communication materials that are available on our corporate website, remaining outside the scope of the external verification.

External assurance

BP-2_18; BP-2_19

The information included in the Consolidated Statement of Non-Financial Information and Sustainability Information, as well as the information incorporated by reference mentioned previously, has been verified by an independent third-party, Ernst & Young. The scope and results of this independent verification are described in the Independent verification report.

This Report has been reviewed in accordance with generally accepted professional standards applicable in Spain and specifically with the guidelines contained in Guidelines 47 Revised and 56 Revised, issued by the Instituto de Censores Jurados de Cuentas (ICJCE) of Spain on non-financial and sustainability information verification assignments and considering the content of the note published by the Instituto de Contabilidad y Auditoría de Cuentas (ICAC) on December 18, 2024, based on ISSA 5000 and the non-binding guidelines of COESA.

ⓘ More information in the *Independent verification report* included in this Report.

GOV. Governance

A. Corporate governance [GOV-1; GOV-2; GOV-3]

A.1. Governing bodies [GOV-1; GOV-2]

Group's Corporate Governance System

Inditex has a Corporate Governance System comprising a series of bodies, rules, procedures and mechanisms to guarantee that the directors and the executive management, who are responsible for the governance of the Company, carry out their duties in a diligent, ethical and transparent manner, and are accountable for their activity. At the same time, it ensures that no one holds decision-making power within the Company that is not subject to checks and balances, and that no shareholder receives privileged treatment over other shareholders.

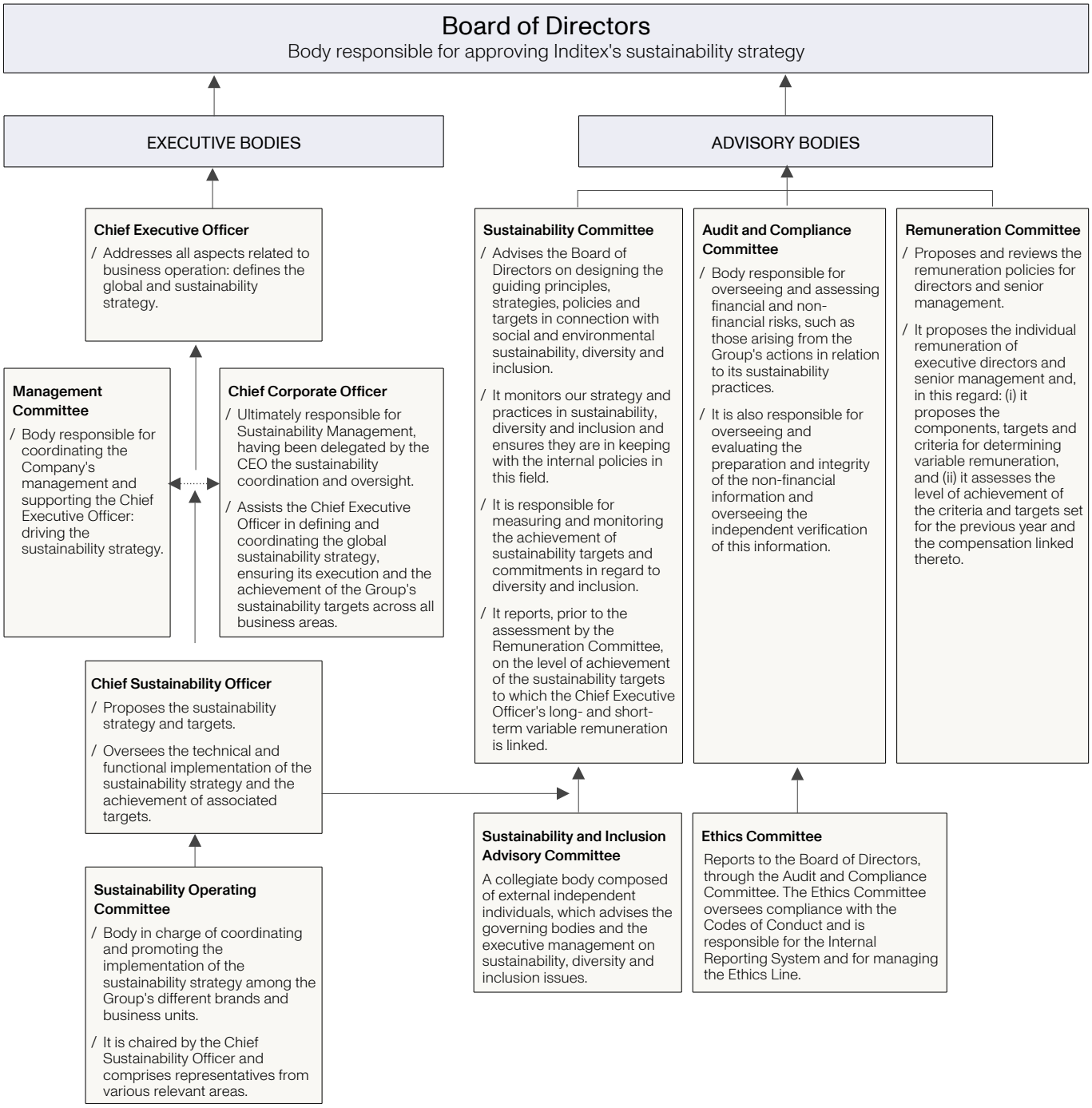
This System is described in detail in the Annual Corporate Governance Report, which provides all the relevant Company information on the structure and composition of the Company's Board of Directors and its Committees. This includes comprehensive information on the competencies, background, experience and diversity of their members, its proceedings and organisation, the various reporting lines with Management and coordination avenues with other governing bodies, within the governance structure, as well as how said bodies have discharged their responsibilities in the year.

ⓘ More information in the *Annual Corporate Governance Report*.

The Annual Corporate Governance Report also explains in detail how Inditex implements all applicable legislative developments and recommendations, and how corporate governance practices are systematically strengthened with the aim of promoting social interest, building trust and transparency among shareholders, investors and wider stakeholders, improving internal control and corporate responsibility within the Company.

Main roles and responsibilities of governing bodies in relation to the oversight of strategy, risks and opportunities and sustainability governance

GOV-1_10; GOV-1_11; GOV-1_12; GOV-1_13; GOV-1_14; GOV-2_01; GOV-2_02; GOV-2_03; GOV-2_04



The Group's commitment to sustainability is reflected at the highest level of the Company, starting with the most senior governing bodies, in which sustainability is a key factor in the decision-making process. Accordingly, the Board, being ultimately responsible for the Group's Sustainability strategy, is supported by a number of advisory and executive bodies.

To ensure proper oversight and implementation of the Group's sustainability strategy, there is an ongoing and frequent interaction between senior management and the governing bodies. In particular:

/ **The Chief Executive Officer (CEO)**: reports quarterly to the Board of Directors regarding the main issues impacting the Group's strategy.

/ **The Chief Corporate Officer (CCO)**: reports to the CEO and, when required, reports together with the CEO to the Board of Directors regarding the various matters under his purview. The CCO also provides strategic advice as a member of Inditex's Management Committee, body that reviews the strategy and business and investment plans including those corresponding to the areas under his responsibility.

  By virtue of the delegation of the oversight and cross-cutting coordination of the corporate areas under his responsibility, he participates in overseeing the Group's sustainability practices and the risks arising from them, including those related to climate change, ensuring their alignment with the Group's global risk prevention model.

/ **The Chief Sustainability Officer (CSO)**: reports to the Sustainability Committee, at least quarterly, regarding the main events of interest in the field of sustainability, and to outline, among other aspects, the degree of achievement of the strategic targets and proposals and plans devised to achieve them.

  As Chair of the Sustainability Operating Committee, the CSO ensures the integration of sustainability criteria and the execution of the Group's commitments and targets in this area across all business areas, by maintaining, at all times, direct communication with the various operating areas responsible for their execution.

  The CSO also reports to the Board of Directors, the Audit and Compliance Committee and the Management Committee when so required regarding matters relating to the Group's sustainability strategy and practices.

Furthermore, in the performance of its duties, the **Sustainability Committee** oversees the sustainability information that is included in the Directors' Report. This oversight is carried out liaising with the Audit and Compliance Committee, which is responsible for the supervision and evaluation of the preparation process and the integrity of the sustainability information included in said Report, ensuring compliance with all legal requirements. Likewise, the supervision of independent verification process of said information corresponds to the Audit and Compliance Committee.

Such coordinated action ensures a global view of the effective implementation of policies within their respective purview, as well as enhancing transparency by improving the quality of sustainability information made available to the market.

In particular, the Sustainability Committee is responsible for evaluating whether the information included in the mandatory report is consistent with the Company's sustainability policies. As part of the sustainability reporting process, a double materiality assessment is carried out annually to identify the impacts, risks and opportunities associated with our activity, strategy and business model. The findings of that assessment are reported to the Sustainability Committee, which must then ensure they are taken into account in the aforementioned sustainability reporting.

The result of this double materiality assessment is also considered by the Company's management when identifying sustainability impacts, risks and opportunities and defining its strategies and action plans. These issues, in turn, shape the agenda of matters addressed by Inditex's corporate bodies and, in particular, by the Board of Directors.

As the advisory body in this field, the **Sustainability and Inclusion Advisory Committee** is in contact with the Sustainability Committee, including by holding joint meetings to discuss, among other matters, the double materiality assessment and the Consolidated Statement of Non-Financial Information and Sustainability Information.

It is also important to note that this Advisory Committee is responsible for conveying stakeholders' expectations and demands in the field of sustainability.

For its part, in the framework of its oversight and risk assessment mandate, for an adequate risk control —including of those relating to sustainability matters— the **Audit and Compliance Committee**'s agenda is planned annually with a view to overseeing the most salient risks for the Company, in accordance with the updated performance report, and as identified in the Group's Risk Map.

Furthermore, the members of the Sustainability Committee, including its Chair, also serve on the Audit and Compliance Committee. This cross-membership and the (at least quarterly) report that the Chair of the Sustainability Committee submits to the Board of Directors regarding the main issues discussed at their respective meetings ensure that the most relevant social and environmental sustainability issues are taken into consideration in the deliberations of the Audit and Compliance Committee and of the Board, allowing for a better identification of the risks and opportunities associated with these matters.

Lastly, the Company also has a number of assurance functions which have their own risk prevention and control models, in connection with compliance risks (including criminal risks), as well as those associated with the process of compiling the Group's financial and non-financial information so as to reasonably ensure the accuracy thereof.

For its part, the Internal Audit Function provides the Board of Directors, the Audit and Compliance Committee and Senior Management with assurance and advice on the effectiveness of the governance, risk management and control processes of the Inditex Group, coordinating with the other assurance functions for this purpose.

The Annual Corporate Governance Report outlines the main activities carried out by the Board and the Sustainability Committee, Audit and Compliance Committee, and Remuneration Committee in the performance of their respective duties in connection with sustainability and other material topics for the Group.

ⓘ More information in the *Annual Corporate Governance Report*, sections: *Overview on Corporate Governance, Board of Directors and Board Committees.*

A.2. Integration of sustainability in incentive schemes [GOV-3]

GOV-3_01

Detailed information concerning the competencies of the Company's various governing bodies and, in particular, the Remuneration Committee, with respect to the approval and review of director remuneration systems, as well as the integration of the achievement of sustainability-related targets in the variable remuneration and incentives of the CEO and Senior Management, can be found in the Annual Report on Remuneration of Directors.

Additionally, the remuneration structure of Senior Management is aligned with the CEO's remuneration structure, coinciding in principles and remuneration components and with the design of the incentives, which are broadly consistent throughout the organisation, as well as in the mechanics of the pay review process.

Accordingly, reaching sustainability targets is also a component of the Senior Management's variable remuneration, as well as a component of other key personnel variable remuneration, which reinforces the commitment of the Company's people to sustainability.

ⓘ More information in the *Annual Report on Remuneration of Directors,* sections: *A. Company remuneration policy for the current year and B.Overall summary of how remuneration policy has been applied during the year ended.*

B. Statement on due diligence [GOV-4]

GOV-4_01

Our due diligence process allows us to identify and prioritise the potential sustainability-related negative impacts —including human rights and environmental aspects— throughout the value chain, in order to incorporate the findings into our activities, design tools to prevent and mitigate those impacts, and enrich and continuously complement these tools. This process is based on the United Nations Guiding Principles on Business and Human Rights and on the OECD Guidelines for Multinational Enterprises on Responsible Business Conduct.

In this regard, due diligence is the second pillar of Inditex's human rights strategy —the Human Rights Policy is the first and the grievance mechanisms the third—.

As part of our due diligence, in 2025 we carried out a saliency exercise in connection with human rights involving more than 400 employees from different areas of the Company, in which more than 25 external organisations were consulted. This allowed us to identify and prioritise the most significant impacts of our Company, based on their severity and likelihood, with the ultimate aim of strengthening our practices and ensuring proactive management of our impacts.

The findings, which have been included in the materiality assessment, underscore the importance of matters such as health protection, fair and equal treatment and a healthy and sustainable environment, among others.

They also highlight the significance of the supply chain in relation to sustainability, due to its importance, nature and scale. Thus, comprehensive and effective due diligence across the supply chain is required, which entails robust policies, tools and practices designed to identify, prioritise and mitigate the impacts on people and the environment. Inditex's supply chain management system includes a compliance programme together with a social strategy (Workers at the Centre) and various environmental strategies (Climate Transition Plan, Fibres Plan, and Supply Chain Environmental Transformation Plan) that are based on identifying and prioritising impacts.

Furthermore, grievance mechanisms, the third pillar of Inditex's human rights strategy, are key to improving the due diligence process, as their information helps identify potential negative impacts, and allows the Company to react and mitigate the risk. These mechanisms include our Ethics Line, explained in depth later in this Report.

ⓘ More information on how the Ethics Line works in section *A.2. Grievance mechanism: the Ethics Line [G1-1; G1-4; S1-17]* of this Report.

Elements of due diligence	Content
Embedding due diligence in governance, strategy and business model	GOV-1
Identifying and assessing adverse impacts	IRO-1; IRO-2
Engaging with affected stakeholders in all key steps of the due diligence	S1-2
	S2-2
	S4-2
Taking actions to address those adverse impacts; and Tracking the effectiveness of these efforts and communicating	S1-3
	S2-3
	S4-3
	E1-3
	E2-2
	E3-2
	E4-3
	E5-2
	G1-2
	G1-3

C. Risk management and internal controls over sustainability reporting [GOV-5]

GOV-5_01; GOV-5_02

The Group continues to evolve its **Internal Control System over Sustainability Reporting (ICSR)**, whose objective is to ensure the quality, accuracy, integrity, traceability and transparency of the information included in this Report, in compliance with the provisions of Act 11/2018 on non-financial reporting and considering the European CSRD regulatory framework.

The ICSR was developed considering the synergies between the methodologies of the Group's various control models, such as the Internal Control over Financial Reporting System (ICFR), to ensure methodological consistency and operating efficiency between the two models. The system was developed in line with the COSO (Committee of Sponsoring Organizations of the Treadway Commission) benchmark international standard for internal control and following the Guidance on the Internal Control System on Sustainability Reporting developed by Spain's Institute of Internal Auditors and recommended by the Spanish National Securities Market Commission (CNMV, by its Spanish acronym). In this context, the ICSR is in a gradual process of rollout and continuous improvement, phasing in new, more exhaustive control elements and boosting its alignment with the applicable regulatory frameworks in connection with sustainability.

The system covers the control environment, the risk assessment related to the drafting of the Report, the specific control activities implemented to mitigate these risks, the activities for supervising the key indicators included in the Report, and the information and communication mechanisms in place to improve the management of the system.

The Board of Directors is the highest decision-making, supervisory and monitoring body of the Group, and is ultimately responsible for the existence and maintenance of an adequate ICSR, delegating the oversight and assessment of its effectiveness to the Audit and Compliance Committee.

GOV-5_03; GOV-5_04

In this framework, we consider the risks related to the reporting of Sustainability Information to be those derived from the absence or insufficiency of stable and defined processes, which can lead to errors or incompleteness in the information presented, and therefore to the reporting of unreliable information.

To mitigate these risks, we use systems that allow us to analyse compliance with the applicable regulations, introducing a layer of governance and automated workflows. Over the course of the year, progress was made in defining and documenting a model for managing and reporting the most relevant sustainability indicators, considering its relation with IROs according to the double materiality analysis and the reporting obligations in accordance with current regulation. Specific manuals were established for the quantitative indicators, covering aspects such as the areas involved, solutions adopted, information flows, calculation methodology and controls implemented.

Likewise, the double materiality assessment was specifically documented, setting out the criteria, methodology and associated responsibilities as a key consideration in determining the contents of the Consolidated Statement of Non-Financial Information and Sustainability Information.

With regard to the quality and thoroughness of the information reported, integrity controls were identified and designed across applications, particularly in those processes involving data calculation and processing platforms. These controls ensure that information from the source systems is fully and consistently incorporated into the tables used to calculate the indicators. Furthermore, consistency controls are in place to analyse the performance of the indicators with respect to previous years.

The model expressly identifies those responsible for the execution and review of the controls, with the support of a monitoring tool. Parallel to this, for the capture, management and presentation of data from external sources, we have solutions in place to facilitate the compilation of this data. The information systems involved have mechanisms for access control, integrity, change management, continuity and information security, which will be progressively strengthened within the framework of development of the ICSR.

Going forward, we plan to continue expanding the scope of the ICSR by documenting new indicators and identifying the controls associated with them, as well as phasing in the application of general information technology controls to the tools identified as being important to the sustainability reporting process.

GOV-5_05

Every year, the ICSR area carries out an assessment of the execution of the controls in place, with the aim of identifying any areas for improvement, and, together with those responsible, carrying out maintenance and updating of the model. Drawing on this assessment, a report is compiled and submitted to the management of the areas involved and to the Internal Audit department.

As part of its Annual Audit Plan, the Internal Audit department may carry out operational reviews of the governance, risk management and internal control processes linked to the preparation of the Sustainability Information. Moreover, the Consolidated Statement of Non-Financial Information and Sustainability Information is verified by an independent third-party, Ernst & Young.

SBM. Strategy

A. Strategy, business model and value chain [SBM-1]

About Inditex

SBM-1_01; SBM-1_02; SBM-1_06; SBM-1_24

Our main activity — the distribution and sale of fashion and household products — is aimed at offering our customers an inspiring, quality and responsibly produced range of products. This activity is carried out through various brands or retail concepts: Zara, Pull&Bear, Massimo Dutti, Bershka, Stradivarius, Oysho, Zara Home and Lefties, and we are present in a total of 214 markets.

In 2025 our activity[4] generated revenue amounting to 39,864 million euros (38,632 million euros in 2024, see *Note 4* to the Consolidated Annual Accounts).

Retail concepts

Zara



Zara is a driver of change in the fashion world, bringing trends and inspiration within everyone's reach. Its goal is to provide everyone with the fashion they desire: always up to date, inspiring and responsibly made.

Based on continuous customer feedback, Zara's design team responds to their changing needs, catering for the latest trends and offering new proposals at the right place and time, while considering sustainability in its processes.

Pull&Bear



Pull&Bear began in 1991 with the aim of connecting a community of young people wishing to express themselves without stereotypes, and whose main languages are music, art and fashion. The brand draws on global cultural references and adapts them to the current trends. Having firmly established its streetwear sub-brand STWD, the company continues to focus on the creative and urban scene, the musical and artistic trends that inspire the new generation, and contemporary fashion designs. Pull&Bear evolves with its customers, and is always alert for new technologies and the latest trends in art and music.

Massimo Dutti



Massimo Dutti offers a refined vision of natural elegance in today's world, with a sophisticated fashion proposal that responds to the demands of an urban and independent lifestyle.

Combining graceful tailoring with the comfortable and timeless style of more informal and relaxed garments, Massimo Dutti embodies a modern, comfortable and yet sophisticated interpretation of natural distinction.

[4] Our main sphere of operation is the retail sale of Textiles, Accessories, Footwear and Jewellery, and we do not have significant operations in other ESRS sectors.

Bershka



Bershka empowers young people to discover their personal style and freely express it. It operates at the intersection of music, social media communities and innovation. It continuously updates its collections, proposing the latest trends and reflecting the influence of pop culture. The brand has three sections —Bershka Women and Men, and BSK Teen— covering different styles and combining everyday garments with special, trendy proposals to cater for every occasion. The general collection is enhanced by customisation options, and limited editions and collaborations with major partners.

Stradivarius



Stradivarius understands fashion as a constantly evolving form of expression, capable of inspiring and reinventing itself. Just like people do, its style changes and transforms. That's why its collections are designed with versatility and authenticity in mind, enabling its community to find in its garments the freedom to be whoever they want to be, playing with fashion and discovering their best version, regardless of the occasion.

Stradivarius started out as a family-run women's fashion business and joined Inditex in 1999. Our design teams, made up of passionate professionals who are always open to change, render current trends into unique styles with the aim of inspiring and connecting with each customer.

Oysho



Oysho is a sports and leisure brand that combines innovation, performance and quality. It offers a broad range of technical collections designed to deliver maximum performance and comfort during sports activities.

Oysho's leisurewear collections offer outstanding functionality and versatility, adapting perfectly to every situation and need. With a focus on sport and an active lifestyle, the brand continues to evolve, driving innovation and honing its designs.

Zara Home



Zara Home's collections combine timeless ambiences with refinement. They include everything you need to decorate the various rooms in a house: bedroom, kitchen, dining room, living room and bathroom; as well as a special selection of children's products and a complete collection of home fragrances.

As the brand evolves, Zara Home aspires to continue accompanying customers through a quality offering, developing inspiring proposals for their lifestyle and being a part of all the moments of their life.

Lefties



Lefties makes fashion accessible to a wide audience with a range of contemporary, essential and high-quality garments for every life stage. Its mission is to offer options designed for every occasion, through a practical and functional approach.

Lefties responds to its target public's needs with broad collections encompassing the Woman, Man, Teen Girl, Kids, Baby, Newborn, Home, Accessories and Footwear segments, introducing trends and renewing lines at just the right time. Each category includes functional designs that adapt to the style and routine of every individual.

SBM-1_03

At the end of the financial year 2025, our Group comprises a team of 163,047 people employed in 57 markets and representing a total of 174 nationalities (162,083 people, 56 markets and 170 nationalities in 2024). The breakdown by geography of our people is as follows:

Geography	2025	2024
Americas	18,553	18,743
Asia and rest of the world	13,581	14,139
Spain	50,940	49,915
Europe (ex-Spain)	79,973	79,286
Total	**163,047**	**162,083**

Business model

SBM-1_25
Our business model covers all the stages, including the design of our products and their sale in our stores and online platforms. This business model is based on **four drivers,** with the aim of generating maximum value for our customers, investors and other stakeholders:

- A **fashion proposal** built on creativity, innovation, quality and, above all, on permanently listening to the needs and wishes of our customers.
- An **increasingly engaging shopping experience.**
- Our responsibility and commitment to **sustainability.**
- **Our people's** talent.

SBM-1_26
Our fashion proposal requires the commitment of all those involved throughout our value chain —which is described later in this chapter— from sourcing to distribution and sales. Accordingly, we draw on key **inputs**, the details of which are provided in the various chapters of this Report.

/ **Our teams:** our talent recruitment and retention strategy allows us to obtain the necessary human resources to carry out our activity, while at the same time taking care of our people's working conditions and creating diverse and inclusive work environments in which they can fulfil their potential.

/ **Raw materials:** this is the key input for manufacturing our products, and includes cotton, man-made cellulosic fibres, polyester and linen, among others. Our manufacturers and suppliers source these materials according to our Fibres Plan.

/ **Water and energy:** in addition to raw materials, they are the main resources used in the production processes. In particular, these consumptions are higher in the factories of our supply chain that carry out wet processes, i.e. dyeing, washing, finishing and printing, among others.

/ **Suppliers and factories of the supply chain:** they are also a fundamental part of the operation of our business. That is why we strive to maintain a relationship of mutual trust and support.

SBM-1_27
Through our business model we want to generate the greatest possible value for our stakeholders. The various chapters in this Report provide greater detail regarding the various **outputs**.

/ **Customers:** our flexible fashion proposal and our capability to analyse their preferences allow us to quickly address their needs. We also aim to continuously improve the customer experience.

/ **Our teams:** we have a Code of Conduct that establishes the Group's commitments to creating work environments that promote their well-being and development.

/ **Factories of the supply chain:** the ultimate aim of our Workers at the Centre strategy is to ensure well-being of the workers in the supply chain and respect for their human rights.

/ **Shareholders:** we implement a policy of transparent and fluid communication. Our shareholder remuneration policy aims to offer an attractive and sustainable dividend over time.

/ **Environment:** we have various strategies and initiatives aimed at minimizing our impact on the environment —for example, by consuming renewable energy, reducing water consumption and using lower-impact fibres[5] in our garments— easing the pressure on resources.

/ **Society**: we collaborate with various stakeholders to promote the well-being of the communities where we operate and of society as a whole.

Within this framework, we have a robust **community investment program** through which we have allocated 175 millions of euros in 2025[6] (134 millions of euros in 2024) in a number of non-profit initiatives, through financial contributions, in-kind donations and time dedicated by our employees. In 2025 we donated more than 8.4 million new articles from our collections (7.2 million articles in 2024) and the hours dedicated by our employees to community investment activities during their working hours reached 409,871 hours in 2025 (353,618 hours in 2024) .

In 2022 we committed to **help 10 million people through our corporate community investment programme between 2022 and 2025.** In line with this ambition, since 2022 **we have directly benefited more than 16 million people**, of which four million people were reached in 2025.

To achieve this, in 2025 we collaborated with 477 organisations in the development of 1,182 social and environmental initiatives. Our long-standing strategic alliances with organizations such as UNHCR, Cáritas, Conservation International, Red Cross, Entreculturas, Every Mother Counts, Médecins Sans Frontières, Medicus Mundi, Water.org and WWF are noteworthy. Furthermore, in 2025 we launched new programs with organizations including Asian University for Women, Associação VilacomVida, Ocean Conservancy, Women's Earth Alliance, and the University of Barcelona, among others.

A model tailored to demand
Our retail concepts excel in their capacity to adapt and respond to any change in the market or the irruption of a new trend, thanks to fine-tuned production processes, with short runs that are fully adapted to demand. This also allows us to maintain a tight inventory.

So as to guarantee an agile and effective response to this demand, a significant portion of our garments are manufactured in proximity markets, such as Spain, Portugal, Morocco and Türkiye. Furthermore, the integration of the inventory of our physical stores and online platforms allows our customers to access all our products regardless of where they shop, maximising the opportunity to sell the units produced.

This **flexible business model** helps us to meticulously manage clothing inventories to **avoid surpluses**, which in 2024[7] represented **0.57%** of total articles sold.

[5] More information on the criteria that fibres or materials must meet to be classified as having a lower impact can be found in the appendix *Detailed Information. Methodology* of this Report.
[6] Included in the Operating Expenses item of the Consolidated Income Statement (see *Note 6* of the Consolidated Annual Accounts).
[7] Surplus figures are shown for 2024 as the 2025 winter campaign is ongoing in stores at the time of writing this Report, and therefore the surplus inventory has not yet been fully processed.

Our value chain

SBM-1_25; SBM-1_28

The key stages of our **value chain** are as follows:

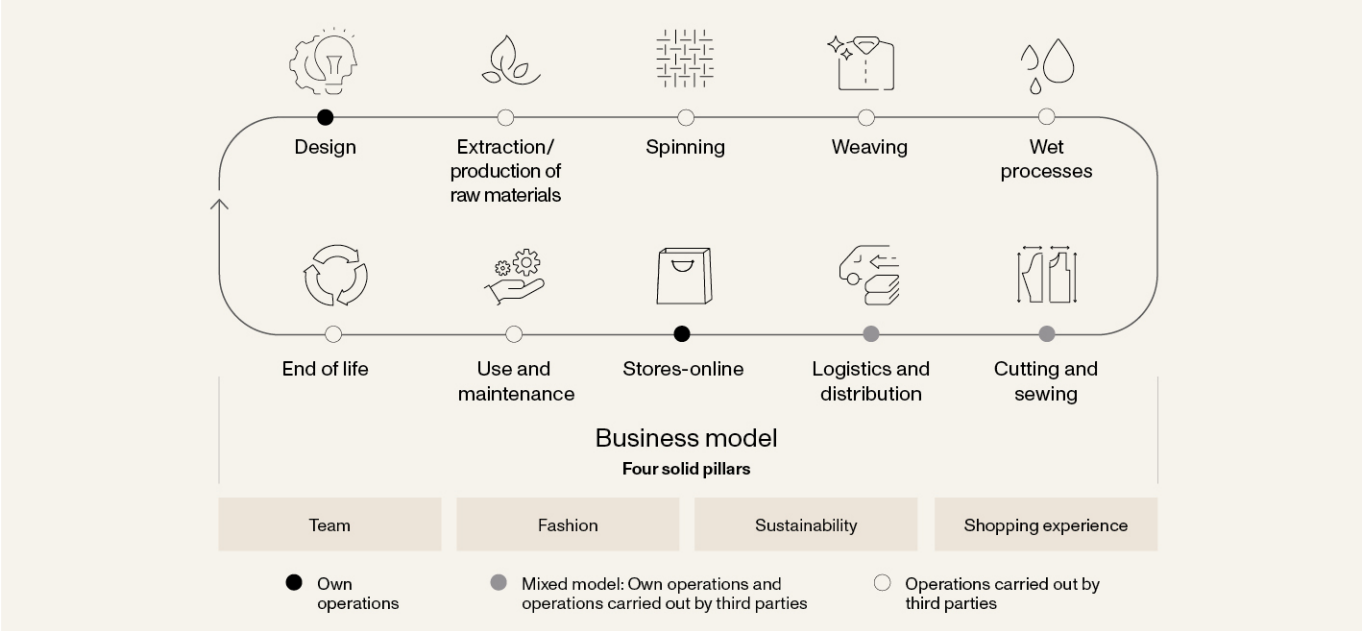
Upstream activities

Design:	We have a significant talent base in design and pattern making, which is key to our business model.	
	A focus on lower-impact materials and processes.	
Raw Materials Extraction/ Production:	Main categories: natural (cotton, linen or wool, among others), man-made (cellulosic fibres like viscose or modal, among others) and synthetic (polyester, polyamide and acrylic, among others). The raw material most widely used by the Group is cotton.	
	Raw materials are extracted or produced by third parties independent of the Group.	
Manufacturing:	Non-exclusive suppliers and manufacturers not owned by the Group[1] organised into 10 clusters in Spain, Portugal, Morocco, Türkiye, India, Pakistan, Bangladesh, China, Cambodia and Vietnam.	
	Process stages:	**Spinning**: production of threads and yarns from the raw materials obtained in the supply stage.
		Weaving: production of fabric from threads and yarns.
		Wet processes: dyeing, washing and printing, among others.
		Cutting and sewing: including cutting and sewing as well as finishing processes.
	All these facilities together, in which these activities are carried out, make up what we call **our supply chain**. It comprises 6,684 factories that include all stages of our supply chain in 49 markets.	
Logistics and Distribution:	Warehousing operations carried out both directly by the Group, in our own distribution centres, and by third parties in external facilities not owned by the Company.	
	Transportation of the products is carried out by third-parties not owned by the Group.	
	Focus on reducing the impact on transportation, distribution and other logistical operations.	

[1] The only exception are the factories owned by the Group and located in the proximity of the Inditex corporate headquarters in Arteixo (A Coruña).

Downstream activities

Stores and *Online*:	Integration of our physical stores and online platforms into a single sales environment.
	Customer experience: avant-garde stores, advanced technology, innovative proposals.
Use and Maintenance:	Initiatives to help customers extend product life cycles: Zara Pre-Owned, garment repair and care guide.
End of Life:	Initiatives for recycling and reuse of materials, collection programmes and second life for garments.
	Operations carried out by third parties.



Sustainability strategy

We have a sustainability strategy with which, in addition to contributing to the transformation of our business and of the textile industry, we aim to address the demands of civil society, our customers and our people, while meeting the requirements of our investors and the regulatory framework on sustainability.

The impact: focus of our sustainability strategy

SBM-1_23

To manage our impact, we continuously analyse the repercussions of our activity throughout the value chain. In this process we work with sustainability specialists, academic institutions, international organisations, trade unions and NGOs.

What we want to help protect through our strategy



/ Air / Water / Ecosystems / Land / People

Pillars

- / Lower-impact fibres
- / People wellbeing
- / Reduction of emissions
- / Circular processes and services
- / Reduction of use of virgin resources
- / Reduction of waste generation
- / Contribution to biodiversity

Our goals[8]

SBM-1_21; SBM-1_22

Roadmap 2040

2025

- / Obtain 100% of our linen and polyester from lower-impact sources. ⓘ E5
- / Reduce water consumption in the supply chain by 25%. ⓘ E3
- / Help 10 million people through our corporate community investment programme. ⓘ ESRS 2
- / Reach 3 million people in the supply chain through the Workers at the Centre strategy (fostering progress in the areas of social dialogue, living wages, health, respect and resilience). ⓘ S2
- / Provide circularity services such as Zara Pre-Owned in key markets. ⓘ E5

2030

- / Reduce our emissions by 53%, including our own operations and value chain. ⓘ E1
- / Use only textile fibres that have a lower impact. ⓘ E5
- / Reach 5 million hectares under protection, restoration or regeneration projects or other forms of management for biodiversity improvement. ⓘ E4

2040

- / Achieve net-zero emissions, reducing at least 90% of our carbon footprint with respect to 2018. ⓘ E1

Our objectives are global and apply to all our product lines. In the relevant sections of the table above, and in annex *Detailed information. Methodology*, we describe the scopes and particularities of each of them.

We believe that the transformation of the sector must be based on a collaborative approach and a commitment to innovation. Hence the importance, for example, of our Sustainability Innovation Hub platform, through which we support innovation in sustainability.

ⓘ More information in section *E5. Resource use and circular economy* of this Report.

Furthermore, some examples of the organisations we are members of or collaborate with are the United Nations Global Compact, the International Labour Organization, UNI Global Union, IndustriALL Global Union, The Fashion Pact, Apparel and Textile Transformation Initiative (ATTI), Zero Discharge of Hazardous Chemicals (ZDHC) and the MIT Climate and Sustainability Consortium.

[8] Our emissions reduction targets affect both our own operations (scope 1 and 2) and our value chain (scope 3). With regard to scope 2 emissions, they apply to market-based scope 2 emissions. For its part, scope 3 includes the following categories: purchased goods and services (category 1), fuel- and energy-related activities (category 3), upstream transportation and distribution (category 4), waste generated in our own operations (category 5), business travel (category 6), employee commuting (category 7), end-of-life treatment of sold products (category 12), downstream leased assets (category 13) and franchises (category 14).

Regarding the fibres targets, further information on the criteria that fibres of materials must meet to be classified as having a lower impact can be found in the appendix *Detailed Information. Methodology* of this Report

Levers of change in our strategy



Climate Transition Plan

It enshrines our commitment and action lines to tackle the climate challenge, nurturing the precepts of the circular economy and energy efficiency.

ⓘ More information in section *A.2. Transition plan for climate change [E1-1]* of this Report.



Fibres Plan

It aims to cement our commitment and ensure that 100% of our garment textile fibres are lower-impact by 2030.

ⓘ More information in section *B. Targets related to resource use and circular economy [E5-3]* of this Report.



Supply Chain Transformation Plan

Focused on boosting suppliers' and manufacturers' performance to achieve our sustainability targets.

Our aim is to foster the inclusion of environmental best practices and continuous collaboration with our suppliers around five priority impacts: water consumption, wastewater treatment, chemicals, carbon footprint and waste management.

Accordingly, the Plan covers a series of measures to be phased in over the 2024-2027 period, with the aim of promoting the transformation of the textile industry through three lines of action based on steadily increasing the minimum environmental requirements and standards, broadening of the scope of application to an array of production processes, as well as technical support and assistance.

ⓘ More detail in the document *Supply chain: management to transform the sector*, available on Inditex's corporate website, and in the various environmental standards of this Report.

On the social front, we have our Workers at the Centre strategy which has five Priority Impact Areas: Social dialogue, Living wages, Respect, Health and Resilience.

ⓘ More information in section *C. Management of impacts related to value chain workers [S2-2; S2-3; S2-4]* of this Report.

Human rights strategy

We approach respect for human rights from a **cross-cutting** perspective, weaving it into our everyday processes, decisions and relationships. We have a human rights strategy aligned with the UN Guiding Principles on Business and Human Rights, which permeates all Group operations and articulates our alignment with best practices throughout the value chain.

The pillars of our human rights strategy are:

1) Policy on Human Rights ⓘ
2) Due diligence ⓘ
3) Grievance mechanisms ⓘ

B. Stakeholder engagement [SBM-2]

SBM-2_01

Our stakeholders are entities or groups that are related to Inditex —both throughout our value chain and in the communities in which we carry out our activity— and which have the capacity to influence our Company with their decisions and opinions. Our relationship with them is based on **transparency**, which helps us to establish a bond of trust with them, and **permanent dialogue** and collaboration**,** which allow us to respond to their demands and needs.

Our strategies, goals and channels of communication and dialogue with stakeholders are constantly being updated. Moreover, we have policies that define the principles of the relationship with each stakeholder group, such as our Code of Conduct, our Code of Conduct for Manufacturers and Suppliers or our Human Rights Policy, and in particular our Sustainability Stakeholder Relations Policy.

ⓘ More information in section *MDR-P. Policies and in annex Detailed information. Policies* of this Report.

SBM-2_05; SBM-2_06

Our work with stakeholders keeps us aware of the issues and trends that are most relevant to them so that we can respond to their needs more effectively, integrating their views and expectations as important information when drawing up our strategies. This serves as a very valuable information that helps us to define priorities and develop the policies and strategies that underpin the Company's principles of action and whose level of ambition is reflected in our targets. To achieve these targets, we have implemented a range of action plans, projects and initiatives that are detailed throughout this Report.

Furthermore, collaboration with all relevant actors is essential to effect the transformation of the textile sector that our sustainability targets pursue. Likewise, interaction with our stakeholders is pivotal to ensure effectiveness and keep our due diligence processes up to date.

SBM-2_02; SBM-2_03

We thus identify and group our stakeholders according to their link to our business model, as shown below:

Inditex's main stakeholders		Related content
	**Our teams** Any person who works at Inditex, including our people and other staff. • *Staff at our stores, offices, logistics centres and our own factories and trade unions.*	ⓘ *S1*
	**Customers** Every person who purchases any product sold by the various brands of the Inditex Group. • *Customers and potential customers of physical and online stores.*	ⓘ *S4*
	**Suppliers** Companies that are part of Inditex supply chain and their respective workers. • *Direct suppliers, manufacturers and workers in the supply chain; trade unions; employers associations and international organisations.*	ⓘ *S2*, *G1*
	**Society** All those persons or entities that form part of the environment in which Inditex carries out its activity. • *NGOs, governments and public authorities, academic institutions, civil society and the media.*	ⓘ *E1*, *E2*, *E3*, *E4*, *E5*, *S1*, *S2*, *S4*, *G1*
	**Environment** Set of natural elements present in the environment in which Inditex develops its business model. • *Environmental organisations, academic institutions, governments and public authorities.*	ⓘ *E1*, *E2*, *E3*, *E4*, *E5*
	**Shareholders** Any person or entity who owns shares in the Inditex Group. • *Institutional and private investors.*	ⓘ *Annual Corporate Governance Report*

Governance and stakeholder engagement

SBM-2_12

At Inditex **we have been fostering dialogue with our stakeholders on sustainability** for decades. Our **Sustainability and Inclusion Advisory Committee** (previously known as the Social Advisory Board and created in 2002), an advisory body that, among other tasks, is responsible for establishing and institutionalising dialogue with key partners from civil society.

Another key tool is the **Sustainability Committee,** tasked with supervising and evaluating the strategy of communication and relations with the various stakeholders, and the communication procedures and channels. The Committee liaises with the Sustainability and Inclusion Advisory Committee.

> ⓘ More information on sustainability governance in section *A.1. Governing bodies [GOV-1; GOV-2]* of this Report.

Listening and dialogue tools

SBM-2_04; SBM-2_07

One of the keys to developing our strategy is to actively listen to and work with our stakeholders. This dialogue and constant engagement guide our decisions, allowing us to permanently update our strategy, which factors in the needs and expectations of our stakeholders. Our relationship with these groups is organised in the following stages:

/ Identification of all the pertinent topics, issues and trends and all the stakeholders that may be related thereto, throughout the value chain and in the environment in which we operate.

/ Classification and prioritisation of stakeholders based on our business model and value chain.

/ Definition of a strategy for each group of stakeholders, establishing concrete objectives, commitments, actions and dialogue tools.

We have **cross-cutting communication tools** to support our relationship with all our stakeholders, such as the Sustainability Committee, the Sustainability and Inclusion Advisory Committee, our corporate website, this Report and the materiality assessment itself, among others.

Specifically, we have a range of **alliances and partnerships**. These partnerships with organisations and institutions are paramount for Inditex, as they allow us to deepen our understanding of our stakeholders and further the transformation of our sector. That is why we cultivate partnerships with a number of governments, trade unions, academic institutions, local and international organisations and representatives of civil society.

> ⓘ More detail in the document *Partnerships*, available on Inditex's corporate website.

IRO. Impacts, risks and opportunities

A. Materiality [IRO-1; IRO-2]

IRO-2_13
Through our materiality assessment, we identify material impacts, risks and opportunities (IROs) to outline in this Report.

IRO-1_01; IRO-2_01; IRO-2_02; E1.IRO-1_01; E2.IRO-1_01; E3.IRO-1_01; E4.IRO-1_01; E4.IRO-1_03; E5.IRO-1_01
We conduct this exercise with a **double materiality** approach, examining both our potential impacts on the surrounding (impact materiality) and risks and opportunities for our Company (financial materiality).

We thus apply a methodology based on the **European Sustainability Reporting Standards (ESRS)**, **IG1*:* Materiality Assessment Implementation Guidance***,*** and the guidelines provided in the various supporting documents and recommendations provided by the European Financial Reporting Advisory Group (EFRAG).

ⓘ More information in annexes *Table of contents required by Directive 2013/34/EU* and *Table of contents of information deriving from other EU legislation* of this Report.

IRO-1_15; IRO-1_02; IRO-1_07

To validate the material IROs for Inditex and confirm which content should be included in this Report, this year we reviewed the results obtained in the 2024 exercise, when we performed a detailed double materiality assessment structured in the **following main phases:**

1) Identification of impacts, risks and opportunities

IRO-1_03; IRO-1_04; IRO-1_08; IRO-1_14; SBM-3_11
For identification purposes, we start by analysing our activity and the relationship with our environment, covering both our own operations and our business relationships and value chain, including the various geographies and activities that comprise it, and in accordance with the definition of value chain presented in the section *Our value chain* of this Report. Furthermore, our preferred source for determining our impacts is the list of recommended topics in the ESRS 1 - Application Requirement 16.

This identification draws on the outputs from our due diligence processes and our risk map, as well as the topics addressed by stakeholders through our ongoing dialogue, analysis of trends in the industry, social media and online media, and the issues addressed through our Ethics Line.

Furthermore, in connection with environmental topics, we have taken the LEAP approach (Locate, Evaluate, Analyse and Prepare) as a reference and have used various scientific databases and indices[9].

In addition, in identifying risks and opportunities, we examine our impacts and dependencies on natural and/or social resources to detect their connections with possible negative or positive financial effects. Furthermore, in connection with the climate, we draw on a **climate-related scenario analysis**.

ⓘ More information on the scenario analysis methodology in sections *E. Risks and opportunities due to climate change [IRO-1; SBM-3]* of this Report.

With regard to opportunities, we continue to work on further analysis and development. As a result of this continuous endeavour, some changes were made with respect to the opportunities reported in the previous year, with the aim of ensuring closer alignment with reality.

2) Materiality assessment

IRO-1_06
The impacts, risks and opportunities identified in the previous phase are assessed on the basis of the information compiled in working groups with in-house areas and, in the case of impacts, also through interviews with our stakeholders and the advice provided by Risilience (sustainability intelligence company, academic partner of the Centre for Risk Studies at the University of Cambridge).

In 2025, we validated the assessment conducted in 2024 through working groups with the various specialised in-house areas, as well as a review by Group's Management.

Impact materiality
We gauge impacts according to their severity, which in turn is composed of three parameters: their scale, scope and irremediable nature[10] —the latter in the case of negative impacts—. Each of the parameter is assessed by a classification from one to four, with one being the lowest value.

We also assess the probability of potential impacts according to a five-tier scale. This assessment is made without taking into account possible mitigation measures already in place.

[9] The references we used include Exploring Natural Capital Opportunities, Risks and Exposure (ENCORE), Integrated Biodiversity Assessment Tool (IBAT), Critical Habitat — developed by the UN Environment Programme World Conservation Monitoring Centre (UNEP-WCMC) — and Common International Classification of Ecosystem Services (CICES), among others.
[10] Scale: how grave or beneficial the impact is or would be for people or the environment. Scope: how widespread the impact is, based on the geographic extent of the effects and the stakeholders affected. Irremediable character: degree of difficulty involved in counteracting or remedying the damage, applying only to negative impacts. Likelihood: chance of a potential impact happening.

We also examine any possible affect on human rights, in which case, probability is assumed to be 100%, even though there has been no actual impact.

Thresholds are applied to these results, in keeping with the criteria outlined in the EFRAG materiality guidelines. Accordingly, we identify an actual impact as being material when its severity exceeds five.

In the case of potential impacts, a heat map showing evaluated severity and probability is compiled. The map determines four heat levels (low, medium, high and very high) and we identify as material those impacts that are above the low level.

In parallel, we qualitatively evaluate the time horizon[11] in which the impact would occur.

Financial materiality

IRO-1_09; IRO-1_10; IRO-1_12; IRO-1_13

To determine the financial materiality of the risks and opportunities, we have aligned with the parameters and metrics used in the process of identification and assessment of the Risk Map, which is a cornerstone of the Group's Integrated Risk Management System (IRMS).

Thus, we assess the scale of the financial effect[12] by simulating the cash flow at risk for different time horizons, which we obtain by entering estimates of the financial variables from the Company's income statement, such as those related to revenues and routine costs. In the absence of direct data, an approximate estimate is made based on a five-tier scale. To establish the resulting financial materiality, we adjust this magnitude by the estimated probability of occurrence in each time horizon based on the same five-tier scale as used in the impact materiality assessment.

Both the parameters and the thresholds applied to determine financial materiality, as well as the rest of the methodology, are in line with those used in the Risk Map, and are also used to prioritise any other risk category.

This allows us to identify a risk or opportunity as material when the change in cash flow exceeds 2% and its probability exceeds 3%.

Based on the result, a risk or opportunity is determined to be material when it presents materiality in at least one of the years included in the various time horizons assessed.

ⓘ More detail in section *Enterprise Risk Management (ERM)* of the *Annual Corporate Governance Report*.

3) Validation of results and approval

IRO-1_11

The results of the materiality assessment are reviewed by the Company's Management and validated by the Sustainability Committee.

At the external level, the Sustainability and Inclusion Advisory Committee also takes part in the validation, contributing to the integration of the perspective of different stakeholders in the assessment.

It is worth noting that the result of the materiality assessment forms the basis of this Report, which was formulated by the Board of Directors of Inditex, following the favourable report by the Audit and Compliance Committee and the Sustainability Committee, both responsible for supervising the process of verifying and overseeing the information included in it, each in accordance with their respective areas of competence.

Stakeholder involvement

IRO-1_05; E2.IRO-1_02; E3.IRO-1_02; E4.IRO-1_05; E4.IRO-1_06; E4.IRO-1_07; E5.IRO-1_02

Our stakeholders —both internal and external— play a very important role during the materiality process:

/ In the course of our activity, we collaborate with organisations specialised in a range of fields. This gives us valuable insight into the potential impacts Inditex might have on the environment and people. The lessons drawn from these partnerships are woven into our materiality assessment.

/ Furthermore, in the detailed assessment we carried out in 2024, we conducted specific interviews with entities that represent stakeholders, establishing a Materiality Advisory Network to verify the list of potential impacts identified and ensure that no salient impact is excluded from our analysis. This group includes universities, trade unions, business organisations and organisations specialising in environmental and social issues such as: the University of Leeds, the University of Oxford, Zero Discharge of Hazardous Chemicals (ZDHC), Conservation International (CI), the Pacific Institute, ECODES, Climate Group, the United Nations Global Compact, the International Organisation of Employers (IOE), the Ethical Trading Initiative (ETI) and UNI Global Union.

/ We convened working groups with relevant areas of the Company to gauge and validate the materiality of impacts, risks and opportunities.

/ We collaborated and consulted with external specialist teams, such as Risilience and Shift, a leading organisation in the United Nations Guiding Principles on Business and Human Rights.

[11] The time horizons defined for this assessment are the same for both financial materiality and impact materiality and correspond to those defined in section *BP. Basis for preparation of the Report*.

[12] Magnitude of the financial effect: actual or potential deviation of free cash flows estimated by the Group in the various time horizons discounted on the assessment date.

B. Material impacts, risks and opportunities [IRO-1; SBM-3]

SBM-3_01; SBM-3_02; SBM-3_06; E4.IRO-1_08; E4.IRO-1_14; E4.IRO-1_15; E4.SBM-3_01; E4.SBM-3_02; E4.SBM-3_03; E4.SBM-3_04; E4.SBM-3_05; E4.SBM-3_06; S1.SBM-3_05; S1.SBM-3_06: S1.SBM-3_07; S1.SBM-3_08; S1.SBM-3_09; S1.SBM-3_10; S1.SBM-3_12; S2.SBM-3_01; S2.SBM-3_02; S2.SBM-3_03; S2.SBM-3_07; S2.SBM-3_09; S4.SBM-3_01; S4.SBM-3_02; S4.SBM-3_03; S4.SBM-3_06; S4.SBM-3_08

The identified material IROs are presented below in aggregate form, including a description thereof, their main characteristics[13] and their relationship to the ESRS topics and subtopics.

Topics and subtopics	Code	Material impacts, risks and opportunities	Type	Time horizon	Phase of the value chain
E1 - Climate change					
Climate change mitigation and adaptation, and energy	E1.I1	**Scope 1, 2 and 3 greenhouse gas (GHG) emissions** associated with our own activity and with the value chain	I-a	M, L	/ Own operations / Value chain
	E1.I2	**Energy consumption** needed to carry out our activity, which affects GHG emissions	I-a	M, L	/ Own operations / Value chain
	E1.R1	**Physical and transition risks related to climate**	R	L	/ Own operations / Value chain
E2 - Pollution					
Pollution, substances of very high concern and microplastics	E2.I1	Impact from **the use of chemicals** in the various stages of the supply chain, especially wet processes, and during the use of products by our customers	I-a	M, L	/ Raw materials extraction/ production / Supply chain (1) / Use and maintenance / End of life
	E2.I2	Possible **emissions of other pollutants and microplastics**, especially release of microfibres, in the various stages of the product life cycle	I-a	M, L	/ Raw materials extraction/ production / Supply chain / Use and maintenance / End of life
	E2.R1	**Transition risks related to pollution**	R	L	/ Value chain
E3 - Water					
Water	E3.I1	**Water withdrawal**. Water is a necessary resource for both the creation of our products and their use by our customers	I-a	M, L	/ Raw materials extraction/ production / Supply chain (1) / Use and maintenance
	E3.I2	**Water discharges** associated with production processes in the supply chain as well as with the product use by our customers, with a potential impact on water quality	I-a	M, L	/ Raw materials extraction/ production / Supply chain (1) / Use and maintenance
	E3.R1	**Physical and transition risks related to water**	R	L	/ Value chain
E4 - Biodiversity and ecosystems (2)					
Impacts on biodiversity loss, the scale and status of ecosystems and ecosystem services, and dependencies on these services	E4.I1	Impacts related to the **exploitation, degradation and disruption of ecosystems and natural resources** that might contribute to the loss of biodiversity and the disruption of habitats and ecosystem services	I-a	M, L	/ Value chain
	E4.R1	**Physical and transition risks related to biodiversity and ecosystems**	R	L	/ Value chain

[13] Code legend: identification code of the IROs. Throughout the Report, this code is used to indicate the link between different contents and the corresponding IROs.

Type legend: Positive Impact (I+), Negative Impact (I-), including whether it is an actual (a) or potential (p) impact; Risk (R) and Opportunity (O). In cases where the aggregate impact includes both positive and negative impacts, the most relevant types are shown.

Time horizon legend: Short term (S), Medium term (M) and Long term (L).

Phase of the value chain legend: the different stages of the value chain are included in accordance with what is defined in the section *Our value chain* of this Report. In cases where 'Value chain' is indicated, this includes the following stages: raw material extraction/production; supply chain; logistics and distribution; stores and online; use and maintenance; and end of life.

Topics and subtopics	Code	Material impacts, risks and opportunities	Type	Time horizon	Phase of the value chain
E5 - Resource use and circular economy					
Resource and waste inflows and outflows	E5.I1	The **use of conventional raw materials** can generate environmental impacts upstream in the value chain, which we strive to manage and minimize through our Fibres Plan	I-a	M, L	/ Raw materials extraction/ production
	E5.I2	**Circularity promotion** in the business model to encourage the conversion of waste into new resources and extend the life cycle of our products	I+a	M, L	/ Value chain
	E5.I3	Impacts related to **waste generation** in our activity	I-a	M, L	/ Own operations / Value chain
	E5.R1	**Transition risks related to the use of resources and the circular economy**	R	L	/ Value chain
	E5.O1	**Opportunity for new business models, such as Zara Pre-Owned**	O	M, L	/ Own operations
S1 - Own workforce [3] [4]					
Working conditions and equal treatment and opportunities for all	S1.I1	**Quality employment**. This includes both working conditions and measures to enhance well-being	I+a	S, M, L	/ Own operations
	S1.I2	Possible impact should our workforce not receive **adequate wages**	I-p	S, M, L	/ Own operations
	S1.I3	**Social dialogue and respect for freedom of association and collective bargaining rights**	I-p	S, M, L	/ Own operations
	S1.I4	**Work-related accidents and occupational diseases**	I-a	S, M, L	/ Own operations
	S1.I5	**Professional development** and capacity to foster continuous learning and offer growth opportunities	I+a	S, M, L	/ Own operations
	S1.I6	**Impacts**, both positive and negative, **linked to vulnerable groups**, including topics such as gender, LGBTQI+, socio-ethnic or disability	I-a	S, M, L	/ Own operations
	S1.R1	**Risks related to human capital**	R	L	/ Own operations
	S1.O1	**Business development opportunities by attracting and retaining talent**	O	L	/ Own operations
S2 - Workers in the value chain [4]					
Working conditions, equal treatment and opportunities for all, and other work-related rights	S2.I1	**Working conditions**. This includes both working conditions and measures to enhance the well-being of value chain workers	I-a	S, M, L	/ Raw materials extraction/ production / Supply chain
	S2.I2	Impacts related to not receiving **adequate wages**, which affects the well-being of value chain workers	I-a	S, M, L	/ Raw materials extraction/ production / Supply chain
	S2.I3	**Social dialogue and respect for freedom of association and collective bargaining rights**	I-a	S, M, L	/ Raw materials extraction/ production / Supply chain
	S2.I4	**Work-related accidents and occupational diseases**	I-a	S, M, L	/ Raw materials extraction/ production / Supply chain
	S2.I5	**Impacts related to vulnerable groups**, such as women, migrants and workers linked to the extraction or production of raw materials	I-a	S, M, L	/ Raw materials extraction/ production / Supply chain
	S2.R1	**Risks related to value chain workers**	R	L	/ Supply chain

Topics and subtopics	Code	Material impacts, risks and opportunities	Type	Time horizon	Phase of the value chain
S4 - Consumers [4]					
Information-related impacts for consumers, their personal safety and social inclusion	S4.I1	**Possible loss of our customers' personal data,** which might impact on their privacy and trust	I-p	S, M, L	/ Own operations
	S4.I2	**Impacts related to the health and safety of our products** during their use	I-a	S, M, L	/ Use and maintenance
	S4.I3	We promote an inclusive shopping experience and work to prevent **potential impacts related to consumer discrimination**	I-a	S, M, L	/ Own operations
	S4.I4	We assume the responsibility of maintaining an ethical, objective, transparent and dialogue-based relationship with our customers and the rest of our stakeholders, and therefore we incorporate **responsible marketing practices**	I+a	S, M, L	/ Own operations
	S4.R1	**Risks related to consumers' rights**	R	L	/ Own operations
G1 - Business conduct					
Corporate culture, corruption and bribery, protection of whistleblowers, political engagement and managing suppliers relations	G1.I1	**Whistleblowing channel management**, enabling internal and external stakeholders to confidentially report any possible breaches of ethical principles, incorporating protections for whistleblowers and helping to foster a corporate culture of integrity	I-p	S, M, L	/ Own operations / Value chain
	G1.I2	**Promotion of regulatory development and industry improvement** through Inditex's involvement in sector initiatives and forums for dialogue with stakeholders	I+a	M, L	/ Own operations / Value chain
	G1.I3	**Possible instances of corruption, fraud, bribery and other unlawful acts** linked to the exposure and characteristics of the Company's operation and its value chain	I-a	S, M, L	/ Own operations / Supply chain
	G1.I4	**Supplier relations management,** including the integration of social and environmental criteria and **responsible purchasing practices**	I-a	S, M, L	/ Value chain
	G1.R1	**Risks araising from the relationship with key suppliers**	R	L	/ Value chain
	G1.R2	**Risks related to cybersecurity**	R	L	/ Own operations / Value chain

[1] Including only the facilities mainly carrying out wet processes, as these are the ones that use chemical products, water and energy as the main inputs in their manufacturing processes.

[2] No facilities were identified that were located near biodiversity-sensitive areas and had an operating profile with a significant impact on biodiversity.

[3] No negative impacts linked to the transition plans, nor operations or geographical areas with a significant risk of incidents of forced, compulsory or child labour among our people were identified.

[4] Risks and opportunities apply across the board to all our operations and value chain, and do not correspond to a specific group of people.

Impact characteristics

SBM-3_04; SBM-3_05; SBM-3_07; E2.IRO-1_03; E4.IRO-1_02; E4.IRO-1_04; E4.IRO-1_16

Our business model places us in direct connection with a globalised environment, which implies that our Company might influence, whether positively or negatively in our surroundings.

Accordingly, in our analysis we consider both our own operations and our value chain, from product design right through until their use and end of life.

ⓘ More information in section *Our value chain* of this Report.

We also take into consideration the potential systemic risks that might affect our activity, pinpointing mainly those associated with the collapse of ecosystems from the environmental perspective —unavailability of agricultural raw materials —and disruption of the related supply chain— paralysis of manufacturing output—.

We therefore assess the relationship between our strategy and business model and the existence of possible environmental, social and/or governance-related impacts:

/ **Environmental:** our production requires the sourcing of raw materials that involve the use of water, land and energy and that may have impact on biodiversity and ecosystems. This dependency on certain ecosystem services is mainly apparent in the value chain, and has not been identified in our own operations or in the shipping or factory operations that do not carry out wet processes. In distribution, we move goods between various markets to reach our costumers, with an impact in terms of the emissions linked to climate change, which we are striving to reduce and mitigate through the initiatives detailed in our Climate Transition Plan. Furthermore, due to the nature of our product, we consider the possible impact linked to the shedding of fibres and microplastics, both during the manufacturing process of our articles and in their life cycle, including their end of life.

S1.SBM-3_03; S1.SBM-3_04; S2.SBM-3_05; S2.SBM-3_06; S4.SBM-3_04; S4.SBM-3_05; SBM-3_11

- **Social:** we pay particular attention to those impacts[14] that may affect people, from our own workforce to our consumers, including workers in our value chain and the community. Consequently, we identify the possible impacts on human rights, fair working conditions, diversity and inclusion and the health and safety of our teams in order to promote working environments in which well-being is a priority and to ensure that we have the best talent. This same approach, in which respect for human rights is paramount, is replicated throughout our value chain, in our relationship with customers and in the continuous improvement of their experience.

  In this regard, our materiality assessment includes the results of the saliency exercise concerning human rights that we carried out in 2025. The results show that our material social impacts are centred mainly on our workforce, customers and the workers who make up our value chain. Accordingly, the identified potential impacts and risks linked to ESRS 'S3 - Affected communities' are not material for Inditex.

- **Governance:** in line with our principles, we keep unwavering control of our business conduct, carefully supervising the communications made through our grievance mechanisms (such as our Ethics Line), and identifying the potential impacts linked to the potential materialisation of unlawful actions, or to our supplier relations and responsible purchasing practices. This information regarding how our business model may impact on the environment and society also allows us to analyse our strategy, helping us to minimise the possibility of negative impacts and risks materialising, while trying to enhance our positive impacts and opportunities.

SBM-3_12

Our assessment also covers specific topics for our Company. Cybersecurity is considered material for our organisation and this Report therefore includes a dedicated section on the matter. In addition, we also include specific metrics linked to our sector, based on the SASB Apparel, Accessories & Footwear standard.

SBM-3_03; SBM-3_08

Furthermore, no risks and opportunities were identified for which there is a significant risk that could trigger a material change in the valuation of the assets and liabilities booked in the financial statements for the following financial year.

With respect to the anticipated financial effects of risks and opportunities, the Company has invoked the transitional provision (phase-in option) that allows it not to disclose information regarding the anticipated financial effects.

Resilience

SBM-3_10

Identifying our impacts, risks and opportunities, allows us to ensure that our strategy includes the most salient sustainability topics. This helps us to strengthen the resilience of our business model and boost our capacity to tackle the challenges stemming from our activity.

Along these lines, we implement specific policies that tackle the various environmental, social and governance themes identified; we set monitoring targets for the key metrics; and we introduce actions aimed at addressing the main aspect detected, thereby helping us to prevent, mitigate and remedy possible effects from our impacts and risks, and to maximise the value of our opportunities.

[14] Some of these impacts are one-off, such as workplace or product health and safety; while others are systemic, being related to global and industry-wide characteristics. Such is the case of social dialogue and respect for the right of association and collective bargaining rights, for example.

MDR-P. Policies

MDR-P_06

Our engagement with stakeholders is founded upon constant dialogue and transparency. This same approach is applied to the construction and updating of the Group's Codes of Conduct and policies.

All our policies are available in both Spanish and English on the intranet (INET). The main corporate policies are available on the corporate website in a wide range of languages to provide access to any stakeholder, whether internal or external. Additionally, to ensure that all our teams are aware of corporate policies and their updates, we carry out internal communication and awareness actions.

Below are the main policies related to the scope of application of this Report, which are described in detail in the annex *Detailed information. Policies*:

Cross-cutting Policies	/ Code of Conduct ⓘ / Code of Conduct for Manufacturers and Suppliers ⓘ / Human Rights Policy ⓘ / Sustainability Policy ⓘ / Sustainability Stakeholder Relations Policy ⓘ
Policies related to environmental standards	/ Energy Policy ⓘ / Water Policy ⓘ / Ecosystems and Biodiversity Policy ⓘ
Policies related to social standards	/ Diversity and Inclusion Policy ⓘ / Global Anti-Harassment Policy ⓘ / Occupational Health and Safety Policy ⓘ / Information Security Policy ⓘ / Compliance Policy regarding Personal Data Protection and Privacy ⓘ
Policies related to governance standards	/ Compliance Policy ⓘ / Due Diligence Policy ⓘ / Policy on Public Policy ⓘ / Criminal Risk Prevention Policy ⓘ / Integrity Policies (Donations and Sponsorships, Gifts & Invitations, and Dealings with Public Servants) ⓘ / Anti-Money Laundering and Terrorist Financing Policy ⓘ / Conflicts of Interest Policy ⓘ / Global Policy on Internal Reporting Channels ⓘ / Ethics Line Procedure ⓘ

ⓘ More detail in section *'Ethical Commitment'* of Inditex's corporate website.

E. Environmental information [ESRS E]

E1. Climate change

E2. Pollution

E3. Water

E4. Biodiversity and ecosystems

E5. Resource use and circular economy

Taxonomy Regulation



E1. Climate change

Material impacts, risks and opportunities related to climate change

Code	Description	Phase of the value chain
E1.I1	**Scope 1, 2 and 3 greenhouse gas (GHG) emissions** associated with our own activity and with the value chain	/ Own operations / Value chain
E1.I2	**Energy consumption** needed to carry out our activity, which affects GHG emissions	/ Own operations / Value chain
E1.R1	**Physical and transition risks related to climate**	/ Own operations / Value chain

ⓘ More information in section *B. Material impacts, risks and opportunities [IRO-1; SBM-3]* of this Report.

A. Our approach to climate change [E1-1; E1-2]

A.1. Policies related to climate change [E1-2]

E1.MDR-P_01-06; E1-2_01

As reflected in the Group´ Sustainability Policy and Energy Policy, our climate ambition is grounded on:

/ Developing responsible energy management.

/ Reducing GHG emissions and collaborating to transform the sector.

/ Improving the capacity of climate change adaptation and mitigation.

/ A cross-cutting approach in which we acknowledge the need to protect and restore nature and all its resources as part of the contribution to climate change mitigation.

/ The commitment to a fair transition.

ⓘ More information on our policies and their updates in section *MDR-P. Policies* and in annex *Detailed information. Policies* of this Report.

E1.GOV-3_01; E1.GOV-3_02; E1.GOV-3_03

Through our climate governance, we aim to ensure that the impacts, risks and opportunities linked to climate are adequately tackled to meet the challenges posed by climate change. In turn, we promote mechanisms to advance in achieving our decarbonisation targets, such as our variable remuneration system.

ⓘ More information in the *Annual Report on Remuneration of Directors*, sections: *A. Company remuneration policy for the current year and B. Overall summary of how remuneration policy has been applied during the year ended.*

A.2. Transition plan for climate change [E1-1]

E1-1_01; E1-1_02

We have a **Climate Transition Plan**, which evidences Inditex's commitment to a more efficient and circular fashion industry, more capable of tackling the climate challenge. The Plan includes our action lines and intermediate milestones, as well as the resources we estimate will be needed to attain our targets on the pathway to net-zero emissions by 2040.

Our Climate Transition Plan is consistent with our science-based targets (SBTs), pursuing a GHG emissions reduction pathway aligned with the Paris Agreement ambition of limiting global warming to 1.5ºC over pre-industrial levels.

In drawing up the Plan we used the 'announced policies' emissions scenario, given the current level of climate policy ambition around the world. This pathway envisages the global economy decarbonising at a slower rate than Inditex's reduction commitments, outlined in our Climate Transition Plan, which aim to reach net zero by 2040.

In accordance with this commitment, Inditex's future emissions pathways factor in the effect of our own emissions reduction initiatives, as specified in the Climate Transition Plan, and the effect of the announced industry decarbonisation in relation to scope 2 and 3 emissions.

ⓘ More detail in the *Climate Transition Plan* available on Inditex's corporate website.

E1-4_24
In this regard, at Inditex we take a comprehensive approach to climate change, analysing future climate scenarios and identifying the physical and transition risks, as well as associated opportunities to ensure a resilient short-, medium- and long-term strategy. Based on our identification and assessment of climate-related impacts, risks and opportunities, we adapt our sustainability strategy, which is integrated into all our business areas.

ⓘ More information on the scenario analysis methodology in section *E. Risks and opportunities due to climate change [IRO-1; SBM-3]* of this Report.

E1-1_03; E1-1_04; E1-1_05; E1-1_06; E1-1_13; E1-4_23
The decarbonisation levers of our Climate Transition Plan encompass a series of actions to reduce our GHG emissions and thereby move towards attaining our targets. They are carried out both in our own operations and our value chain, and focus on:

Main decarbonisation levers		Key actions	More information in
Reduction	Use of improved energy sources	/ Own operations: self-consumption, power purchase agreements, building according to LEED/BREEAM standards / Supply Chain Environmental Transformation Plan / Use of fuels from alternative sources in the maritime transport of our products	*E1-3; E2-2; E3-2; E3-3*
	Optimisation of energy management		
	Promoting circularity and the use of lower-impact materials	/ Sustainability Innovation Hub / Fibres Plan / Pre-Owned	*E5-2; E5-3*
Neutralisation	Promoting and fostering regenerative practices	/ Fibres Plan / Cotton Strategy / Revitalisation of soils and ecosystems to sustain communities and biodiversity / Conservation, protection and restoration of ecosystems and biodiversity	*E4-3; E4-4; E5-2; E5-3*
	Application of other nature-based solutions		
	Application of technological solutions		
Mitigation beyond the value chain	Fostering biodiversity and balanced ecosystems as well as community well-being		

E1-1_14
As follows from our sustainability governance model, our Chief Executive Officer is responsible for defining the sustainability strategy approved by the Board of Directors following a favourable report from the Sustainability Committee. In this regard, in particular the Climate Transition Plan was also presented to the Sustainability and Inclusion Advisory Committee (formerly the Social Advisory Board) and the Sustainability Committee, and announced to our shareholders in the General Meeting, thereby ensuring the involvement of our governing bodies in its review and approval.

E1-1_12
In addition, it is worth noting that the Group has not been excluded from the EU Paris-aligned benchmarks, given that the requirements pursuant to Article 12 of Delegated Regulation (EU) 2020/1818 are not applicable.

Progress to date

E1-1_15
Throughout 2025, we have continued to strengthen our commitment to responsible resource management —in particular of energy— and to reducing GHG emissions, through initiatives like:

/ Fostering self-consumption and power purchase agreements.

/ Using renewable energy in our own operations and in the supply chain.

/ Supply Chain Environmental Transformation Plan 2024-2027.

/ Progress in the Fibres Plan (target to 2030).

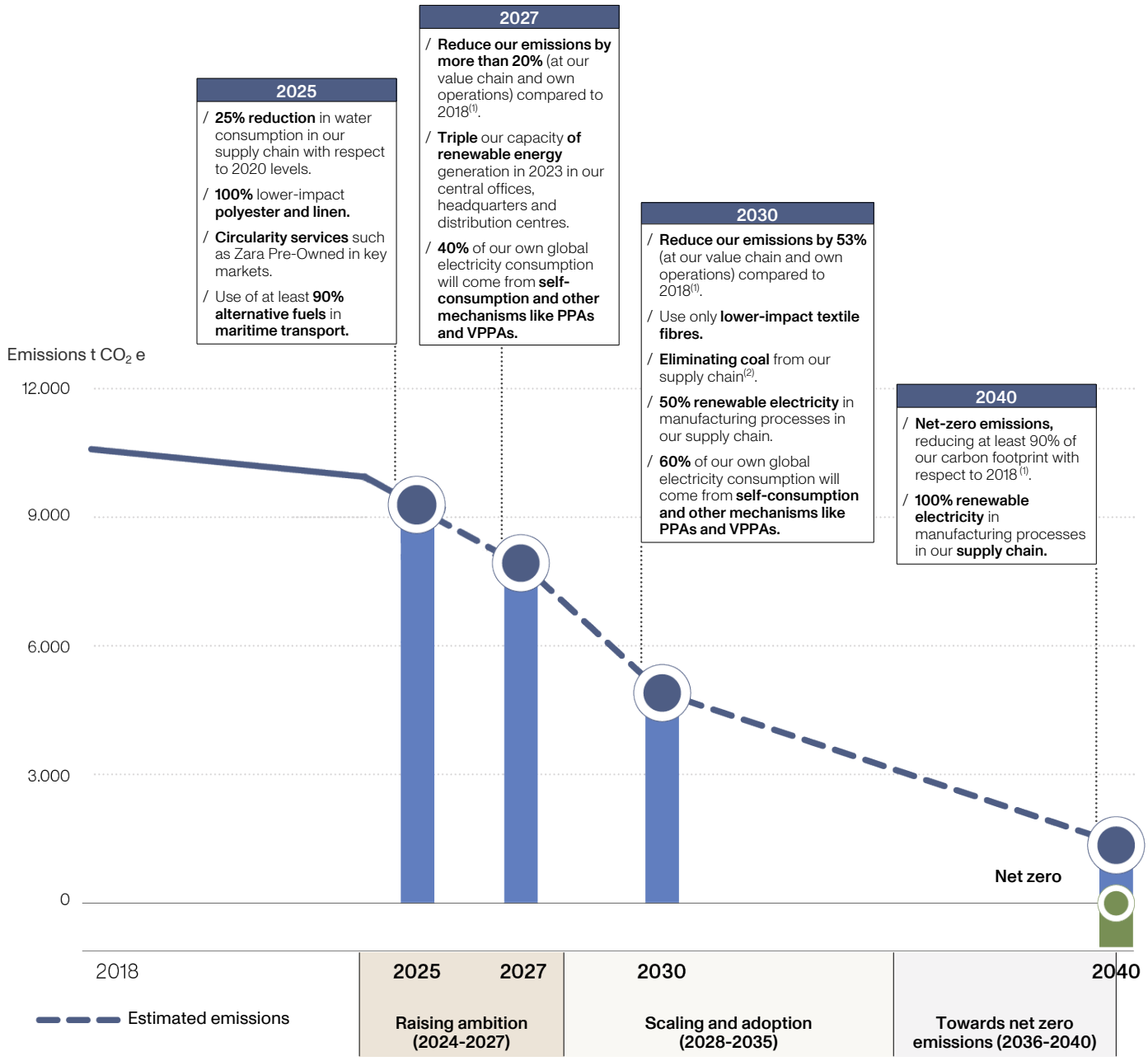
/ Using alternative fuels rather than fossil fuels in maritime transport.

ⓘ More information in sections *C. Actions related to climate change [E1-3]*, *B. Targets related to climate change [E1-4]*, *D.1. Energy consumption and mix [E1-5]* and *C. Actions related to resource use and circular economy [E5-2]* of this Report.

E1-1_08

ⓘ More information on taxonomy-related issues in annex *Disclosure pursuant to article 8 of Regulation (EU) 2020/852 (Taxonomy Regulation)* of this Report.

Towards net-zero emissions



(1) ⓘ More information on the scope of our GHG emission reduction targets through 2027, 2030 and 2040 below, in section *B. Targets related to climate change [E1-4]* of this Report.
(2) The scope of this commitment is limited to the use of coal by the facility itself for direct energy generation. Specific and non-recurring exceptions are considered, such as backup energy systems for emergency situations.

B. Targets related to climate change [E1-4]

E1.MDR-T_01-13; E1-4_01

Our **emissions reduction targets** are aligned with the Paris Agreement ambition. We want to achieve net-zero GHG emissions in our entire value chain by 2040. Furthermore, by 2030 we aim to reduce our total emissions by 53%, including our own operations and the value chain[15].

Our targets are directly linked to our commitments to preserve the environment, to consider the consequences of climate change and to implement continuous improvement measures to reduce greenhouse gas emissions, as enshrined in four of our main policies: the Sustainability Policy, the Energy Policy, the Water Policy and the Ecosystems and Biodiversity Policy.

E1-4_01; E1-4_02; E1-4_03; E1-4_04; E1-4_15; E1-4_16

Target: reach net-zero GHG emissions by 2040[16]

Breakdown by scope
/ Reduce scope 1 and 2 GHG emissions by 95% by 2040
/ Reduce scope 3 GHG emissions by 90% by 2040

Target: reduce our total emissions by 53% by 2030

Breakdown by scope
/ Reduce absolute scope 1 and 2 emissions by 95% by 2030
/ Reduce absolute scope 3 emissions by 51% by 2030

	Base year	Current year	Target year	
	2018	2025	2030	2040
Total emissions (t CO_2e)	10,528,872	9,384,325	4,941,090	1,028,108
Scope 1 and 2 (t CO_2e)	495,584	59,238	24,779	24,779
Scope 3 (t CO_2e)	10,033,288	9,325,086	4,916,311	1,003,329

E1-4_01; E1-4_21; E1-4_22

Our 2030 emissions reduction targets are approved by the Science Based Targets initiative (SBTi) and in keeping with the Paris Agreement emissions reduction pathway for 2030. Furthermore, we have set ourselves the intermediate milestone of reducing scope 1, 2 and 3 emissions by 20% by 2027, as compared to 2018.

SBTi also approved our global net-zero emissions target by 2040, thereby slashing our scope 1, 2 and 3 emissions by 90% as compared to 2018. The remaining 10% will be neutralised by greenhouse gas emissions removals, as established in the SBTi guidelines.

E1-4_01; E1-4_18; E1-4_20; E1-4_21; E1-4_25

ⓘ More information in annex *Detailed information. Methodology* of this Report.

Thanks to our efforts within the framework of our Climate Transition Plan, in 2025 we reduced scope 1, 2 and 3 emissions by 11% of our SBT target, as compared to 2018. To continue making headway towards these targets, we are committed to various key action lines with the ultimate aim of attaining net-zero emissions by 2040:

/ Use at least 90% of alternative fuels in maritime transport by 2025. In the last few years we have worked with Maersk and other logistics suppliers to make this possible, and thanks to this joint endeavour, 98% of the maritime transport[17] of our products is already covered with alternative fuels such as green methanol or second-generation biofuels.

/ Triple our current installed capacity of renewable energy generation in our central offices, headquarters and distribution centres by 2027. We are committed to the generation and purchase of energy from renewable sources as one of the key mechanisms for reducing our GHG emissions. We have facilities for the generation of photovoltaic and wind energy, as well as geothermal and solar thermal energy.

/ Ensure that 40% of our own global electricity consumption comes from self-consumption and other mechanisms such as power purchase agreements (PPAs) or virtual power purchase agreements (VPPAs) by 2027, and that at least 60% comes from this kind of mechanism by 2030. In addition to deploying self-consumption initiatives, we promote the implementation of new renewable energy sources through VPPAs, which are long-term agreements between consumers and energy producers. Our energy sourcing strategy factors in considerations around improvements in environmental impact, along with respect for human rights and support for the capacity and resilience of the grid.

[15] These targets affect both our own operations (scope 1 and 2) and our value chain (scope 3), regardless of their location. With regard to scope 2 emissions, these targets apply to market-based scope 2 emissions. For its part, scope 3 includes the following categories: purchased goods and services (category 1), fuel- and energy-related activities (category 3), upstream transportation and distribution (category 4), waste generated in our own operations (category 5), business travel (category 6), employee commuting (category 7), end-of-life treatment of sold products (category 12), downstream leased assets (category 13) and franchises (category 14).
[16] See previous footnote.
[17] Calculation based on the weight of the transported goods multiplied by the distance travelled (t-km indicator (tonne-kilometre)).

/ Eliminate the use of coal in our supply chain by 2030[18]. In line with our commitment to the UN Fashion Industry Charter for Climate Action, since July 2023 we do not accept new factories to our supply chain that use coal as an energy source, and we continue to work with our suppliers and manufacturers to eliminate the use of coal for direct energy generation in those facilities where it was already being used.

/ 50% renewable electricity in manufacturing processes in our supply chain by 2030, reaching 100% by 2040. We want to promote the use of renewable energy in our supply chain, and to do this we work both individually with factories and suppliers through our Supply Chain Environmental Transformation Plan, and collaboratively through industry partnerships.

In addition, we have set targets for water consumption in the supply chain, use of lower-environmental-impact raw materials[19] and circularity services that help us progress towards our goals of reducing emissions and fighting climate change.

ⓘ More information on our sustainability targets in section *A. Strategy, business model and value chain [SBM-1]* and in annex *Detailed information. Methodology* of this Report.

C. Actions related to climate change [E1-3]

E1.MDR-A_01-12; E1-3_01; E1-3_03; E1-3_04; E1-3_05; E1-3_06; E1-3_07; E1-3_08

The main climate change measures we carry out evidence our efforts to mitigate the effects of climate change both at our own operations and in the rest of the value chain, in line with the goals established in our Climate Transition Plan.

ⓘ *More information in sections A.2. Transition plan for climate change [E1-1], B. Targets and metrics related to water [E3-3; E3-4]* and *B. Targets related to resource use and circular economy [E5-3]* of this Report.

Initiatives in own operations

Lower-impact consumption

We are committed to generating and procuring energy from renewable sources to help us reduce our GHG emissions. In this section we present the most noteworthy actions of the year, in which we will continue to work going forward, in keeping with our commitments and targets provided in the Climate Transition Plan. In 2025, we have achieved a reduction of more than 436,000 tonnes of GHG in our scopes 1 and 2 with respect to 2018, highlighting the importance of these initiatives in our own operations. We estimate that their implementation by 2030, together with other actions, will allow us to reduce about 34,000 tonnes of GHG with respect to 2018.

Moreover, since 2022 we have fulfilled our goal of obtaining 100% of the electricity consumed at our own facilities from renewable sources.

Action	Description	Results
Self-consumption **Related IROs:** E1.I1 / E1.I2 / E1.R1 **Time horizon:** ongoing action **Scope:** / Own operations	/ We use **photovoltaic and wind power systems** to generate renewable energy to help meet our energy needs, supporting the reduction of the environmental impact and GHG emissions. / We have continued to develop the **Outer Port Wind Facility in A Coruña,** in collaboration with the city's Port Authority. We aim to generate renewable energy to cover the annual electricity required by our headquarters in Arteixo and supply clean electricity to the port's infrastructures.	/ 11,506 MWh of electric power generated in 2025 (9,962 MWh of electric power generated in 2024).
ⓘ More information on the related financial resources in the *Taxonomy* section of this Report, under activities '4.3 - Electricity generation from wind power' and '7.6 - Installation, maintenance and repair of renewable energy technologies'. Likewise, amounts related with these activities are included in CapEx reported in *Note 14, Property, plant and equipment* in Consolidated Annual Accounts.		
Power purchase agreements **Related IROs:** E1.I2 / E1.R1 **Time horizon:** ongoing action **Scope:** / Own operations	/ We foster the launch of new renewable energy sources in our own operations through **power purchase agreements** (PPA).	/ We have virtual Power Purchase Agreements (VPPA) spanning 12 years, with a total installed capacity of 98 MW. In 2025, the facilities linked to these VPPA entered into service, and are now contributing to the supply of renewable electricity.

[18] The scope of this commitment is limited to the use of coal by the facility itself for direct energy generation. Specific and non-recurring exceptions are considered, such as backup energy systems for emergency situations.
[19] More information on the criteria that fibres or materials must meet to be classified as having a lower impact in annex *Detailed information. Methodology* of this Report.

Efficiency and optimisation initiatives

We carry out the necessary investments in our facilities and we promote best practices in our teams and processes to foster energy efficiency.

Action	Description	Results
Efficiency on facilities: headquarters, own logistics centres, own factories and stores **Related IROs:** E1.I1 / E1.I2 / E1.R1 **Time horizon:** ongoing action **Scope:** / Own operations	**Headquarters, own logistics centres and own factories**	
	/ We incorporate bioclimatic and sustainable architectural criteria in the design and construction of our headquarters. Since 2009 we have certified certain centres according to the most recognized standards (LEED/BREEAM). / We continue to certify our facilities in Spain to the ISO 50001 international standard, which distinguishes efficient and sustainable energy management processes.	/ Two LEED Platinum, 14 LEED Gold, two LEED Silver, one LEED CI Certified and one BREEAM certifications; covering various new constructions and renovations across a significant portion of our own distribution centres and headquarters. / 28 ISO 50001 certifications.
	Own stores	
	/ We are constantly reviewing our store construction standards to align them with best practices and implement new programmes for continuous improvement in sustainability, which allows us to optimise their energy consumption as compared with conventional design and construction practices.	/ Seven stores with LEED Platinum certification, 33 with LEED Gold certification and one with BREEAM certification out of a total of 5,460 stores. / 87% of our own stores connected to the central Inergy platform, which allows us to monitor and optimise energy consumption in order to boost energy efficiency.

ⓘ More information on the related financial resources in the *Taxonomy* section of this Report, under activities '7.2 - Renovation of existing buildings' and '7.7 - Acquisition and ownership of buildings'. Likewise, amounts related with these activities are included in CapEx reported in *Note 14, Property, plant and equipment* in Consolidated Annual Accounts.

Initiatives in the value chain

The introduction of cleaner energy sources, along with the improvements in energy efficiency, are key to minimising associated GHG emissions throughout our value chain. In 2025, category 1 GHG annual emissions (scope 3 purchased goods and services, as per the GHG Protocol) were down by 1.1 million tonnes of CO_2e compared to 2018. We estimate that the consolidation of the measures of our Climate Transition Plan will allow us to reduce, by 2030, some four million tonnes of GHG with respect to our emissions in 2018.

In this regard, we have taken the following actions:

Action	Description	Results
Supply Chain Environmental Transformation Plan 2024-2027 ⓘ **Carbon footprint** **Related IROs:** E1.I1 / E1.I2 / E1.R1 **Time horizon:** 2024 - 2027 **Scope:** / Supply Chain	/ One of the requirements of our Green to Wear standard for manufacturers in our supply chain, is to have a **decarbonisation plan** in the implementation phase in 2025, which covers, among other aspects, an annual average reduction of emissions of at least 4.2% in scopes 1 and 2. / Our **Best Available Techniques (BAT)** tool, accessible on our corporate website, includes detailed information on different decarbonization measures, including consumption monitoring, energy optimization of equipment and processes, and the installation of heat recovery equipment, among others. It also offers regional information on self-generation of renewable electricity, signing power purchase agreements (PPA), and purchasing certified renewable electricity from the grid.	/ In 2025, we continued to work on the implementation of the Supply Chain Environmental Transformation Plan 2024-2027, consolidating support for key suppliers and manufacturers.[20]
Use of alternative fuels in maritime transport **Related IROs:** E1.I1 / E1.R1 **Time horizon:** 2025 **Scope:** / Logistics and distribution - Transport	/ To reduce GHG emissions in maritime logistics, our strategy is aimed at prioritising the use of alternative fuels, such as methanol and second-generation biodiesel from waste. / Accordingly, we have committed to using these fuels to cover at least 90% of our maritime shipping in 2025.	/ More than 98% of the maritime transport of our products has been covered by fuels from alternative sources. / Agreements with shipping companies MAERSK, Hapag-Lloyd, MSC and CMA CGM.

Agreements and collaborations

Outside the framework of these actions, we work with numerous organisations to address both the causes and the consequences of climate change. For example, we have signed the Fashion Industry Charter for Climate Action (FICCA), led by the United Nations Framework Convention on Climate Change (UNFCCC) or the Fashion Pact.

Additionally, in the sphere of transport and distribution, we maintain our partnerships with organisations and initiatives like Smart Freight Centre and Cargo Owners for Zero Emission Vessels (COZEV). Also in this connection, we have reached agreements with various logistics partners to foster the use of alternative fuels.

Furthermore, in 2025 we renewed a multi-year collaboration agreement with Naturgy and EDAR Bens, the public company in charge of water treatment in the metropolitan area of A Coruña (Spain), to promote R&D work on biomethane (a renewable gas) production processes in the urban wastewater treatment plants and food industry sectors as an alternative way of generating renewable energy. In 2025, 3,785 MWh of biomethane were generated, which were included in the commercial supply agreement for Inditex's facilities in Arteixo and A Laracha[21].

In addition, under our framework agreement with the International Apparel Federation (IAF), we continue the collaboration with business organisations, brands and other players to drive the decarbonisation of global apparel and textile supply chains.

Consequently, in 2025, we unveiled the Apparel and Textile Transformation Initiative (ATTI), an international platform to accelerate the transformation of the textile and garment supply chain. This is an initiative led by the IAF and the International Textile Manufacturers Federation (ITMF) that has launched pilot programmes in Türkiye and Bangladesh to promote innovation, energy efficiency and the use of renewable energies in production processes.

ⓘ More detail in the document *Partnerships*, available on Inditex's corporate website.

[20] The Supply Chain Environmental Transformation Plan is in a launch phase and therefore the resources associated with its development are not yet material.

[21] The biomethane is injected into the local network by our natural gas supplier, who delivers us the relevant certificates for its renewable origin. Since GHG Protocol does not presently recognise the use of these market mechanisms for scopes 1 and 3, we do not compute it in Inditex's corporate footprint, but we mention it as a project driven by the Group.

D. Metrics related to climate change [E1-5; E1-6]

D.1. Energy consumption and mix [E1-5]

E1-5_01; E1-5_02; E1-5_03; E1-5_04; E1-5_05; E1-5_06; E1-5_07; E1-5_08; E1-5_09; E1-5_10; E1-5_11; E1-5_12; E1-5_13; E1-5_14; E1-5_15; E1-5_16; E1-5_17; E1-5_18; E1-5_20

In 2025 our global energy consumption[22] amounted to 1,685,273 MWh, of which 1,581,084 MWh came from renewable sources. This implies a 29% reduction in relative energy consumption per square metre as compared with 2018.

We also undertake to optimise our energy consumption and to increase the use of lower-impact energy sources, in line with our Climate Transition Plan ⓘE1-1.

Energy consumption	**2025**	**2024**
Fuel consumption from coal and coal products (MWh)	0	0
Fuel consumption from crude oil and petroleum products (MWh)	26,260	21,633
Fuel consumption from natural gas (MWh)	72,222	97,288
Fuel consumption from other fossil sources (MWh)	0	0
Consumption of purchased or acquired electricity, heat, steam, and cooling from fossil sources (MWh)	5,707	7,457
Total fossil energy consumption (MWh)[(1)]	**104,189**	**126,377**
Share of fossil sources in total energy consumption (%)	**6%**	**8%**
Consumption from nuclear sources (MWh)	**0**	**0**
Share of consumption from nuclear sources in total energy consumption (%)	**0%**	**0%**
Fuel consumption for renewable sources including biomass (also comprising industrial and municipal waste of biologic origin, biofuels, biogas, renewable hydrogen, etc.) (MWh)	53	57
Consumption of purchased or acquired electricity, heat, steam, and cooling from renewable sources (MWh)	1,570,133	1,534,720
The consumption of self-generated non-fuel renewable energy (MWh)	10,898	9,107
Total renewable energy consumption (MWh)	**1,581,084**	**1,543,884**
Share of renewable sources in total energy consumption (%)	**94%**	**92%**
Total energy consumption (MWh)	**1,685,273**	**1,670,262**
Total relative energy consumption (kWh/m²)	**174**	**177**
Total relative energy consumption (Wh/€)	**42**	**43**

(1) Throughout this period, all of the non-renewable energy generated by the Group has been consumed internally.

[22] As defined by the statistical classification of economic activities of the European Union (NACE), our sector may be assigned to group '47.5 Retail sale of other household equipments in specialised stores'. Accordingly, total relative consumption shown in the table is equivalent to consumption in sectors with a high climate impact.

D.2. GHG emissions [E1-6]

E1-6_01; E1-6_02; E1-6_03; E1-6_04; E1-6_07; E1-6_08; E1-6_09; E1-6_10; E1-6_11; E1-6_12; E1-6_13; E1-6_27

Below we present a breakdown of our absolute emissions throughout this fiscal year by scope and category, in accordance with the GHG Protocol.

	Retrospective [1]				Milestones and target years [2]			
	2025	**2024**	**2018 (base year)**	**Comparison (2025/2024 %)**	**2027**	**2030**	**2040**	**Target (2025/2018 %)**
Scope 1 GHG emissions								
Gross scope 1 GHG emissions (t CO_2e)	58,238	59,572	76,136	(2)%	60,909	3,807	3,807	(24)%
Percentage of scope 1 GHG emissions from regulated emissions trading schemes (%)	NA	NA	NA	NA	NA	NA	NA	NA
Scope 2 GHG emissions								
Gross location-based scope 2 GHG emissions (t CO_2e)	390,410	433,654	662,799	(10)%	NA	NA	NA	Not included in the target
Gross market-based scope 2 GHG emissions (t CO_2e)	1,000	1,340	419,448	(25)%	335,558	20,972	20,972	(100)%
Scope 3 GHG emissions[3]								
C1. Purchased goods and services	6,130,358	6,696,995	7,264,232	(8)%	-	-	-	(16)%
C2. Capital goods	372,418	275,050	240,011	35%	NA	NA	NA	Not included in the target
C3. Fuel and energy-related activities (not included in scopes 1 or 2)	33,589	42,536	140,189	(21)%	-	-	-	(76)%
C4. Upstream transportation and distribution	2,604,471	2,664,426	2,102,728	(2)%	-	-	-	24%
C5. Waste generated in operations	4,599	3,854	3,583	19%	-	-	-	28%
C6. Business travel	29,145	34,980	49,425	(17)%	-	-	-	(41)%
C7. Employee commuting	144,160	143,878	174,105	0%	-	-	-	(17)%
C11. Use of sold products	2,913,689	3,250,659	3,148,636	(10)%	NA	NA	NA	Not included in the target
C12. End-of-life treatment of sold products	245,337	236,398	180,123	4%	-	-	-	36%
C13. Downstream leased assets	0	0	0	0%	-	-	-	0%
C14. Franchises	133,427	129,183	118,903	3%	-	-	-	12%
Total gross indirect GHG emissions (scope 3) (t CO_2e)	12,611,193	13,477,958	13,421,935	(6)%	8,026,630	4,916,311	1,003,329	(7)%
Total GHG emissions								
Total (location-based) GHG emissions (t CO_2e)	13,059,841	13,971,184	14,160,871	(7)%	NA	NA	NA	Not included in the target
Total (market-based) GHG emissions (t CO_2e)	12,670,431	13,538,870	13,917,519	(6)%	8,423,098	4,941,090	1,028,108	(11)%

[1] GHG emissions from the Tempe Group are included, consolidated with those of the parent company, as Inditex has classified its stake in the Tempe Group as a joint venture. Disaggregation of emissions from other participated companies not consolidated in the Group's financial statements is not applicable.

[2] Emissions presented in the Milestones and Targets columns refer exclusively to the GHG categories included in the targets approved by SBTi. Consequently, the emissions change from the base year (2025/2018 %) is calculated only on the emissions corresponding to these categories, and not on the total Scope 1, 2, and 3 emissions reported by the Group. More information is available in the Targets section of this chapter.

[3] Categories C8 (upstream leased assets), C9 (downstream transportation and distribution), C10 (processing of sold products) and C15 (investments), were analysed but not included in this inventory of GHG emissions. More information on the reasons for their exclusion in annex *Detailed information. Methodology* of this Report.

In 2025, our GHG emissions were reduced by 11% compared to 2018, based on the emissions categories subject to our SBT targets. Thus, during the year, we have managed to reduce our scope 1 and 2 (market-based) emissions by 88% compared with 2018; and by 7% the scope 3 emissions of those categories subject to our SBT targets, in both cases compared to 2018.

E1-6_18; E1-6_19; E1-6_21; E1-6_22; E1-6_23
As previously stated, in line with our goal of optimised energy management, we foster the establishment of power purchase agreements or VPPA. In addition, in 2025, we have self-generated part of our electricity and used renewable energy certificates. When we encounter limitations in the implementation of other mechanisms, we turn to alternatives such as green tariffs and energy attribute certificates.

These third-party-issued certificates evidence that a specified amount of electricity in our own operations was generated from renewable sources, reducing the volume of GHG emissions from our consumption with respect to the consumption of energy from conventional sources.

With few exceptions, the renewable energy in the certificates we use is generated in the same electricity market where the electricity is consumed and the certificates are issued and redeemed as close as possible to the energy consumption period in which the instrument is applied.

In 2025, more than 90% of these renewable energy certificates met the requirements of benchmark organisations, such as RE100. Of all the certificates used, 35% were bundled, and 65% were unbundled.

E1-6_30; E1-6_31
Our emissions intensity in 2025, and its evolution compared with the previous year and the base year, was as follows:

GHG emissions intensity	2025	2024	2018
Kg CO_2e per m^2 (market-based scope 1+2)	6	6	59
Kg CO_2e per m^2 (location-based scope 1+2)	46	52	88
g CO_2e per € (market-based scope 1+2)	1.5	1.6	19
g CO_2e per € (location-based scope 1+2)	11	13	28
g CO_2e per € (market-based scope 1+2+3)	318	350	532
g CO_2e per € (location-based scope 1+2+3)	328	362	542

E1-6_17; E1-6_28
With regard to biogenic emissions arising from the combustion or biodegradation of biofuels, in 2025, 18 and 510,443 tonnes of CO_2 equivalent of biogenic emissions have been generated in scopes 1 and 3, respectively, due to the use of biofuels at some facilities.

E1-6_15; E1-6_25; E1-6_26; E1-6_29
The annex *Detailed information. Methodology* of this Report contains details about the methodology used to calculate the Inditex Group's GHG emissions, including the standards used, the scope, the gases considered and the nature of the data used, among other information.

ⓘ More information on the calculation methodology in annex *Detailed information. Methodology* of this Report.

The Inditex Group's scope 1, 2 and 3 GHG emissions have been verified independently, in addition to the verification of the information included in this Report by Ernst & Young in accordance with ISAE 3410 standard.

.

E. Risks and opportunities due to climate change [IRO-1; SBM-3]

E1.IRO-1_02; E1.IRO-1_05; E1.IRO-1_07; E1.IRO-1_08; E1.IRO-1_09; E1.IRO-1_13; E1.IRO-1_15; E1.IRO-1_17; E1.IRO-1_18; E1.IRO-1_19; E1.IRO-1_20; E1.SBM-3_02; E1.SBM-3_03; E1.SBM-3_04; E1.SBM-3_05; E1.SBM-3_06; E1.SBM-3_07
The management of climate risks follows the Group's general risk management principles, but their specific characteristics are taken into account when it comes to assessing them. For this purpose, we carry out an analysis of climate scenarios covering the short term (0 to 3 years), medium term (3 to 10 years) and long term (more than 10 years), to examine the resilience of our strategy[23]. In this analysis, we used five scenarios with different emissions pathways, covering both high emissions pathways and those aligned with the 1.5ºC pathway.

Each pathway is described through a socio-economic narrative on regulatory changes, energy outlooks or technological advances, on the basis of existing data, probability of occurrence and severity. With regard to physical risks, the emissions pathways used in our analysis of scenarios correspond to the latest data published in the Sixth Assessment Report from the Intergovernmental Panel on Climate Change (IPCC). For transition risks, we use data from the Network for Greening the Financial System (NGFS).

To assess the potential impacts on the Company stemming from physical and transition risks, we use five scenarios with five different emissions pathways: current policies (3ºC by 2100); nationally determined contributions (2.3ºC by 2100); below 2ºC (1.8ºC by 2100); delayed transition (1.7ºC by 2100); and net zero (1.3ºC by 2050).

The climate-related risk assessment methodology is based on that of the University of Cambridge's Centre for Risk Studies. In 2025, the analysis of physical and transition risks was conducted on over 13,700 own and third-party facilities in our value chain. The facilities analysed are of different types: factories, logistics centres, offices, airports, ports, logistics hubs, stores, etc.

The information used to perform the scenario analysis, as well as the findings, have several limitations, as climate modelling is a complex discipline that is exposed to three uncertainties: natural climate variability, the adjustment of the climate model to reality, and the adjustment of the emissions scenario to reality. Climate scenarios are not forecasts, predictions or sensitivity analyses, but hypothetical constructions of plausible future situations based on science, aimed at assessing the resilience of a company's assets, business model and strategy to such scenarios.

[23] For the purposes of the materiality assessment, the time horizons of climate-related impacts, risks and opportunities have been aligned with those established in ESRS 1.

In this regard, it is worth highlighting the difficulty posed by the lack of standardised evaluation and calculation methodologies, as well as the variability of the theoretical databases used in the analysis. This makes it challenging to compare information between different companies, and within the same company year-on-year. Moreover, the absence of historical data sources applicable to our Company's context increases the inherent volatility of this analysis.

Consequently, there is a high degree of uncertainty associated with the findings, and this uncertainty rises the longer the time horizon. In this connection, Inditex's business plan generally covers a period of three years, so that any estimate of the financial impact beyond that horizon is highly volatile.

Accordingly, due to the aforementioned limitations linked to the findings of the analysis, the Company has invoked the transitional provision (phase-in option) that allows it not to disclose information regarding the anticipated financial effects.

ⓘ More information on the resilience analysis in section *B. Material impacts, risks and opportunities [IRO-1; SBM-3]* and on the methodology used for the scenarios analysis in annex *Detailed information. Methodology* of this Report.

E1.IRO-1_16
Furthermore, as stated in *Note 2* to the Consolidated Annual Accounts, in the estimates used to measure certain assets, liabilities, income, expenses and obligations reported therein, climate change-related risks were considered, in particular those associated with the scenarios for those assessments.

E1.IRO-1_14
Furthermore, on the basis of the analysis performed, none of the Company's activities or assets were found to be incompatible with the climate transition, or require significant efforts to guarantee that compatibility.

Physical risks

E1.IRO-1_03; E1.IRO-1_04; E1.IRO-1_06; E1.SBM-3_01; E1.SBM-3_06
As previously indicated, the analysis of physical risks was conducted on both our own and third-party facilities in our value chain. In both cases, the physical damage caused by extreme weather events, as well as the resulting financial losses, and operating losses due to reduced capacity and efficiency, are estimated.

These climate phenomena are considered in the long-, medium- and short-term analysis: heatwave, freeze, water stress, river flooding, coastal flooding, 'extratropical' storm, tropical storm, flash flooding and wildfire. The choice of these physical phenomena is based on Cambridge University's Centre for Risk Studies relevance criteria for our business.

In order to assess the financial impacts of extreme weather events caused by climate change, changes in the probability and severity of each event are used to quantify the increase or reduction of the physical impacts expected at facility level. The base-case scenario also makes it possible to assess existing risks, especially that of river flooding in Spain, where the Group's main assets are concentrated.

Over the course of this year, a small number of our stores were affected by extreme weather events, but their impact on the Group was immaterial.

Financial impact of physical climate-related risks

Physical dimension: Acute

Scenario and the impact on the business model

This scenario envisages the possibility that extreme or catastrophic weather events may reduce the productivity of the Group's activities, disrupt its normal performance and/or increase the costs of operations and processes. The vulnerability of facilities to the various climate threats depends on their type and/or their importance for the value chain. According to these attributes, the scenario translates into different impacts and speeds at which the facilities can recover normal operating conditions.

Main mitigations

/ Technical contingency systems that would reduce the consequences of a disruption or standstill.

/ Continuous review systems, along with the insurance policies, would cover loss of profit and resulting expenses.

/ In the case of logistics centres, they have been designed so as to be able to take on storage and distribution capacity for other centres in the event of a contingency caused by extreme weather events.

Physical dimension: Chronic

Scenario and the impact on the business model

This scenario envisages changes in long-term weather patterns that would affect the agricultural productivity of the crops from which the various textile fibres used by the Group are sourced (cotton, linen, wool, leather and man-made cellulosic fibres, among others). The effect of such phenomena would be a potential change in the supply and availability of raw materials.

Main mitigations

/ Climate Transition Plan to make progress in the fight against climate change.

/ Fibres Plan with commitments for the use of lower-impact materials.

/ Promoting technologies to improve the sustainability of the raw materials and their subsequent recycling, with a particular focus on recycled textile fibres.

/ Collaboration with other organizations and institutions to increase the range of materials with better environmental performance, which make more efficient use of natural resources, and with recycled content.

ⓘ More information in section *E5. Resource use and circular economy of this Report.*

ⓘ More detail on the main mitigations in the *Enterprise Risk Management (ERM)* section of the *Annual Corporate Governance Report*.

Transition risks

E1.IRO-1_10; E1.IRO-1_11; E1.IRO-1_12; E1.SBM-3_01; E1.SBM-3_06

Transition risks vary significantly depending on the level of ambition of each pathway analysed, and they may affect different areas of our business. To gauge their potential impact, we have assessed various dimensions of transition risks in the short, medium and long term: Regulatory, Legal liability, Technological, Market and Reputation.

/ Transition risk: envisages establishing an explicit carbon price as a possible measure for governments to incentivise the transition to a low-carbon economy.

/ Legal liability: considers developments in connection with climate-related litigation.

/ Technological: analyses how the development and use of new technologies that are less GHG-intensive would affect the Group.

/ Market: envisages an increasing market interest in sustainable products and services.

/ Reputation: considers a context with no progress towards a low-carbon economy, valuing the effects of public opinion, climate activism and investors' perceptions.

The level of uncertainty associated with analysing the impacts of climate change is particularly significant in the case of transition risk, because the underlying assumptions of each scenario are based on projections made at a given point in time about how future events may evolve, such as legislation in different countries, technological innovations, consumer preferences, and the extent of litigation on sustainability issues, for example. These assumptions are inherently volatile, as they depend on external developments. Furthermore, there is often insufficiently comprehensive or robust historical data available for application to the textile sector.

E2. Pollution

Material impacts, risks and opportunities related to pollution

Code	Description	Phase of the value chain
E2.I1	Impact from **the use of chemicals** in the various stages of the supply chain, especially wet processes, and during the use of products by our customers	/ Raw materials extraction/production / Supply chain [1] / Use and maintenance / End of life
E2.I2	Possible **emissions of other pollutants and microplastics**, especially release of microfibres, in the various stages of the product life cycle	/ Raw materials extraction/production / Supply chain / Use and maintenance / End of life
E2.R1	**Transition risks related to pollution**	/ Value chain

[1] Including only the facilities mainly carrying out wet processes, as these are the ones that use chemical products, water and energy as the main inputs in their manufacturing processes.

ⓘ More information in section *B. Material impacts, risks and opportunities [IRO-1; SBM-3]* of this Report.

A. Our approach to pollution [E2-1]

A.1. Policies related to pollution [E2-1]

E2.MDR-P_01-06; E2-1_01; SASB CG-AA-250a.1; SASB CG-AA-250a.2;

Our policies are the foundation of initiatives aimed at **reducing impact related to pollution**, and especially at avoiding the emission of substances of concern in the various stages of the value chain, most notably in manufacturing stages. Our commitments include, among others:

/ Minimisation of the potential environmental impact that might be generated in our value chain.

/ Protection and enhancement of fertile soil health, river basins and water quality, access and consumption.

/ Promotion of efficient water consumption, adequate wastewater management and an improvement in water treatment processes in the value chain.

/ Reduction of potential emissions to air, soil and freshwater.

ⓘ More information on our policies and their updates in section *MDR-P. Policies* and in annex *Detailed information. Policies* of this Report.

E2-1_03

In order to **prevent and avoid** incidents and emergencies related to pollution, we identify potential impacts in both our own operations and those of the supply chain.

/ Own operations: our Environmental Management System, which is certified to ISO 14001 standard, identifies the potential risks. This system establishes incident logs, procedural reviews and the deadlines for remediation and improvement, among others, so as to avoid incidents and preserve the environment.

/ Supply chain: we carry out environmental audits to verify compliance with our Green to Wear standard and we determine the suitable Corrective Action Plans (CAPs) when needed. We also have the Supply Chain Environmental Transformation Plan to assist our suppliers and manufacturers in achieving sustainability goals.

ⓘ More information on the initiatives carried out in the supply chain in section *B.1. Supply chain management [G1-2]* of this Report.

E2-1_02; SASB CG-AA-250a.1; SASB CG-AA-250a.2
We continuously strive to ensure that the products we sell are safe from the standpoint of the chemicals used during their manufacture. To achieve this, we have our own specific product and process **standards** that are of general and mandatory application to our entire supply chain, for all the articles we sell[24].

Within the framework of our Supply Chain Environmental Transformation Plan, we have been actively encouraging the use of **certified chemical products**, with the aim of 95% of chemical products being certified by 2026. Accordingly, we guarantee a responsible selection of products that do not contain, or present very low levels, of substances of concern[25] (SOCs), prioritising the removal of the most harmful ones.

Standards and own programmes linked to chemical safety

Standard	Scope	Target
Green to Wear (GtW)	Manufacturing processes of textile and leather goods.	Application of best practices in processes with the highest environmental impact, mainly wet processes, to gradually reduce the environmental impact of our garments.
Clear to Wear (CtW)	Garments, fabrics, footwear, accessories and home textiles.	Restriction on the use of chemical substances to ensure the health and safety of finished products, guarantee legal compliance and minimise the environmental impact.
The List, by Inditex	Chemical products used in the production of garments, fabrics, footwear, accessories and home textiles.	Guarantee the use of safe chemical products and compliance with our requirements in the production processes of our garments.
i+ Standards	i+Cosmetics i+Food Contact Materials i+Home Fragrances and Candles	Ensure an adequate response to the specific properties of the various product families—those in direct contact with food, cosmetics or home fragances products.

ⓘ More detail on the standards in the documents 'Innovation, collaboration and continuous improvement for product safety', and 'Supply chain: management to transform the sector', and the 'Sustainability' section of Inditex's corporate website.

B. Actions related to pollution [E2-2]

E2.MDR-A_01-12; E2-2_01; E2-2_02; SASB CG-AA-250a.2
At Inditex, we carry out a number of initiatives to **avoid and reduce pollution** both during the course of our operations and throughout our value chain. We do so directly —by establishing restrictions on the use of chemicals, or minimising the release of microfibres from our garments— and indirectly —by reducing energy and water consumption primarily in the production processes of our supply chain, or fostering improvements in waste water treatment and the use of organic, regenerative or recycled raw materials, among others—.

ⓘ More information in sections *C. Actions related to climate change [E1-3]*, *C. Actions related to water [E3-2]*, *C. Actions related to biodiversity and ecosystems [E4-3]* and *C. Actions related to resource use and circular economy [E5-2]* of this Report.

Avoid pollution

To verify compliance with the product chemical safety standards mentioned in the previous section, we continuously work with technology companies, research centres and laboratories of international reference to test that the standards are being properly applied. We also conduct our own programmes to analyse our articles, as well as inspections at manufacturing centres.

Furthermore, by means of our Supply Chain Environmental Transformation Plan, we work to ensure the application of minimum requirements on wastewater discharge quality in all wet process facilities with direct discharge to the environment, and on chemicals, to ensure the safety of each article, protecting both the supply chain workers and the environment.

[24] For those articles that are outside the scope of Inditex's health and safety standards, a risk assessment is carried out and, where appropriate, minimum requirement reports are prepared specifically in accordance with the legal requirements applicable to the product type and the markets where it is sold.
[25] The term 'substances of concern', used throughout this Report, also refers to those substances classified by the CSRD as 'substances of very high concern'.

Action	Description	Results
Compliance verification programmes: Picking **Related IROs:** E2.I1 / E2.R1 **Time horizon:** ongoing action **Scope:** / Supply chain	/ This programme verifies that our products comply with the Group's health and safety standards, Clear to Wear (CtW), and other Inditex product health standards. / It identifies potential non-conformities, mainly by taking representative samples of production at supply chain facilities and an analysis conducted by external laboratories approved by our APPLABs programme. / All our articles are technically assessed in terms of chemical and physical safety and 100% of articles with risk-assessment are analysed to verify the product's compliance with our standards.	/ 66,426 Picking inspections and 839,699 analyses and tests were carried out in 2025 (67,562 inspections and 831,896 analyses and tests in 2024). / Degree of initial compliance of 98.7% (98.4% in 2024).[26] ⓘ More information in section *S4. Consumers* of this Report.
Supply Chain Environmental Transformation Plan 2024-2027 ⓘ **Related IROs:** E2.I1 / E2.I2 / E2.R1 / E3.I2 **Time horizon:** 2024 - 2027 **Scope:** / Supply chain (wet processes)	Wastewater treatment / We are making progress in gradually reducing the values of the conventional parameters, heavy metals and the presence of chemical substances listed in both ZDHC Wastewater Guidelines and Manufacturing Restricted Substances List (MRSL). / We recommend actions to improve wastewater management at a facility, such as the optimisation of their treatment processes and the training of treatment plant operators/technicians, among others. Chemical products / We set up the ZDHC Roadmap to Zero programme as a tool for improvement in managing chemical inputs. / Our Green to Wear standard includes minimum requirements for the management of chemical products. / In order to increase the use of ZDHC certified level 3 chemical products, we are requiring the chemical product manufacturers to certificate their chemical portfolio, or the use of alternative certified chemical products.	/ In 2025, we continued to work on the implementation of the Supply Chain Environmental Transformation Plan 2024-2027, consolidating support for key suppliers and manufacturers.

ⓘ More detail on Supply Chain Environmental Transformation Plan in the report *Supply chain: management to transform the sector*, available on Inditex's corporate website.

[26] For those productions that were initially non-compliant, we apply recovery protocols that allow these products to be properly corrected, eliminating the presence of restricted substances and improving parameters such as colour fastness to achieve compliance.

Reduce pollution

We also implement Research, Development and Innovation (R&D+i) initiatives, which allow us to move forward in our sustainability strategy and work to prevent and reduce pollution.

Action	Description	Results
Collaboration initiatives to implement measures and technologies derived from innovation **Related IROs:** E2.I1 / E2.I2 / E2.R1 **Time horizon:** ongoing action **Scope:** / Value chain	/ Initiatives for the development and implementation of various innovative measures and technologies, co-developed by the Group through industrial research partnerships with organisations such as BASF, CHT, Pulcra or Jeanologia among others. / This innovation and development network aims to demonstrate that new measures and technologies work on an industrial scale.	Main research initiatives in 2025: / The Circular Dyeing by Inditex, for the design of circular dyeing systems / The Chemicals by Inditex, focused on the use of chemicals / The Microfibers DNA by Inditex, and the Air Fiber Washer, linked to the challenge posed by microfibres.
	/ The Mill by Inditex: an initiative aimed at evidencing the technological and economic viability of adopting solutions to reduce GHG emissions, water, waste and microfibres.	/ This year, we have worked with facilities in Morocco and Portugal.

ⓘ More detail on R&D+i initiatives in the document *Innovation, collaboration and continuous improvement for product safety,* available on Inditex's corporate website.

Agreements and collaborations

As in previous years, we continue the collaboration with Zero Discharge of Hazardous Chemicals (ZDHC). This year we continued to work with the Technical Experts Team Chemical to Zero Progressive (CtZ-P) working group to define the new Progressive certification framework and system for the Chemical to Zero roadmap, sharing our expertise and experience in the control of chemical products with The List, by Inditex programme.

We are also involved in the AFIRM Group, of which we are members of its Management Committee, to reduce the use and impact of substances of concern for health and the environment through the creation of an industry RSL standard.

Additionally, we design best manufacturing practice guidelines and provide regular training to our suppliers, especially those involved in wet processes. Thus, we continue to move forward in the proper selection, acquisition, handling, storage and use of chemical products.

ⓘ More detail in the document *Partnerships* available on Inditex's corporate website.

C. Metrics related to pollution [E2-4; E2-5]

C.1. Pollution of air, water and soil [E2-4]

Emission of pollutants

E2-4_01; SASB CG-AA-430a.1

As previously stated, the impacts derived from pollutant emissions are located in different stages of our value chain, mainly in the manufacturing processes of our supply chain, but not in our own operations. However, for the time being it is not possible to quantify these emissions. The lack of robust information and estimation methodologies with firm and contrasted criteria in the textile industry also precludes making estimates based on scientific or proxy data.

With regard to our management of pollution in the supply chain, we report the following specific metrics:

/ In 2025, 99% of the factories under the scope of our Green to Wear (GtW) environmental standard had authorisation for their water resources; 99% of factories had authorisation for wastewater discharge[27] and in 94% of factories the direct or indirect discharge complies with legal limits or the limits agreed with the External Effluent Treatment Plant.

/ Of the factories under the scope of the GtW standard that carry out wastewater discharges, 92% meet the ZDHC Foundational level.

/ In keeping with our commitment to ZDHC, 69% of the factories to which it applies are compliant with the ZDHC limits applicable to substances included in the ZDHC Wastewater Guidelines v.2.2 in their direct and indirect discharges.

[27] This includes factories in our supply chain with more than 20,000 purchases in the summer and winter 2025 campaigns, which are subject to environmental audit. Calculated as those factories whose most recent environmental audit carried out in the reporting year complies with the wastewater discharge criteria included in our Green to Wear standard.

Where necessary, the environmental audits trigger Corrective Action Plans. During this process, Inditex's teams support the factories to remedy any non-compliances found.

Microplastics

E2-4_05

With regard to impacts related to microplastics, the double materiality assessment determined that they are located primarily in our value chain during the manufacturing processes and the use of our articles.

In this sense, we consider the applicable legal restrictions in connection with microplastics and we continue to seek alternatives in our articles. That is why we promote innovation from our supply chain to our customers, as exemplified by initiatives such as The Coloring by Inditex, Air Fiber Washer technology or The Laundry by Zara Home detergent.

At present, reporting information on microplastics presents challenges such as the lack of a robust sectoral methodology to calculate these emissions, and the difficulty in obtaining the data from our value chain. Consequently, and considering the degree of uncertainty, no related metrics have been included. To make further headway on this front, we joined forces with The Microfiber Consortium, contributing experimental data to better understand the key parameters in microfibre emissions, and to be able to develop reduction metrics and strategies in the future.

In qualitative terms, we have estimated the Group's impacts derived from microfibre shedding at various stages of the value chain, also addressing their possible mitigation. In this regard, we aim to introduce possible improvements in the production processes of our articles, and during its use.

C.2. Substances of concern and substances of very high concern [E2-5]

E2-5_01; E2-5_02; E2-5_03; E2-5_04; E2-5_05; E2-5_06; E2-5_07; E2-5_08; E2-5_09; E2-5_10; E2-5_11; E2-5_12; E2-5_13

Substances of concern can affect the environment and people, and might be present in chemical products used in the supply chain. However, the information provided by chemical product manufacturers tends to be confined to concentrations above 0.1%. This makes it difficult to know whether the absence of a substance is due to a lower concentration or to not being present at all. Furthermore, the lack of international consistency in the classification and reporting of substances undermines traceability outside the European Union.

Consequently, it is not possible to quantify the volume of these substances used in our value chain activities, or make estimates, due to the lack of accurate information and estimation methods using firm and contrasted criteria. Our view is that the best way to avoid their presence is by controlling the chemicals used in manufacturing and collaborating with the entire industry, including the chemical industry, to guarantee viable alternatives.

Some of the **initiatives** we are carrying out, and which help minimise the use of these substances, are:

/ The List, by Inditex.

/ Manufacturing Restricted Substances List (MRSL) by ZDHC.

/ Green to Wear standard's chemical product management module.

/ Digitalisation of the chemical inventory.

/ Performance InCheck Report by ZDHC.

ⓘ More detail in the document *Innovation, collaboration and continuous improvement for product safety,* available on Inditex's corporate website.

E3. Water

Material impacts, risks and opportunities related to water

Code	Description	Phase of the value chain
E3.I1	**Water withdrawal**. Water is a necessary resource for both the creation of our products and their use by our customers	/ Raw materials extraction/production / Supply chain [1] / Use and maintenance
E3.I2	**Water discharges** associated with production processes in the supply chain as well as with the product use by our customers, with a potential impact on water quality	/ Raw materials extraction/production / Supply chain [1] / Use and maintenance
E3.R1	**Physical and transition risks related to water**	/ Value chain

[1] Including the facilities mainly carrying out wet processes, as these are the ones that use chemical products, water and energy as the main inputs in their manufacturing processes.

ⓘ More information in section *B. Material impacts, risks and opportunities [IRO-1; SBM-3]* of this Report.

A. Our approach to water [E3-1]

A.1. Policies related to water [E3-1]

E3.MDR-P_01-06; E3-1_01;

Our policies enshrine our commitment to water valuation. Their essential principles include minimising the water footprint impact through practices applied in our own operations and in the value chain —where the impacts identified in our materiality assessment are concentrated— introducing responsible water management as one of the main action lines.

The following are some considerations regarding water management that are included in our policies, especially our Water Policy:

E3-1_02

/ **Use and supply:** we incorporate lines of action associated with water, such as the prioritisation of using recycled water and alternative sources, and the reduction of water withdrawal and discharge. Likewise, we have introduced considerations linked to water supply, such as reducing its consumption in areas of high water stress.

E3-1_03

/ **Treatment:** we undertake to promote sustainable water management, including wastewater, by improving treatment processes, minimizing our water footprint, and exploring innovative technologies for water treatment and reuse in our processes.

E3-1_04

/ **Prevention of pollution:** we undertake to advance towards the prevention, reduction and elimination of discharges into water, with special attention to potentially hazardous chemicals and other pollutants or waste.

E3-1_05

/ **Lower-water-impact design:** we have the commitment to consider water-related aspects in product design and production processes, including the assessment of water use and potential pollution throughout the life cycle, from the sourcing of raw materials and manufacturing, to use by consumers and end of life.

E3-1_06

/ **Consumption in areas at water risk:** we support the suppliers in our supply chain as they transition to more efficient water management systems that reduce their water withdrawal and discharge, and we foster the reduction of consumption by prioritising implementing closed-loop water systems and regenerative practices.

E3-1_09

Lastly, at Inditex we support various initiatives linked to the **protection of seas and oceans**, most notably The Fashion Pact, Alliance for Water Stewardship and Arctic Corporate Shipping Pledge (Ocean Conservancy).

ⓘ More information on our policies and their updates in section *MDR-P. Policies* and in annex *Detailed information. Policies* of this Report.

B. Targets and metrics related to water [E3-3; E3-4]

Water consumption in our supply chain

E3-4_01; E3-4_11
In our business and sector, the amount of water consumed is very low, since almost all the water withdrawn is discharged at the end of its use in our supply chain production processes, so it does not imply material consumption.

Therefore, water withdrawal is the most representative metric of water-related impacts reported under the ESRS E3 standard. However, given that the most widely used term is water 'consumption', this is the term we will use throughout this chapter.

Water consumption is material at our supply chain, specially at the production stage of our articles, in particular in wet processes —dyeing, washing, finishing and printing, among others—. Another relevant phase in this connection is raw material production, an area we are working on to provide a more in-depth analysis of water.

E3-4_02
We have located and assessed water-related impacts to which both our own operations and those of our supply chain are exposed. This allows us to identify potential risks linked to our operations, specifically whether our facilities or those of our supply chain are located in water stressed river basins.

Specifically, through the materiality assessment and through the use of various scientifically based databases and indexes[28], we analysed the location of our supply chain facilities in relation to **water stressed areas**. We thus found that Türkiye, Mainland China and India are the main markets with wet processing facilities exposed to a potential material water risk.

E3.MDR-T_01-13; E3-4_10
As part of our commitment to responsible water management, in 2025 we achieved the target we had set, reaching a **26% reduction in relative water consumption** in our supply chain compared to 2020. This achievement also helps reduce greenhouse gas emissions associated with the use of water during manufacturing processes.

Target: 25% reduction of water consumption in the supply chain by 2025

	Base year	Target value	Value reached
	2020	2025	2025
Water consumption (litres/kg garment)	101	76	75
Percentage reduction		25%	26%

E3-3_01; E3-3_03
This target allows us to directly address our progress in preventing, minimising and remedying impacts linked to our supply chain. We thus reaffirm our commitment to developing innovation-based initiatives, and in collaboration with our manufacturers, for a responsible water management.

The actions implemented in order to achieve this target, within the framework of our Supply Chain Environmental Transformation Plan, are aimed at helping to reduce the potential impact associated with water withdrawal, including in water-stressed areas, by improving water management in wet manufacturing processes.

Furthermore, this work allows us to prevent associated risks, both physical —due to production disruptions derived from water scarcity— and in terms of transition— aligning ourselves with the regulatory changes linked to the issue. This target applies to all geographies where our manufacturers operate, being especially relevant in those locations deemed to be at water risk.

E3-3_08; E3-4_06; E3-4_07

ⓘ More information on the scope, methodology and changes in the year in the annex *Detailed information. Methodology* of this Report.

C. Actions related to water [E3-2]

E3.MDR-A_01-12
At Inditex we are aware of the critical importance of water for life and ecosystems, as well as the challenges in terms of availability and quality. To address those challenges, we conduct out initiatives on our own and in partnership with our stakeholders to reduce our environmental impact, located primarily in our supply chain, and preserve ecosystems.

E3-2_03
Water withdrawal represents one of our impacts associated to this resource, especially important when it takes place in areas at high water risk. Consequently, we implemented a water management strategy with two differentiated approaches: minimising our negative impacts —with an emphasis on our work relating to the framework of the Supply Chain Environmental Transformation Plan and the Green to Wear and Care for Water standards— and contributing to promote a positive impact, for example through our commitment to CEO Water Mandate.

[28] Mainly World Resource Institute's (WRI) Aqueduct Tool V4.0

Action	Description	Results
Supply Chain Environmental Transformation Plan 2024-2027 ⓘ **Related IROs:** E3.I1 / E3.I2 / E3.R1 **Time horizon:** 2024-2027 **Scope:** / Supply chain (wet processes)	**Water consumption**	
	/ The **Care for Water (CFW)** water consumption standard provides benchmark values for water-intensive manufacturing facilities, which in turn are part of the **Green to Wear (GtW)**. The CFW standard allows us to classify wet processing facilities by their water consumption levels and set minimum water management requirements for the 2024-2027 period. / Our **Best Available Techniques (BAT)** tool, accesible on our corporate website, provides detailed information on various measures to be implemented to reduce water consumption in the various wet processes. These measures range from optimising production processes to investing in machinery that consumes less water or reuses it.	/ In 2025, we continued to work on the implementation of the Supply Chain Environmental Transformation Plan 2024-2027, consolidating the supporting programmes for key suppliers and manufacturers.

ⓘ More detail on our Supply Chain Environmental Transformation Plan in the document *Supply Chain: management to transform the sector*, available on Inditex's corporate website.

In addition to this action, we carry out other cross-cutting environmental initiatives to address water-related impacts. These notably include the actions aimed at preventing and mitigating pollution, relating to water quality and included in the actions outlined in chapter *E2. Pollution*.

Agreements and collaborations

In 2025 we partnered with ZDHC to make our Care for Water (CFW) standard available to the industry, with a view to making it a benchmark for the textile and leather sector, thereby multiplying its effect on reducing water consumption in wet processes.

We maintain various collaborations with organisations like the World Wildlife Fund (WWF), the CEO Water Mandate and the Alliance for Water Stewardship, among others. We also work with Water.org to improve access to drinking water and sanitation for low income families in Bangladesh, Cambodia and India.

Furthermore, we have joined forces with industrial partners to drive the transformation of the sector through collaboration and science-based innovation, by means of industrial research agreements in partnership with more than 20 industry leaders, such as BASF, CHT, Pulcra or Jeanologia.

ⓘ More detail in the document *Partnerships*, available on Inditex's corporate website.

E4. Biodiversity and ecosystems

Material impacts, risks and opportunities related to biodiversity and ecosystems

Code	Description	Phase of the value chain
E4.I1	Impacts related to the **exploitation, degradation and disruption of ecosystems and natural resources** that might contribute to the loss of biodiversity and the disruption of habitats and ecosystem services	/ Value chain
E4.R1	**Physical and transition risks related to biodiversity and ecosystems**	/ Value chain

ⓘ More information in section *B. Material impacts, risks and opportunities [IRO-1; SBM-3]* of this Report.

A. Our approach to biodiversity and ecosystems [E4-2]

A.1. Policies related to biodiversity and ecosystems [E4-2]

E4.MDR-P_01-06; E4-2_01; E4-2_02; E4-2_03; E4-2_05; E4-2_17; E4-2_18; E4-2_20

By means of our policies related to biodiversity and ecosystems, we establish the Company's principles and commitments with respect to the impacts and dependencies on ecosystems and biodiversity, considering the physical and transition risks deriving from them. In this regard, we endeavour to promote the protection and improvement of natural ecosystems, including by means of coexistence with productive uses and the fostering of resilience in communities.

We estimate that the most likely impact in terms of the conversion and degradation of natural ecosystems is connected to the processes of supply, production and transformation of raw materials and products. To address this, as set out in our Ecosystems and Biodiversity Policy, we advocate the following actions:

/ Refusal to use materials and products linked to deforestation, sourcing from primary and endangered forests and ecosystem conversion and degradation.

/ Sourcing of products, supplies and raw materials with lower overall impact.

We have additional measures in place, such as collaboration and innovation initiatives in the fashion industry, in productive landscapes related to its procurement sources and other areas of the value chain. This is materialised, among others, in the following lines of action:

/ Facilitate the transition to improved **agricultural management systems.**

/ Promote the development and implementation of **technological innovations** to reduce the environmental impact of products and activities in the value chain.

/ Participate in **nature protection initiatives** to protect and restore natural ecosystems.

E4-2_04

Moreover, the Policy, as part of its goal of reducing the pressures that endanger ecosystems and natural resources, proposes to advance in the **mapping and traceability** of the value chain. The aim is therefore to detect and monitor the evolution of impacts and improve the understanding of the local context to address them.

E4-2_19

In turn, our Water Policy acknowledges the need to pay particular attention to impacts on the hydrosphere (which includes rivers, lakes, wetlands, aquifers and oceans), given its pivotal role as an ecosystem services provider, such as the supply of water, the sustenance of biodiversity and the contribution towards mitigation and adaptation to climate change.

We therefore work with various organisations in conservation and restoration projects that prevent further deterioration and improve the condition of bodies of water, identifying and prioritising critical areas, through initiatives such as the CEO Water Mandate or our partnership with the World Wide Fund for Nature (WWF).

E4-2_06

It is crucial to understand that the impacts on ecosystems and biodiversity also have a social dimension. That is why our policies acknowledge that respect for **human rights** must include the right to a clean, healthy and sustainable environment as a cornerstone of economic development, sustainability, social justice and well-being. We accordingly undertake to address these matters from a holistic perspective.

From this standpoint, our Policy also underscores the importance of balancing actions for the protection and improvement of natural ecosystems with the needs of local communities.

ⓘ More information on our policies and their updates in section *MDR-P. Policies* and in annex *Detailed information. Policies* of this Report.

B. Targets and metrics related to biodiversity and ecosystems [E4-4; E4-5]

E4.MDR-T_01-13
Our commitment to biodiversity and ecosystems is evidenced by our **target,** showing the intention of acting to **protect, restore, regenerate or other forms of management for biodiversity improvement** throughout our value chain and beyond.

Target: to reach 5 million hectares under protection, restoration or regeneration projects or other forms of management for biodiversity improvement by 2030

	Current year	Target year
	2025	2030
Hectares	1.5 millions	5 millions

To achieve this, we join forces with expert organisations such as WWF and Conservation International on the various initiatives detailed in this standard, focused mainly on the protection, restoration and regeneration of ecosystems and biodiversity.

E4-4_06; E4-4_09
This target, along with the actions for achieving it, addresses the protection and improvement of biodiversity and ecosystems, both inside and outside those territories where our value chain involves one or more of the impacts identified in our materiality assessment, as part of the 'Restore & Regenerate' category of SBTN's action framework, adapting the mitigation hierarchy. We defined this target in recognition of the impacts of our value chain activity on the environment and our intention to positively contribute to its recovery.

E4-4_05
It is also aligned with the goals of the European Union Biodiversity Strategy for 2030 and the Kunming-Montreal Global Biodiversity Framework.

E4-4_01; E4-4_07; E4-4_08

> ⓘ More information on the scope, methodology and calculation changes in the year in annex *Detailed information. Methodology* of this Report.

Furthermore, other related commitments, such as GHG emission reduction and climate neutrality targets, are also worth highlighting, given the impact of climate change on natural ecosystems. In addition, the responsible management of natural resources allows us to reduce our environmental impact. Consequently, in keeping with our Fibres Plan, we foster the use of lower-impact fibres and materials[29].

> ⓘ *More information in sections B. Targets related to climate change [E1-4], B. Targets and metrics related to water [E3-3; E3-4] and B. Targets related to resource use and circular economy [E5-3] of this Report.*

E4-5_01; E4-5_02
Meanwhile, our materiality assessment identified certain of our own facilities located near biodiversity-sensitive areas. Nevertheless, we have not found any material negative impacts from these facilities in those areas.

C. Actions related to biodiversity and ecosystems [E4-3]

E4.MDR-A_01-12; E4-3_01; E4-3_02; E4-3_13
We are committed to addressing the potential impacts on the exploitation, degradation and disruption of ecosystems and natural resources by implementing actions that help protect them throughout our value chain and wherever it is important for the well-being of communities and for biodiversity itself, in keeping with our Ecosystems and Biodiversity Policy and our target. To achieve this, taking as a reference the AR3T framework (Avoid, Reduce, Restore & Regenerate, and Transform) proposed by the Science Based Targets Network (SBTN) and the Taskforce for Nature-related Financial Disclosure (TNFD), we implement a range of initiatives[30] based on the principles of Avoid, Reduce, Restore, Regenerate and Transform.

/ Avoid: thus preventing damage in the first place

We implement initiatives designed to avoid negative impacts linked to the deforestation, conversion and degradation of ecosystems of high biodiversity value, such as primary forests or the habitats of endangered species. In particular, all forest raw materials we use — such as wood or pulp— must come from certification programmes or from initiatives that aim to ensure they are sourced from responsibly managed forests and not from primary and endangered forests.

We therefore work to avoid a possible effect on areas of High Conservation Value (HCV), the preservation of which is the basis of the certificates that we require.

> ⓘ More detail in our *Ecosystems and Biodiversity Policy*, and in documents *'Ecosystems and Biodiversity Policy' Scope*, and *'Ecosystems and Biodiversity Policy' Requirements*, available on the Company's corporate website.

The related actions are explained in detail in standards E1, E2, E3 and E5, in sections: *C. Actions related to climate change [E1-3]*, *B. Actions related to pollution [E2-2]*, *C. Actions related to water [E3-2]*, *C. Actions related to resource use and circular economy [E5-2]*.

[29] More information on the criteria that fibres or materials must meet to be classified as having a lower impact in annex *Detailed information. Methodology* of this Report.
[30] Biodiversity offsets were not used in any of these initiatives.

/ Reduce: how we minimise our impact on biodiversity

E4-3_14

After avoiding negative impacts from occurring, our next focus is to reduce those impacts that might arise as a result of our activity. In this regard, we develop initiatives to minimise the impact of the facilities of our supply chain as part of the **Supply Chain Environmental Transformation Plan 2024-2027.**

In addition, we work continuously on innovation in materials and processes to reduce their impact on the environment and people, within the framework of our **Fibres Plan.**

The related actions are explained in detail in standards E1, E2, E3 and E5, in sections: *C. Actions related to climate change [E1-3]*, *B. Actions related to pollution [E2-2]*, *C. Actions related to water [E3-2]*, *C. Actions related to resource use and circular economy [E5-2]*.

/ Restore: we support the conservation, protection and restoration of ecosystems and biodiversity

E4-3_15

To meet our target of five million hectares under protection, restoration or regeneration projects, or other forms of management for biodiversity improvement, we work with a number of organisations through various initiatives carried out globally, both in regions linked to our value chain and in key areas for biodiversity, even if they are not related to our activity. Our main actions are as follows:

Action	Description	Results
Restore: we support the conservation, protection and restoration of ecosystems and biodiversity **Related IROs:** E4.I1 / E4.R1 **Time horizon:** ongoing action **Scope:** / Value chain	/ Collaboration with WWF in various projects, such as the restoration of the forest landscape in Mexico, improving forestry management in China, and promoting coexistence with wildlife in Brazil and Bolivia. / Contribution to the implementation of a cross-border collaboration initiative to protect and restore ecosystems and community resilience in India, Bhutan and Bangladesh through the Mountains to Mangroves initiative led by Conservation International. / Promotion of sustainable forestry in Spain and Portugal in collaboration with the Galician Forestry Association and the Portuguese Forestry Association (Forestis). / Monitoring and restoration work with the Brazilian organisation SOS Mata Atlântica, to prevent the degradation of the Atlantic Forest. / Fostering coordination among global seed banks in partnership with Kew Gardens to resolve the issue of the lack of seeds for restoration efforts. / Protecting marine ecosystems and biodiversity along with the Ocean Conservancy through various initiatives such as removing plastic and other waste from beaches, oceans and areas of high environmental value, or promoting 'zero waste' projects in key geographies.	/ 1,107,098 hectares in the process of restoration or restored in 2025, 484,220 hectares more than in 2024.

Related resources: in 2025 we allocated 12 million euros to their implementation, included under Operating expenses in the Consolidated Income Statement (see *Note 6* to the Consolidated Annual Accounts) and part of the #BRINGYOUROWNBAG (#TRAETUBOLSA) initiative.

ⓘ More information on the initiative #BRINGYOUROWNBAG in section *D.2. Resource outflows [E5-5]* of this Report.

/ Regenerate: revitalising soils and ecosystems to sustain communities and biodiversity

E4-3_15

We promote regenerative agricultural and land management practices aimed at fostering a balance between productive land use and healthy ecosystems. These initiatives promote the preservation and improvement of soil health, and enhance its capacity to absorb carbon, addressing climate change, as well as improving water management and quality, the conservation of local biodiversity and the resilience of local communities.

Action	Description	Results
Regenerate: revitalising soils and ecosystems to sustain communities and biodiversity **Related IROs:** E4.I1 / E4.R1 **Time horizon:** ongoing action **Scope:** / Value chain	/ Investment through the Regenerative Fund for Nature alongside Conservation International and the Kering Group, to implement regenerative approaches including projects in farming communities in Argentina and South Africa, as well as in cotton growing in India and Pakistan, in collaboration with Organic Cotton Accelerator (OCA). / Support for the transition to regenerative practices in India, in collaboration with Action for Social Advancement (ASA), the Laudes Foundation, IDH - the Sustainable Trade Initiative and WWF India.	/ 398,217 hectares in the process of regeneration or regenerated in 2025, 262,561 hectares more than in 2024.
Related resources: in 2025 we allocated seven million euros to their implementation, included under Operating expenses in the Consolidated Income Statement (see *Note 6* to the Consolidated Annual Accounts) and part of the #BRINGYOUROWNBAG (#TRAETUBOLSA) initiative. ⓘ More information on the initiative #BRINGYOUROWNBAG in section *D.2. Resource outflows [E5-5]* of this Report.		

ⓘ More information about regenerative agriculture practices in section *C. Actions related to resource use and circular economy [E5-2]* of this Report.

/ Transform: key to protecting biodiversity in the long term

E4-3_15

The transformation of our value chain is essential to preserve ecosystems and biodiversity. This is why we support initiatives aimed at fostering industry changes, in particular through coordinated and collective action between key agents.

ⓘ More detail in the document *Partnerships*, available on Inditex's corporate website.

Agreements and collaborations

With the aim of promoting the conservation of ecosystems and biodiversity, we work with a number of specialist organisations such as World Wide Fund for Nature (WWF), Conservation International, Ocean Conservancy, Business for Nature, Open Planet Business for Biodiversity (OP2B), LEAF Coalition and The Fashion Pact, among others.

In this regard, it is worth underscoring our adherence to the Deforestation-Free Call to Action for Leather, led by Textile Exchange and Leather Working Group (LWG), which promotes supply chains that only use deforestation-free leather, and the Pack4Good initiative driven by Canopy to transform the procurement of packaging materials.

ⓘ More detail in the document *Partnerships*, available on Inditex's corporate website.

E5. Resource use and circular economy

Material impacts, risks and opportunities related to resource use and circular economy

Code	Description	Phase of the value chain
E5.I1	The **use of conventional raw materials** can generate environmental impacts upstream in the value chain, which we strive to manage and minimize through our Fibres Plan	/ Raw materials extraction/production
E5.I2	**Circularity promotion** in the business model to encourage the conversion of waste into new resources and extend the life cycle of our products	/ Value chain
E5.I3	Impacts related to **waste generation** in our activity	/ Own operations / Value chain
E5.R1	**Transition risks related to the use of resources and the circular economy**	/ Value chain
E5.O1	**Opportunity for new business models, such as Zara Pre-Owned**	/ Own operations

ⓘ More information in section *B. Material impacts, risks and opportunities [IRO-1; SBM-3]* of this Report.

A. Our approach to resource use and circular economy [E5-1]

A.1. Policies related to resource use and circular economy [E5-1]

E5.MDR-P_01-06

The principles of action included in our Sustainability Policy and Ecosystems and Biodiversity Policy, steer our adoption of a business model that focuses on the use of lower-environmental-impact raw materials as opposed to conventional ones[31], as well as efficiency, recyclability, durability and repairability, and proper waste management, to reduce the impact on society and the environment.

E5-1_01; E5-1_02

In this connection, the main commitments enshrined in our policies are as follows:

/ We are committed to **circularity**, from product design to considerations relating to product end of life, and improving resource and waste management throughout the value chain.

/ We promote **best practices** in the sourcing and use of natural materials, prioritising the use of materials, inputs and products with a lower environmental impact.

/ We are committed to the **responsible design** of our garments and the careful selection of raw materials, which allows us to source materials and textile fibres through **lower-impact production** systems.

/ In accordance with the internationally accepted 'Five Freedoms' of **animal welfare**[32], products of animal origin must come from animals treated ethically and responsibly.

This intention is embodied in our **Fibres Plan,** which is aimed at all the textile fibres used in our products by 2030 having a lower environmental impact.

ⓘ More information on our policies and their updates in section *MDR-P. Policies* and in annex *Detailed information. Policies* of this Report.

B. Targets related to resource use and circular economy [E5-3]

E5.MDR-T_01-13

So as to move towards a more circular business model across the various phases of our activity, we have set ourselves various targets, ranging from the sourcing of raw materials, right through to the use and end of life of our products, by providing circularity services.

These targets are closely related to our Sustainability Policy, in which we are committed to circularity as a core aspect in our progress towards the decarbonisation of our value chain.

[31] More information on the criteria that fibres or materials must meet to be classified as having a lower impact in annex *Detailed information. Methodology* of this Report.
[32] This commitment is reflected in our Sustainability Policy, which refers to the international organization recognized as a reference in animal welfare.

• Fibres Plan: use of lower-environmental-impact[33] fibres

One of the main commitments in terms of resource use is our Fibres Plan, which is aimed at 100% of the textile fibres used in our products by 2030 having a lower-environmental-impact as compared with conventional fibres.

This target is in line with the commitment to prioritising sourcing materials and products that avoid and reduce negative impacts on ecosystems throughout their life cycle, as set out in our Sustainability Policy and Ecosystems and Biodiversity Policy.

Accordingly, as the first milestone, in the latest campaign of 2025, we managed to ensure that almost all the polyester and linen used in our products have a lower-impact than their conventional equivalents[34].

Target: use 100% lower-impact fibres by 2030

	Current year	Target year
	2025	2030
Total percentage of lower-impact fibres	88%	100%
Short-term targets		
	Value reached	**Target value**
	2025	2025
/ 100% lower-impact polyester by 2025	98%	100%
/ 100% lower-impact linen by 2025	96%	100%

E5-3_01; E5-3_02; E5-3_03; E5-3_04

We aim to encourage the design of products that last over time and can be recycled at the end of their useful life. With this in mind, we train our designers and commercial teams in sustainability criteria and foster the use of materials with a lower-impact on biodiversity, in land use, in water consumption and in greenhouse gas emissions.

Our **Fibres Plan** is a cornerstone for improving our impact and advancing our sustainability strategy. Thanks to the progress achieved, in the latest campaign of 2025, 88% of the fibres used in our products came from lower-environmental-impact materials. Of these fibres, we highlight that 47% were recycled and 30% from organic or regenerative agriculture.

Further details of the main lower-impact fibres used in the latest Autumn/Winter 2025 campaign are provided below, as well as the third-party standard to which they belong:

SASB CG-AA-440a.3; SASB CG-AA-440a.4

Type of fibre		% over total of the type of fibre
Cotton	Organic cotton (OCS/GOTS)	58%
	Cotton in conversion/transition (OCS/GOTS)	11%
	Recycled cotton (RCS/GRS)	21%
	Cotton from regenerative practices (Regenagri)	1%
Man-made cellulosic fibres	Other third-party standards (Canopy[1] and Changing Markets[2]; or FSC)	92%
Linen	European linen (European Flax certificate)	95%
	Recycled linen (RCS/GRS)	1%
Polyester	Recycled polyester (RCS/GRS/Repreve/Eucertplast/Recyclass/ISCC Plus)	98%

[1] Forest primary- and endangered-forest–free sourcing, categorized as 'green shirts' in Canopy's Hot Button Report.

[2] Man-made cellulosic fibres that meet the requirements of the Changing Markets Foundation's Roadmap towards responsible viscose & modal fibre manufacturing.

• Provide circularity services such as Zara Pre-Owned in key markets

At Inditex we want to help our customers extend the useful life of their garments through services that promote circularity. In 2025, we have achieved our target of making these services available in our key markets. As of year-end, Zara Pre-Owned is in the consolidation phase in 17 markets[35].

This target, materialized in one of our main actions in relation to use, end of life and waste management, is linked to our commitment to resource efficiency.

E5-3_01; E5-3_02; E5-3_03; E5-3_04; E5-3_05; E5-3_06; E5-3_07; E5-3_08; E5-3_09

By providing circularity services, we foster the reuse of products, extending their useful life through repair, resale between third parties or donation to community organisations. These organisations sort the garments by their condition and quality, allocating them to the best possible purpose, such as donation to people at risk of exclusion or sale in second-hand shops. They also support the implementation of community projects in their markets.

In cases where a product is not reusable, it is recycled, whenever possible, aiming to limit the amount of waste generated and repurposing the raw materials obtained to make new garments. As per the tiers of the waste hierarchy — Prevent, Reduce, Reuse, Recycle, Recover, Dispose — this target contributes primarily to reuse and recycle.

E5-3_13

ⓘ More information on the scope and calculation methodology of our targets in annex *Detailed information. Methodology* of this Report.

[33] More information on the criteria that fibres or materials must meet to be classified as lower-impact can be found in the annex *Detailed Information. Methodology* of this Report.
[34] Fibres whose origin could not be verified according to our internal procedures have been classified as 'conventional'.
[35] Spain, Germany, Austria, Belgium, Croatia, Slovakia, Slovenia, the United States, Finland, France, Greece, Ireland, Italy, Luxembourg, the Netherlands, Portugal and the United Kingdom.

C. Actions related to resource use and circular economy [E5-2]

E5.MDR-A_01-12

Our sustainability strategy covers our aim to progress towards a circular economy model that **transforms waste into resources and that promotes lengthening the life of our products**.

The initiatives described below represent the main levers we currently have in place to promote resource efficiency, material circularity, and waste management throughout the value chain.

Initiatives to progress towards a circular economy model

E5-2_07

Action	Description	Results
Sustainability Innovation Hub **Related IROs:** E5.I1 / E5.I2 / E5.R1 **Time horizon:** 2020-2030 **Scope:** / Raw materials extraction/production / Value chain	/ Innovation centre designed to support the development, adoption and scaling of innovative fibre, material, production process and traceability technologies in the textile and footwear sector. / We collaborate with startups, industry leaders, suppliers, academic and research institutions and other sector and industry organisations on proposals that are assessed based on their impact on social aspects, circularity, biodiversity and animal welfare, as well as being subjected to a life-cycle environmental analysis. / In the research sphere, Inditex is pursuing its strategic agenda for research, development and early adoption of new fibres and materials.	/ Three new fibres approved and included in the Fibres Plan. / Nine life cycle analyses. / Collaboration with three experimental industrial facilities for fibres and materials. / One joint patent in recycling technology.
Cotton Strategy **Related IROs:** E5.I1 / E5.R1 **Time horizon:** 2024 - 2030 **Scope:** / Raw materials extraction/production	/ The aim is to establish a supply of cotton that ensures the well-being and resilience of growers, communities and related ecosystems. / Fostering agricultural best practices associated with organic and regenerative cotton, helping improve soil and air quality, reduce pollution, increase water availability, promote biodiversity, and improve conditions for local communities.	/ First garments with cotton grown using regenerative practices (1%). / In addition, 21% of recycled cotton and 58% of organic cotton in our garments.

Use, end of life and waste management

E5-2_05; E5-2_08

Action	Description	Results
Zara Pre-Owned **Related IROs:** E5.I2 / E5.I3 / E5.R1 / E5.O1 **Time horizon:** ongoing action **Scope:** / Use and maintenance / End of life	/ Initiative providing repair services and customer-to-customer sales of any garment from any Zara season, as well as donations. / In donations, all collected items are delivered to local organisations that sort them for reuse or to be recycled if they have reached the end of their life cycle, where possible, supporting the development of projects in local communities.	/ Zara Pre-Owned is available in Spain, Germany, Austria, Belgium, Croatia, Slovakia, Slovenia, the United States, Finland, France, Greece, Ireland, Italy, Luxembourg, the Netherlands, Portugal and the United Kingdom.

Action	Description	Results
Clothing collection programme **Related IROs:** E5.I2 / E5.I3 / E5.R1 **Time horizon:** ongoing action **Scope:** / Own operations / Use and maintenance / End of life	/ It allows our customers to donate products they no longer use, by means of containers located in our stores and, in certain markets, via home collection service from Zara.com. / In Spain we work with Caritas to enable the donation of garments by means of containers located in the streets of various Spanish cities. / The purpose of this programme is to classify these articles in accordance with the waste hierarchy principle. The organisations that receive the donations sort the garments, and those that are in good condition are donated to vulnerable people or resold to fund their social projects. Products that cannot be reused are sent for recycling or, as a last resort, for energy recovery.	/ Through containers located in 5,415 stores (both company-owned and franchised), 20,495 tonnes of garments and footwear were recovered (19,484 tonnes in 2024), donated entirely to **92 community organisations**. Our partners told us that: / 53% were reused via donations to people in vulnerable situations or by reselling to finance community projects. / The 47% could not be reused due to their characteristics or condition, and were sent to recycling projects (mainly downcycling), or, as a last resort, were sent to energy recovery.
Supply Chain Environmental Transformation Plan 2024-2027 ⓘ **Waste management** **Related IROs:** E5.I1 / E5.I3 / E5.R1 **Time horizon:** 2024 - 2027 **Scope:** / Supply chain	/ Our **Green to Wear (GtW)** standard includes requirements on proper waste management: waste must be sorted, properly labelled and stored with adequate ventilation and leak prevention, especially in the case of hazardous waste. / Facilities must have a contract in force with an authorised waste manager, a properly covered and updated hazardous waste inventory, a record of deliveries to the authorised waste manager, and a separate storage area where waste can be properly managed.	/ In 2025, we continued to work on the implementation of the Supply Chain Environmental Transformation Plan 2024-2027.

Agreements and collaborations

E5-2_07

We establish collaborations with organisations like Textile Exchange, OCA, Global Fashion Agenda and Fashion for Good in initiatives to promote the availability of lower-environmental-impact raw materials, design geared to recyclability, the assessment of infrastructure necessary to process waste or the development of new forms of textile recycling.

We are members of ReHubs Europe, a non-profit organisation, aimed at scaling up the current capacities for collection, sorting, preparation and recycling of textile waste in Europe. We are also cofounders of the Association for the Management of Textile and Footwear Waste (AGRTC, by its Spanish acronym) in Spain, which was created to form the voluntary Collective System of Extended Producer Responsibility (EPR) for the textile and footwear waste stream: Re-Viste. Several pilot collection projects are scheduled to launch soon in a number of Spanish municipalities.

ⓘ More detail in the report *Partnerships*, available on Inditex's corporate website.

D. Metrics related to resource use and circular economy [E5-4; E5-5]

D.1. Resource inflows [E5-4]

E5-4_01; E5-4_02; E5-4_03; SASB CG-AA-440a.4; SASB CG-AA-440a.3

The design of our products and selection of raw materials are factors that shape the impact of our products. Accordingly, a fundamental aspect of our sustainability strategy is the commitment to use lower-impact fibres[36], enshrined in our Fibres Plan ⓘ.

In 2025, the volume of raw materials used in our products amounted to 705,554 tonnes (678,596 tonnes in 2024), which, by type, were broken down between 88 % fibres and 12 % non-fibres. With regard to the category of fibres, 53 % were natural fibres[37], 38 % synthetic[38] and 9 % artificial[39].

[36] More information on the criteria that fibres or materials must meet to be classified as lower-impact can be found in the annex *Detailed Information. Methodology* of this Report.
[37] Natural fibres are filaments obtained from natural sources that can be threaded to obtain strands, threads or twine.
[38] Synthetic fibres are made of polymers that are not naturally produced, but fully created in a chemical plant or a laboratory, almost always using petroleum or natural gas by-products.
[39] Man-made fibres are made using a natural component as a raw material that undergoes a number of processes in a chemical plant or a laboratory.

Raw material	Type	% of total tonnes of raw material	
		2025	2024
Biological raw materials	Cotton	43%	44%
	Man-made cellulosic fibres	8%	8%
	Linen	2%	2%
	Others [1]	3%	3%
	Total biological	**57%**	**57%**
Technical raw materials	Polyester	27%	26%
	Others[2]	17%	17%
	Total technical	**43%**	**43%**

[1] This category includes other raw materials like wool, leather, wood and paper, among others.

[2] This category includes other raw materials like polyamides, glass or certain metals, among others.

E5-4_04; E5-4_05
In 2025, 42% of the materials used in our products (textiles fibres and other non-fibre raw materials) came from recycled sources (33% in 2024). The recycled materials we use are chosen to fulfil the established technical and durability requirements, so that their inclusion does not compromise the product's performance and helps reduce the environmental impact in our supply chain.

In addition to the raw materials used directly to make our articles, we also use different materials in the packaging of our products. In 2025 we estimate that 509,361 tonnes of materials were used for this purpose, 86% biological packaging and 14% technical packaging (in 2024, 521,448 tonnes, 84% and 16% biological and technical packaging, respectively). Furthermore, we continue to improve our corporate systems to report the recycled content of our packaging with the required breakdown.

E5-4_06

ⓘ More information on the methodology used in annex *Detailed information. Methodology* of this Report.

D.2. Resource outflows [E5-5]

E5-5_01; E5-5_02; E5-5_03; E5-5_04; E5-5_06
At Inditex, our aim is to offer our customers an inspiring, high-quality and responsibly produced fashion proposal. We also intend to advance towards a **circular economy model** that permeates every level of our business, from the design and production processes to managing our stores, logistics and offices.

In the last five years, we have taken part as members of the Technical Secretariat in the development of the European Commission's **Product Environmental Footprint (PEF)** methodology. The PEF is a harmonised framework to quantify the environmental impact of clothing and footwear across a product's life cycle. In 2025, the European Commission approved the Product Environmental Footprint Category Rules (PEFCR) for these articles. We continue to support this methodology and to work on its continuous improvement.

Similarly, there is currently no harmonised methodology in the industry to calculate, like-for-like, the percentage of our products that are recyclable. Consequently, we are working with other important players to be able to report this information in the future.

E5-5_05
In turn, our commitment to reducing our products impact also includes those items that accompany them. Accordingly, at Inditex we have chosen to eliminate single-use plastics that reach customers in the packaging containing our products. Our commitment in this sphere implies a continuous effort in innovation to avoid using single-use plastics in new product lines, at our suppliers and in other Group operations.

We also have the **#BRINGYOUROWNBAG (#TRAETUBOLSA)** initiative, aimed at raising our customers' awareness regarding the importance of choosing reusable alternatives, reducing waste and minimising the consumption of raw materials, water and energy. Through this initiative, currently present in 84 markets, we estimate that the number of bags and envelopes provided in our stores has been reduced by 50% since its launch in 2021. The proceeds from charging for these recycled paper bags and envelopes, which go to environmental projects, have amounted to 159 million euros since the initiative was launched. Of this amount, as at the end of the year, we have allocated 75 million euros[40] for projects in 46 markets.

ⓘ More information on the projects to which the proceeds of #BRINGYOUROWNBAG have been donated in section *C. Actions related to biodiversity and ecosystems [E4-3]* of this Report.

On the other hand, we are working on improving our systems to report greater detail on these aspects, including the proportion of recyclable items.

Waste management
We work on the properly management and separation of the waste generated by our activity. We see this waste as useful resources that can be repurposed or recycled, maximising its value and improving our impact. This approach is not confined to properly sorting materials for processing and recycling, but includes rethinking our processes to reduce waste generation at every stage: design, logistics, store and end of life.

In this regard, we have 15 TRUE certifications, processed by Green Business Certification Inc. for our headquarters, logistics centres and own factories —nine Platinum and six Gold certifications—. TRUE certification identifies 'environmentally responsible spaces that have achieved 90% or greater overall diversion from landfill or incineration'.

Waste generation at our headquarters, logistics centres and own factories is presented below[41]:

[40] Due to the time lag between charging for the bags and the formulation of initiatives, the amount currently raised exceeds the contribution allocated to projects.
[41] Waste generated in the Group's own stores is not included, as this information is not yet available at the required level of detail in the Company's systems. An estimate of this waste generation is provided below the table.

E5-5_07; E5-5_12; E5-5_13; E5-5_14

	2025		2024	
Type of waste	**Tonnes**	**%**	**Tonnes**	**%**
Cardboard and paper	37,189	64%	38,413	64%
Wood	6,533	11%	6,334	11%
Other non-hazardous waste	5,683	10%	5,800	10%
Plastic	7,501	13%	8,352	14%
Textile waste	693	1%	1,054	2%
Metal	423	1%	261	0%
Hazardous waste	131	0%	55	0%
Total	**58,154**	**100%**	**60,269**	**100%**

The destination of this waste was as follows, according to its treatment:

E5-5_07; E5-5_08; E5-5_09; E5-5_10; E5-5_11; E5-5_15

	2025				
	Hazardous		Non-hazardous		Total tonnes
Destination of waste	**Tonnes**	**%**	**Tonnes**	**%**	
Diverted from disposal	**97**	**74%**	**52,798**	**91%**	**52,895**
Recycling	33	25%	52,755	91%	52,788
Other waste recovery operations	53	40%	0	0%	53
Preparation for reuse	11	8%	43	0%	54
Directed to disposal	**35**	**26%**	**5,225**	**9%**	**5,260**
Landfilling	1	1%	4,828	8%	4,829
Other disposal operations	0	0%	0	0%	0
Incineration (with energy recovery)	33	25%	397	1%	430
Incineration (without energy recovery)	0	0%	0	0%	0
Total	**131**	**100%**	**58,023**	**100%**	**58,154**

	2024				
	Hazardous		Non-hazardous		Total tonnes
Destination of waste	**Tonnes**	**%**	**Tonnes**	**%**	
Diverted from disposal	**51**	**92%**	**54,910**	**91%**	**54,961**
Recycling	18	32%	54,651	91%	54,669
Other waste recovery operations	26	47%	0	0%	26
Preparation for reuse	7	13%	259	0%	266
Directed to disposal	**4**	**8%**	**5,303**	**9%**	**5,308**
Landfilling	3	6%	4,987	8%	4,990
Other disposal operations	0	1%	0	0%	0
Incineration (with energy recovery)	1	2%	316	1%	317
Incineration (without energy recovery)	0	0%	0	0%	0
Total	**55**	**100%**	**60,214**	**100%**	**60,269**

We continue working to improve our systems and the traceability of waste in the most complex and challenging cases, such as in our stores located in shopping centres that combine the management of all waste. Using the data available at the reporting date, we have estimated that in 2025 around 136,000 tonnes of waste was generated through the Group's own stores.

E5-5_17

ⓘ More information on the methodology used to calculate the waste generated at our facilities in annex *Detailed information. Methodology* of this Report.

Taxonomy Regulation

The Inditex Group is subject to Regulation (EU) 2020/852 on EU Taxonomy (hereinafter 'Taxonomy'), which stipulates a series of obligations with regard to the disclosure of information relating to 'environmentally sustainable' activities. Since 2021, we have been reporting information concerning the Taxonomy in accordance with the applicable regulations, the scope of which has increased since that date with the publication of Delegated Regulation (EU) 2021/2139 (the Climate Delegated Act), Delegated Regulation (EU) 2021/2178 (the Disclosures Delegated Act) and Delegated Regulation (EU) 2023/2486 (the Environmental Delegated Act).

Delegated Regulation (EU) 2026/73 was adopted on 8 January 2026, amending Delegated Regulations (EU) 2021/2178, 2021/2139 and 2023/2486. That Regulation introduces changes to the content and format of Taxonomy information that may be applied on a voluntary basis for the 2025 financial year, with the aim of clarifying disclosure requirements and simplifying the presentation of the indicators. During this first year, Inditex has decided to apply this new Regulation in the presentation of the results of its Key Performance Indicators (KPIs).

In this context, and although the requirements and activities included in the Taxonomy are periodically updated, for now the Group's main activity —the distribution and sale of fashion and household products— is not currently included in the applicable regulatory framework. Nevertheless, there are other activities linked to the Group's business model that are included, as outlined later in this Report.

EU Taxonomy information is included in the annex Disclosure pursuant to article 8 of Regulation (EU) 2020/852 (Taxonomy Regulation) of this Report, presented in the format required by the applicable regulation, together with the main assumptions used in the preparation of such information.

ⓘ More information in annex *Disclosure pursuant to article 8 of Regulation (EU) 2020/852 (Taxonomy Regulation)* of this Report.

S. Social information [ESRS S]

S1. Own workforce

S2. Workers in the value chain

S4. Consumers


RUN DMC
BEATLES

S1. Own workforce

Material impacts, risks and opportunities related to our own workforce[42]

Code	Description	Phase of the value chain
S1.I1	**Quality employment**. This includes both working conditions and measures to enhance well-being	/ Own operations
S1.I2	Possible impact should our workforce not receive **adequate wages**	/ Own operations
S1.I3	**Social dialogue and respect for freedom of association and collective bargaining rights**	/ Own operations
S1.I4	**Work-related accidents and occupational diseases**	/ Own operations
S1.I5	**Professional development** and capacity to foster continuous learning and offer growth opportunities	/ Own operations
S1.I6	**Impacts**, both positive and negative, **linked to vulnerable groups**, including topics such as gender, LGBTQI+, socio-ethnic or disability	/ Own operations
S1.R1	**Risks related to human capital**	/ Own operations
S1.O1	**Business development opportunities by attracting and retaining talent**	/ Own operations

ⓘ More information in section *B. Material impacts, risks and opportunities [IRO-1; SBM-3]* of this Report.

A. Approach to our people [S1-1]

A.1. Policies related to our people [S1-1]

S1.MDR-P_01-06; S1-1_01; S1-1_03; S1-1_04; S1-1_07; S1-1_09

We undertake to safeguard the rights of the people who make up Inditex and to foster continuous dialogue so as to take into account their interests. **Respect for and promotion of the human**, labour and non-labour rights of our teams is included in our Sustainability Policy and further developed in the Human Rights Policy. Furthermore, the Code of Conduct, along with other internal regulations, also reflects this protection and our commitment to ensure it is upheld and fostered among our teams, with an emphasis on collaboration and respectful communication among people, both internally and externally.

S1-1_08

In particular, our Human Rights Policy and our Code of Conduct expressly prohibit forced and child labour. Furthermore, we do not tolerate any form of modern slavery or human trafficking in our organisation or in our value chain.

S1-1_10; S1-1_11

On the basis of our commitment to respect human rights, our regulations also include policies related to the **promotion of diversity and inclusion**, and **zero tolerance of any kind of discrimination or harassment**.

This prohibits discrimination on the grounds of race, ethnic origin, disability, illness, religion, marital status, sexual orientation, political opinion, age, nationality, sex, gender identity and expression or for any other reason at all levels of the Company.

S1-1_12

We also recognise that people are unique in our differences and similarities. In keeping with our purpose 'We Design Opportunities for All', our Diversity and Inclusion Policy is the foundation on which to build initiatives to protect and provide equal opportunities for especially vulnerable groups in terms of human rights. These notably include those focused on equal treatment and opportunities at the workplace, socio-ethnic inclusion, inclusion of LGBTQI+ people or disability inclusion.

ⓘ More information on the SALTA programme and the INCLUYE programme in section *B.8. Processes to manage impacts on our people [S1-3; S1-4]* and in section *People with disabilities metrics [S1-12]* of this Report.

S1-1_18

Moreover, one of our priorities is to comply with the principles of **universal accessibility**, especially for our workforce and customers who may have any kind of disability. That is why we adapt our workplace for people with disabilities or mobility issues.

[42] More information on the scope of our own workforce in section General Concepts of annex *Detailed information. Methodology* of this Report.

S1-1_13; S1-1_16

Our commitment to **diversity and inclusion** is driven by the Board of Directors and permeates throughout our whole Company. To apply our Policy, we develop procedures and implement initiatives driven by the Diversity and Inclusion department. This department is part of the Culture and Values team and is led by the person designated as **Global Diversity & Inclusion Officer,** who coordinates an international team. Among other functions, this team supports the **Diversity Champions,** who are responsible for this area in their markets, retail concepts and workplaces. In addition, to ensure transparency and independence, we have our Ethics Line.

S1-1_05; S1-1_06

To ensure that our policies are known and effective, we promote **continuous dialogue** with our teams, using tools such as the agreement with UNI Global Union, communication with the trade unions, implementation of training measures, and the provision of guaranteed communication and consultation channels such as the Ethics Line. This allows us to advance in our commitment to respect and promote decent work and the labour rights of our people.

ⓘ More information on our policies and their updates in section *MDR-P. Policies and in annex Detailed information. Policies* of this Report.

B. Management of impacts related to our people [S1-2; S1-3; S1-4; S1-6; S1-8; S1-9; S1-10; S1-12; S1-13; S1-14; S1-15; S1-16]

B.1. About us [S1-6]

S1-6_01; S1-6_02; S1-9_03; S1-9_04; S1-9_05

It is a priority for Inditex to create **motivating, stable and safe** working environments, with equal opportunities and development, ensuring the utmost care for the conditions of our people. We strive to adapt our responses to the local needs of the 57 markets in which our employees are present, and to guarantee quality workplaces.

Our people in 2025

163,047 people

174 nationalities

Distribution by activity

	2025		2024	
	Number of employees	%	Number of employees	%
Store	140,064	85%	139,478	85%
Central services	12,016	7%	12,030	7%
Logistics	10,382	6%	9,981	6%
Factories	585	1%	594	1%
Total	**163,047**	**100%**	**162,083**	**100%**

Distribution by geography

	2025		2024	
	Number of employees	%	Number of employees	%
Americas	18,553	11%	18,743	12%
Asia and rest of the world	13,581	8%	14,139	9%
Spain	50,940	31%	49,915	31%
Europe (ex-Spain)	79,973	49%	79,286	49%
Total	**163,047**	**100%**	**162,083**	**100%**

Distribution by age

	2025		2024	
	Number of employees	%	Number of employees	%
Under 30 years old	88,680	54%	89,044	55%
30 to 50 years old	66,685	41%	66,560	41%
Over 50 years old	7,682	5%	6,479	4%
Total	**163,047**	**100%**	**162,083**	**100%**

Distribution by gender

	2025		2024	
	Number of employees	%	Number of employees	%
Women	119,744	73%	118,698	73%
Men	42,913	26%	42,554	26%
Non-binary	50	0.03%	28	0.02%
Other/ Unspecified	340	0.21%	803	0.50%
Total	**163,047**	**100%**	**162,083**	**100%**

S1-6_04; S1-6_05

A breakdown of the workforce for all markets in which the Company has employees is included below:

Market	Number of employees	
Europe (ex-Spain)	**2025**	**2024**
Albania	302	308
Germany	5,445	4,967
Austria	1,522	1,503
Belgium	3,112	3,112
Belarus	383	356
Bosnia-Herzegovina	383	401
Bulgaria	844	827
Croatia	1,243	1,241
Denmark	374	298
Slovakia	524	528
Slovenia	235	250
Finland	145	170
France	11,120	11,513
Greece	4,174	4,228
Hungary	1,217	1,224
Ireland	1,027	991
Italy	10,872	10,877
Luxembourg	332	325
North Macedonia	297	310
Monaco	45	38
Montenegro	201	178
Norway	373	315
The Netherlands	2,847	2,715
Poland	4,380	4,233
Portugal	7,212	7,261
United Kingdom	6,981	6,483
Czech Republic	721	729
Romania	2,658	2,850
Serbia	1,431	1,512
Sweden	636	659
Switzerland	1,566	1,427
Türkiye	6,287	6,267
Ukraine	1,084	1,190
Total	**79,973**	**79,286**

Market	Number of employees	
Europe (ex-Spain)	**2025**	**2024**
Asia and rest of the world	**2025**	**2024**
Australia	1,690	1,879
Bangladesh	85	81
Cambodia	8	6
South Korea	1,728	1,663
United Arab Emirates	19	0
India	1,597	1,731
Japan	2,823	2,682
Kazakhstan	1,145	1,311
Morocco	45	44
New Zealand	127	121
Pakistan	14	12
Singapore	3	3
South Africa	499	502
Vietnam	20	21
Mainland China	2,846	3,036
Taiwan, China	464	486
Hong Kong SAR	434	521
Macao SAR	35	39
Total	**13,581**	**14,139**

Spain	**2025**	**2024**
Spain	50,940	49,915

Americas	**2025**	**2024**
Brazil	3,015	3,226
Canada	1,968	2,052
Chile	837	929
United States	6,124	5,952
Mexico	6,609	6,584
Total	**18,553**	**18,743**

S1-6_13; S1-6_14; S1-6_15; S1-6_16; S1-6_17

ⓘ More information in *Note 6* of the Consolidated Annual Accounts and detailed information on the calculation in annex *Detailed information. Methodology* of this Report.

Distribution of the workforce by type of contract and type of working hours

In 2025, 82% of our workforce is on a permanent contract (83% in 2024). In terms of working hours, 58% of Inditex's employees work part-time and 41% work full-time in 2025 (57% part-time and 41% full-time in 2024).

This breakdown by type of working hours is typical of the retail sector, where there are especially busy periods during sales that require part-time reinforcements. We also often hire people who combine their work at Inditex with other activities, such as academic development.

S1-6_09

The Full-Time Equivalent (FTE) workforce, a meaningful indicator when it comes to analysing employment quality, shows the workforce after consolidating all working hours to full-time. In 2025, it represented 78% of total jobs (78% in 2024).

The tables below show the different types of contract and working hours for our people by gender, region, age and job classification:

S1-6_07; S1-6_08; S1-6_18; S1-6_19; S1-6_20

Breakdown by gender and type of contract/working hours

2025					2024				
Women	**Men**	**Non-binary**	**Other/ Unspecified**	**Total**	**Women**	**Men**	**Non-binary**	**Other/ Unspecified**	**Total**
Number of employees									
119,744	42,913	50	340	**163,047**	118,698	42,554	28	803	**162,083**
Number of permanent employees									
98,157	35,417	41	308	**133,924**	97,775	35,483	28	697	**133,983**
Number of temporary employees									
21,586	7,496	9	33	**29,123**	20,923	7,071	1	106	**28,100**
Number of non-guaranteed-hour employees									
1,282	461	1	0	**1,744**	1,337	549	0	0	**1,886**
Number of full-time employees									
45,181	21,124	16	119	**66,440**	45,848	21,239	10	98	**67,195**
Number of part-time employees									
73,281	21,328	33	221	**94,863**	71,513	20,767	18	705	**93,003**

Breakdown by region and type of contract/working hours

2025					2024				
Europe (ex-Spain)	**Spain**	**Asia and rest of the world**	**Americas**	**Total**	**Europe (ex-Spain)**	**Spain**	**Asia and rest of the world**	**Americas**	**Total**
Number of employees									
79,973	50,940	13,581	18,553	**163,047**	79,286	49,915	14,139	18,743	**162,083**
Number of permanent employees									
65,946	43,531	7,859	16,587	**133,924**	64,509	43,256	8,598	17,620	**133,983**
Number of temporary employees									
14,027	7,409	5,722	1,965	**29,123**	14,777	6,659	5,541	1,123	**28,100**
Number of non-guaranteed-hour employees									
0	0	1,744	0	**1,744**	0	0	1,886	0	**1,886**
Number of full-time employees									
28,311	25,156	7,003	5,970	**66,440**	28,242	25,230	7,408	6,314	**67,195**
Number of part-time employees									
51,662	25,784	4,834	12,583	**94,863**	51,044	24,685	4,845	12,428	**93,003**

Breakdown by age and type of contract/working hours

2025				2024			
Under 30 years old	30 to 50 years old	Over 50 years old	Total	Under 30 years old	30 to 50 years old	Over 50 years old	Total
Number of employees							
88,680	66,685	7,682	**163,047**	89,044	66,560	6,479	**162,083**
Number of permanent employees							
64,160	62,298	7,466	**133,924**	65,635	62,076	6,271	**133,983**
Number of temporary employees							
24,520	4,387	217	**29,123**	23,407	4,484	208	**28,100**
Number of non-guaranteed-hour employees							
1,442	296	6	**1,744**	1,579	297	10	**1,886**
Number of full-time employees							
22,067	38,941	5,432	**66,440**	23,108	39,432	4,655	**67,195**
Number of part-time employees							
65,171	27,448	2,244	**94,863**	64,357	26,831	1,815	**93,003**

Breakdown by job classification and type of contract/working hours

2025				2024			
Management	Supervisor	Specialist	Total	Management	Supervisor	Specialist	Total
Number of employees							
9,745	13,927	139,375	**163,047**	9,667	15,056	137,361	**162,083**
Number of permanent employees							
9,511	13,635	110,777	**133,924**	9,425	14,689	109,868	**133,983**
Number of temporary employees							
234	292	28,598	**29,123**	241	366	27,493	**28,100**
Number of non-guaranteed-hour employees							
0	0	1,744	**1,744**	0	0	1,886	**1,886**
Number of full-time employees							
9,372	12,564	44,503	**66,440**	9,312	13,553	44,329	**67,195**
Number of part-time employees							
373	1,363	93,127	**94,863**	354	1,503	91,146	**93,003**

S1-6_11; S1-6_12

In 2025, 135,184 leaves were recorded (138,152 leaves in 2024), which represents a turnover ratio of 86% in 2025 (88% in 2024). The Group's voluntary turnover rate was 32% (36% in 2024), while non-voluntary turnover rate was 54% (52% in 2024). Turnover is influenced by the nature of the retail sector, with a marked seasonality. The existence of peaks in activity that require reinforcement of teams with temporary contracts especially impacts non-voluntary rotation, since it includes leaves due to the end of the contract of this collective.

B.2. Diversity and inclusion [S1-4; S1-9; S1-12]

S1.MDR-A_01-12

Our people are at the heart of our commitment to diversity and inclusion, which is why we have developed a strategy based on the following four global pillars, upon which we implement a number of different actions:



/ Gender equality / LGBTQI+ inclusion

/ Socio-ethnic inclusion / Disability inclusion

/ Gender equality

Ensuring equal treatment and opportunities at the workplace has always been a part of our core. We nurture diverse and inclusive workplaces in which women, who represent 73% of our workforce, feel empowered in their professional development and free of any discriminatory practices. By empowering all people equally with the aim of strengthening our growth and the success of the Company and society as a whole.

Cultivating **women's talent** has enabled us to keep maintaining a solid commitment in regard to their leadership within the Group: in 2025, **76% of the Company's management positions are filled by women** (77% in 2024).

Of our achievements in diversity and inclusion best practices, we highlight the **GEEIS (Gender Equality European and International Standard)** certification at several of our subsidiaries. Between 2018 and 2025, the global corporate Group and 9 of our subsidiaries worldwide (Belgium and Luxembourg, France, Italy, the Nordic hub, Germany, Ukraine, Bulgaria, Romania and the United States) were awarded this certification. This is enabling us to consistently and continuously deploy our gender equality policies in the various markets.

Action	Description	Results
Promoting STEM talent **Related IROs:** S1.I5 / S1.I6 / S1.O1 **Time horizon:** ongoing action **Scope:** / Own workforce	/ Thanks to **Women in Tech**, our work is grounded on two pillars: the need to influence society, supporting actions that encourage girls and young women to take an interest in science and technology; and the impact on women in the field of technology. / Internally, we develop projects that showcase the importance of gender equality in this field, and our talent pool promotes fairness and diversity within the technology team.	/ In 2025, 22% of our STEM positions were held by women.

/ LGBTQI+ inclusion

We foster safe and inclusive environments, fair treatment and equal opportunities for everyone, regardless of their sexual orientation, gender identity or expression, and we implement awareness campaigns and non-discrimination policies.

Action	Description	Results
I AM PROUD initiative **Related IROs:** S1.I6 / S1.R1 / S1.O1 **Time horizon:** ongoing action **Scope:** / Own workforce	/ Our **I AM PROUD** corporate project evidences our commitment to creating safe spaces where everyone can express themselves authentically and feel fully respected. We promote the true representation of our people through visible and educational actions, ensuring that every voice can be heard without fear of prejudice, gender stereotypes or any other kind of discrimination.	/ In 2025, we carried out local awareness initiatives in 48 markets. The campaign focused on promoting environments that provide psychological safety and fostering everyday work cultures based on respect, active listening and collective care.

/ Socio-ethnic inclusion

We strive to combat any kind of exclusion, discrimination or violence on the grounds of ethnic origin, religion, social background or vulnerability, and we create employment opportunities for groups facing social and economic barriers.

Action	Description	Results
SALTA programme **Related IROs:** S1.I1 / S1.I5 / S1.I6 / S1.O1 **Time horizon:** ongoing action **Scope:** / Own workforce	/ The aim here is to generate employment opportunities for persons at risk of exclusion, at our stores, logistics centres and factories, so as to pave the way for their professional growth. / According to the social circumstances of each market, **SALTA** is adapted to ensure that these opportunities actually reach individuals or groups at risk of exclusion from the labour market due to facing socio-economic barriers (refugees, young immigrants, minority ethnic groups, and so on). / We work with various NGOs that support us in the process of selection, training and follow-up of the participants. Our teams are also involved, mentoring, training and supporting the recruits.	/ More than 2,100 people have joined our teams in stores, logistics platforms and factories and more than 4,800 people have taken part in this initiative as mentors, trainers or tutors since 2008. / This programme is present in 22 markets.[43]

[43] Germany, Australia, Austria, Brazil, Canada, South Korea, Croatia, Spain, the United States, France, Greece, India, Italy, Kazakhstan, Mexico, Poland, Portugal, the United Kingdom, Czech Republic, Romania, Switzerland and Türkiye.

/ Disability inclusion

Our disability inclusion strategy is grounded on three priority areas: **employability**, direct recruitment and professional development; **awareness** and training for our people in connection with disability; and the **accessibility** of work spaces, inclusive shopping experience and cross-cutting projects.

Action	Description	Results
INCLUYE programme and Impact Week **Related IROs:** S1.I1 / S1.I5 / S1.I6 / S1.O1 **Time horizon:** ongoing action **Scope:** / Own workforce	/ **INCLUYE**, created in 2021, drives the socio-occupational integration of people with disabilities. / The programme involves local organisations that work to achieve the occupational integration of people with disabilities, and accompany them in their integration as a key factor for successful employability.	/ In 2025, 3,339 people with disabilities work in our office, store, logistics and factory teams. ⓘ More information in section *People with disabilities metrics [S1-12]* of this Report.
	/ With the aim of promoting the full inclusion of people with disabilities in our workforce, every year we celebrate the **Impact Week**, in which we focus on disability inclusion. / Its purpose is to raise awareness and mobilise our workforce to continue to promote accessibility projects, customer experience and inclusion of people with disabilities, thereby helping to break down barriers and foster equal opportunities.	/ In 2025, we held training and awareness events in all our markets worldwide.

In addition to these initiatives, we develop other socio-occupational integration projects such as **for&from,** which generates synergies with non-profit organisations by opening stores staffed by people with different types of disabilities, with the commercial support of our concepts.

This collaborative model allows us, on the one hand, to generate employment opportunities for people with disabilities, and, on the other, to ensure revenues for the organisations themselves to continue to fund new projects and strengthen this associative ecosystem. In 2025, we opened the second Zara Home for&from store in Portugal, bringing the total to 17 stores in Spain, Italy, Mexico and Portugal.

ⓘ More detail on actions related to diversity and inclusion in the document *Diversity and Inclusion* available on the Inditex corporate website.

Diversity metrics [S1-9]

S1-9_01; S1-9_02; S1-9_06

The distribution of our people by gender and job classification in 2025 is thus as follows:

Distribution by gender and job classification

	2025								
Job classification	**Women**		**Men**		**Non-binary**		**Other/Unspecified**		**Total**
Management	7,447	76%	2,298	24%	0	0%	0	0%	9,745
Supervisor	9,636	69%	4,289	31%	1	0.01%	1	0.01%	13,927
Specialist	102,661	74%	36,325	26%	49	0.04%	339	0.24%	139,375
Total	**119,744**	**73%**	**42,913**	**26%**	**50**	**0.03%**	**340**	**0.21%**	**163,047**

	2024								
Job classification	**Women**		**Men**		**Non-binary**		**Other/Unspecified**		**Total**
Management	7,457	77%	2,210	23%	0	0%	0	0%	9,667
Supervisor	10,435	69%	4,617	31%	2	0.01%	1	0.01%	15,056
Specialist	100,806	73%	35,727	26%	26	0.02%	802	0.58%	137,361
Total	**118,698**	**73%**	**42,554**	**26%**	**28**	**0.02%**	**803**	**0.50%**	**162,083**

In turn, the Company has a total of six women in its Senior Management[44], which represents a 26.09% out of the total members (seven women, 33.33% in 2024).

ⓘ More detail on Senior Management can be found in the Senior Management and relationship with the executive management section in the *Annual Corporate Governance Report*.

In terms of age, our workforce is made up of people from different generations, the youngest groups being the largest, as evidenced by the average age of our workforce, which is **31 years old** (31 years old also in 2024).

People with disabilities metrics [S1-12]

S1-12_01; S1-12_02; S1-12_03

At the end of 2025, we directly employed 3,339 people with disabilities (3,142 people with disabilities in 2024), representing 2% of the annual average workforce. Notably, in 2024 we exceeded our target of doubling the number of people with disabilities we employed with respect to 2021. We continue working to ensure the inclusion of this community in our workforce.

People with disabilities in our workforce

Gender	2025		2024	
	Number of employees	%	Number of employees	%
Women	2,061	62%	1,923	61%
Men	1,266	38%	1,207	38%
Non-binary	1	0.03%	0	0%
Other/Unspecified	11	0.3%	12	0.4%
Total	**3,339**	**100%**	**3,142**	**100%**

ⓘ More information in annex *Detailed information. Methodology* of this Report.

Agreements and collaborations

We consolidate our commitment to diversity and inclusion by collaborating with various entities. These include Arborus, through the European and international label GEEIS (Gender Equality European and International Standard), and the European Network Against Racism (ENAR).

Additionally, we have partnerships with the Business Network for LGBTI Diversity and Inclusion (REDI) in Spain, which aims to foster an inclusive and respectful working environment in organisations, and with myGwork, a global professional network aimed at fostering the connection between companies and LGBTQI+ talent, offering resources and opportunities to help create safe, equitable and collaborative environments, in which inclusion translates into innovation and business competitiveness.

In the field of disability inclusion, Inditex is a member of the ILO Global Business and Disability Network, of which we have been part of the Steering Committee since January 2025, Moreover, we are also members of Disability:In. These alliances, as well as those we have at the local level, are established with the objective of continuing to work on best practices to ensure real and sustainable inclusion over time.

Inditex also promotes the inclusion of people with disabilities through two university chairs, developed in partnership with the Miguel Hernández University of Elche and APSA, and with the University of Barcelona. These collaborations foster research, specialized training, and the creation of employment opportunities for people with intellectual and developmental disabilities. The chairs combine training programs, innovative methodologies, and knowledge exchange between academia and our teams.

ⓘ More detail in the document *Partnerships*, available on Inditex's corporate website.

B.3. Equal pay and remuneration policy [S1-10; S1-16]

Adequate wages

S1-10_01

All of our workforce receive adequate wages, according to the analysis based on applicable agreements, legal benchmarks or recognised methodological sources, such as the Anker methodology.

Average remuneration and gender pay gap

S1-16_03

At Inditex we are committed to **equal pay for women and men** and we remunerate our team in accordance with the Group's values, guaranteeing non-discrimination for reasons of gender, age, culture, religion, race or any other circumstance. Our remuneration policy is therefore determined by the value that each person contributes through their professional experience, dedication and responsibility.

As a Group with a strong international presence, we strive to ensure that our remuneration policy is adapted to the specific circumstances of each of the 57 markets in which our teams are present. Accordingly, we align the standard remuneration with the benchmark practices in each of these markets in their local currency.

Inditex's remuneration comprises **a fixed component and a variable component.**

/ Experience, dedication and responsibility within the Company are the factors that determine fixed remuneration.

/ The variable part depends on pre-established, quantifiable and measurable indicators, linked both to the Company's results and to the fulfilment of the sustainability objectives of the office employees.

Based on this criterion, variable remuneration depends solely on objective parameters, and not on a discretionary assessment of the person's individual performance. This aims to eliminate any room for discrimination. In this regard, **variable remuneration is one of the key components of Inditex's remuneration policy and applies to employees in all areas of the Company's activity.**

[44] As per the definition established for these purposes in Circular 3/2021, of 28 September, of Spain's National Securities Market Commission (CNMV, by its Spanish acronym), which approves the new model corporate governance and director remuneration reports, 'Senior Management' means those executives who report directly to the Board or to the Chief Executive Officer of the Company and, in any event, the Chief Audit Officer.

In our stores, the most widely used variable remuneration system is that of the monthly sales commission scheme. This is a way to reward the engagement of store employees in key issues as sales results, feedback on products and store coordination and organisation.

Global average remuneration

Disclosure of information pursuant to Act 11/2018 on non-financial information and diversity

Average remuneration is defined as the average wages in the Group —considering the total salary: fixed plus variable, consisting of commission and bonus— translated into euros, using the average exchange rate in 2025. Based on this calculation, global average remuneration in this period at Inditex amounted to 31,750 euros gross annually (30,850 euros in 2024).

With regard to this figure, it is relevant to take into account that the number of employees in Spain, our home market, only represents 31% of the headcount, as a significant part of the remaining 69% staff are based in markets where wages translated into euros give rise to lower average remuneration (the same percentages as in 2024, 31% and 69% of workforce).

By gender, the average remuneration of women in 2025 amounted to an annual gross figure of 31,074 euros, and that of men came to 35,818 euros (women: 29,694 euros in 2024; men: 33,932 euros in 2024).

It is important to note that these two figures are not representative in terms of equal pay: the overall difference between men and women is due to a higher presence of women in a significant number of markets where average remuneration is lower on account of the exchange rate effect. As explained above, the indicator that provides the most transparency in terms of equal pay for men and women is the pay gap. In 2025, as can be seen in the detailed table, this indicator demonstrates that there is no gender pay gap in the Company.

Based on these premises, the average remuneration by age and by job classification is provided below:

Average remuneration in €	2025	2024
Job classification		
Management	92,578	85,586
Supervisor	49,727	47,467
Specialist	27,918	26,434
Age		
Under 30 years old	24,015	22,740
30 to 50 years old	40,501	39,141
Over 50 years old	68,248	66,132

S1-16_02

The ratio between the total annual remuneration of the highest paid individual and the median remuneration of all employees is 267 (278 in 2024)[45].

Gender pay gap

S1-16_01

Inditex is committed to equal pay. For quantification purposes, we use the gender pay gap, which is the indicator that most reliably represents the real difference in pay between women and men.

S1-16_03

The gap is calculated on the basis of the median salary in each market considering the total salary: fixed plus variable, consisting of commission and bonus.

The outcome of the analysis carried out in 2025 shows **wage parity between men and women in Inditex.** In total salary, women have been paid the same as men, with a gender pay gap of 0%. The global gender pay gap shows a slight variation compared to previous years —in 2024, women were paid 0.7% more than men— which is explained by staff turnover recorded during that period.

The pay gap by geographic area is detailed below:

S1-16_04

Geography	2025	2024	2023
Spain	0.0%	1.1%	0.3%
Europe (ex-Spain)	0.5%	0.9%	0.5%
Americas	0.1%	0.4%	0.7%
Asia and rest of the world	-3.2%	-1.3%	0.8%
Total	**0.0%**	**0.7%**	**0.5%**

If we break down the gap by job classification, in 2025 it was 0% for specialists (1% in 2024 and 1% in 2023), -2% for supervisor positions (-3% in 2024 and -4% in 2023) and -5% for management positions (-6% in 2024 and -5% in 2023), respectively representing 85%, 9% and 6% of our people in 2025.

ⓘ More information in annex *Detailed information. Methodology* of this Report.

B.4. Social relations [S1-8]

S1-8_01

Globally, the percentage of our workforce covered by local collective bargaining agreements is 61% (61% also in 2024), while within the European Economic Area (EEA) the figure is 83% (84% in 2024). As in the previous year, in Spain, 100% of the workforce is covered by collective bargaining agreements.

S1-8_02; S1-8_03; S1-8_06; S1-8_08

For our workforce in EEA countries, we have various collective bargaining agreements, depending on the market in which the employees are located. The percentages of collective bargaining coverage and workplace representation for our workforce in 2025 are included below:

[45] The calculation criteria have been updated in accordance with the specifications included in the Annex *Detailed Information. Methodology*. To ensure comparability of the information, the figure for the previous year has been restated.

	2025			2024		
	Collective Bargaining Coverage		Social dialogue	Collective Bargaining Coverage		Social dialogue[46]
Coverage rate	**Employees (EEA)**	**Employees (Non-EEA)**	**Workplace representation (EEA)**	**Employees (EEA)**	**Employees (Non-EEA)**	**Workplace representation (EEA)**
0-19%	Bulgaria; Denmark; Slovakia; Greece; Hungary; Ireland; Poland; Czech Republic; Romania	Europe (ex-Spain); Asia and rest of the world	Bulgaria; Denmark; Slovakia; Slovenia; Greece; Hungary; Ireland; the Netherlands; Czech Republic; Romania	Bulgaria; Slovakia; Greece; Hungary; Ireland; Poland; Czech Republic; Romania	Europe (ex-Spain); Asia and rest of the world	Bulgaria; Croatia; Slovakia; Slovenia; Greece; Ireland; the Netherlands; Czech Republic; Romania
20-39%	-	Americas	-	Denmark	Americas	Denmark
40-59%	-	-	Germany; Italy	-	-	Germany; Hungary; Italy
60-79%	Germany; Norway	-	Norway	Germany	-	-
80-100%	Austria; Belgium; Croatia; Slovenia; Spain; Finland; France; Italy; Luxembourg; the Netherlands; Portugal; Sweden	-	Austria; Belgium; Croatia; Spain; Finland; France; Luxembourg; Poland; Portugal; Sweden	Austria; Belgium; Croatia; Slovenia; Spain; Finland; France; Italy; Luxembourg; Norway; the Netherlands; Portugal; Sweden	-	Austria; Belgium; Spain; Finland; France; Luxembourg; Norway; Poland; Portugal; Sweden

S1-8_04
We work to guarantee the right of participation of our workforce worldwide. That is why our people have minimum guarantees in their working conditions, regardless of whether or not they are covered by collective bargaining agreements.

Proof of this are the commitments reflected in the Code of Conduct and the renewal in October 2024 of our **Global Agreement** for implementation of fundamental labour rights and decent work, with the international trade union federation UNI Global Union.

S1-8_07
In turn, in 2019, Inditex formally founded the Company's European Works Council (EWC), a key body for assurance and effectiveness of information and consultation of workers. In 2025, we signed a joint declaration with the EWC to establish a framework of measures needed to address the employment of senior staff, strengthening the Company's commitment to generational diversity at the workplace.

ⓘ More information in section *B.9. Processes for engaging with own workforce [S1-2]* of this Report.

B.5. Work-life balance [S1-15]

Disclosure of information pursuant to Act 11/2018 on non-financial information and diversity
At the Inditex Group we promote work-life balance, advocating especially for **co-responsibility**, which we consider to be both a right and a duty. We work to implement work-life balance measures in all the markets.

In Spain, these measures are enshrined in our **Equality Plans.** These Plans include, among other things, the possibility of splitting up leave periods for hospital stays or care of relatives up to second degree of kinship, flexible working hours for adaptation periods at nursery or infant schools, or the extension of leave with job guarantee for personal matters, studies, international adoption or care of dependent family members, in addition to various improvements with respect to ordinary legal requirements, such as the extension of breastfeeding leave.

At an international level, we strive to improve the rights guaranteed by the local legislation of each market:

/ We promote measures to broaden the rights enshrined in local legislation, such as flexible working hours, efficient organisation of teams, extending leave for caring for children and/or dependants and even financial assistance to help cover the cost of childcare or other care, as well as transport allowance and/or restaurant vouchers. Example of these measures are in place in markets like Germany, Austria, Bosnia-Herzegovina, Croatia, the United States, France, Greece, Italy, North Macedonia, and the United Kingdom, among others.

/ An increasing number of markets are extending family health coverage, either as a social benefit paid for by the subsidiary itself or by negotiating more favourable health insurance conditions. In addition to Spain, through its flexible remuneration plan, markets such as Brazil, Canada, Mainland China, Greece, Mexico and Romania already offer this type of benefit.

/ In 2025, several markets strengthened their social and health coverage by launching new programmes and benefits to suit local needs. These notably include initiatives in Bangladesh, Bosnia-Herzegovina, India, North Macedonia, and Portugal, covering improvements in medical attention, health and life insurance and additional benefits. These measures strengthen our global commitment to our people's health, safety and well-being.

In addition, the Inditex Group promotes the **right to workplace digital disconnection**, pursuant to Spain's Data Protection Act (Organic Law 3/2018, of 5 December, on the Protection of Personal Data and Guarantee of Digital Rights). Notwithstanding the commitment acquired at the corporate level, negotiations with workers' representatives have resulted in other measures on this front, included both in the Equality Plans of the logistics companies, and in the Group's Equality Plan, applicable in Spain.

[46] The information related to Slovakia has been restated in 2024 as a result of a review process of the information.

Internationally, the right to disconnect is one of several measures aimed at improving work-life balance. In this regard, subsidiaries such as France have already implemented it for several years, and more recently, in 2024, markets such as Australia and Slovenia have introduced specific digital disconnection laws.

In other markets where there is no specific legislation in this regard, we implement information and awareness initiatives, along with technical measures applied to our corporate systems, such as e-mail, to encourage these healthy work habits.

S1-15_01; S1-15_02; S1-15_03
Inditex advocates for all our people to have the social protections regulated in the local legislation of each market. In 2025, 94% of our workforce was entitled to maternity, paternity or child fostering leave (99% in 2024). In this period, 5% of those people took such leave, with 6% corresponding to women and 2% to men (6% in 2024, 7% women y 3% men).

Below is a breakdown of maternity and paternity leave:

	2025		2024	
Gender	**Number of employees**	**%**	**Number of employees**	**%**
Women	6,494	88%	6,865	88%
Men	910	12%	966	12%
Total	**7,404**	**100%**	**7,831**	**100%**

B.6. Developing talent and training [S1-4; S1-13]

S1.MDR-A_01-12
In the talent management sphere, we focus on:

/ **Attracting the best talent.** Collaboration with universities and schools is a key part of our strategy for attracting talent. We have different programmes that help incorporate talent to our creative, technological and business areas.

/ Offering **opportunities for professional development and growth,** primarily through internal promotion and mobility.

/ Providing with opportunities for **continuous learning.**

/ Creating a safe and motivating working environment that enable us to **retain talented professionals and strengthen their commitment.**

Action	Description	Results
Talent recruitment programmes **Related IROs:** S1.I5 / S1.O1 **Time horizon:** ongoing action **Scope:** / Own workforce	/ **Junior Talent:** a global programme for incorporating young professionals with learning itineraries, mentoring and real projects from day one. It includes the Creatives, Business and Tech branches, and has an international focus and cultural diversity.	/ In 2025 more than 4,100 candidates took part, 140 professionals joined from 40 universities and 11 nationalities, further building the Group's pool of young talent.
Training, promotion and talent development programmes **Related IROs:** S1.I5 / S1.O1 **Time horizon:** ongoing action **Scope:** / Own workforce	/ The **Sustainable Fashion School (SFS)** is one of the main technical training initiatives aimed at our product teams. This training allows us to reinforce our teams' technical know-how and key skills in connection with sustainability, broadening the scope and impact on our collections. / In 2025, in addition to the Foundations of Textile Manufacturing programme, accredited by the University of Leeds (the United Kingdom), we added a specialised denim capsule, certified by Polimoda Fashion School in Florence (Italy), focusing on history, fabrics, processes and responsible design.	/ Over the course of the three editions of the Foundations of Textile Manufacturing at the SFS, over 1,850 people have been trained / 460 people trained in the denim capsule.
	/ **Changemakers** is a community that drives cultural transformation from within stores, integrating sustainability, diversity, and inclusion into daily operations. / Its members receive training, empower their teams, and promote initiatives through the **Boost The Change** platform, which allows them to share and track actions across all markets.	/ A community of over 5,000 Changemakers. / Implemented across all retail concepts, except Massimo Dutti, where it will be rolled out throughout 2026.
	/ Inditex **Leadership Academy**: a set of leadership programmes developed alongside prestigious universities like IE Business School, aimed at fostering approachable, inspiring and transformative leadership across all of the Group's brands.	/ This year we trained more than 200 people from our management teams, adding to the more than 1,000 who have already gone through our Leadership School.

Our training, promotion and talent development initiatives allow us to **foster internal promotion**. Thus, in 2025, 80% of the Group's vacancies were filled internally, which means that more than 9,100 employees were promoted over the course of the year. By gender, 73% of the promotions were women, 26% men, 0.02% non-binary people and 0.34% other/unspecified gender. These figures are consistent with the gender distribution of our workforce. This commitment to creating internal development opportunities translates into around 650 promotions among our office employees and more than 2,500 changes of functions, department, retail format or market.

Talent and training metrics [S1-13]

S1-13_04

Our aim is to provide training experiences that help our people to respond optimally to the challenges they face daily. To this end, we offer practical and tailored learning opportunities that respond to two needs: on the one hand, the business, offering initiatives aimed at improving individual or collective performance and helping our employees to do their job better; and, on the other hand, promoting opportunities for our people to learn beyond their current role, to be inspired and encouraged to explore new perspectives.

From 1 February 2025 to 31 January 2026, a total of more than 3.4 million training hours were imparted to more than 2.5 million participants (around 3.3 million hours and more than 2.5 million participants in 2024)[47].

Accordingly, in 2025 the number of unique people trained[48] was 199,037 (214,952 in 2024), and the breakdown by gender was 145,147 women, 52,491 men, 65 non-binary and 1,334 persons of other/unspecified gender (155,964, 55,418, 40 and 3,530, respectively, in 2024).

Details of the training indicators are as follows:

S1-13_01; S1-13_03

Distribution by job classification

	2025			2024		
	Training hours	Participants	Hours per person	Training hours	Participants	Hours per person
Management	306,520	179,915	31.5	231,490	174,359	23.9
Supervisor	325,316	189,987	23.4	313,953	203,122	20.9
Specialist	2,842,294	2,220,646	20.4	2,747,344	2,165,970	20.0
Total	**3,474,130**	**2,590,548**	**21.3**	**3,292,787**	**2,543,451**	**20.3**

Distribution by gender

	2025			2024		
	Training hours	Participants	Hours per person	Training hours	Participants	Hours per person
Women	2,518,261	1,907,612	21.0	2,338,801	1,877,398	19.7
Men	935,771	656,839	21.8	914,974	626,523	21.5
Non-binary	1,231	1,109	24.4	699	541	24.7
Other/Unspecified	18,866	24,988	55.5	38,314	38,989	47.7
Total	**3,474,130**	**2,590,548**	**21.3**	**3,292,787**	**2,543,451**	**20.3**

B.7. Health, safety and well-being [S1-4; S1-14]

S1.MDR-A_01-12

We continue to advance in our firm commitment to the health, safety and well-being of our people, by implementing international regulations, guaranteeing compliance with the highest standards and establishing continuous improvement indicators as part of the ISO 45001:2018 management system.

We endeavour to implement proactive measures to identify and mitigate potential risks, as well as to nurture a culture of safety, health and well-being that fosters individual and collective responsibility. After listening to our teams and conducting periodic risk assessments and incident analyses, we undertake to identify areas for improvement and to implement corrective measures in a timely and effective manner.

[47] The year-on-year variation is partially linked to the implementation of the global training campaign on the update of the Code of Conduct carried out in 2024.
[48] A person can attend more than one training course. In the indicator 'unique people trained', those people who have attended more than one course are counted only once.

Some of the main health, safety and well-being actions are:

Action	Description	Results
Training and education of employees to perform tasks in a safe and healthy manner **Related IROs:** S1.I4 / S1.I5 / S1.R1 **Time horizon:** ongoing action **Scope:** / Own workforce	/ We provide **training programmes** tailored to a variety of tasks and positions, with objectives ranging from the initial training to the essential training needed to work safely and prevent risks at the workplace. / These programmes include, among others, first aid training, specific training for handling machinery and equipment, and periodic refresher sessions on safety and emergency procedures.	/ In 2025, a total of 279,859 employees took part, accumulating 221,254 training hours (190,589 participants and 155,784 training hours in 2024).
Promoting well-being **Related IROs:** S1.I1 / S1.I3 / S1.I4 / S1.I6 / S1.R1 **Time horizon:** ongoing action **Scope:** / Own workforce	/ Creation of the **Wellbeing Committees**, cross-functional bodies that coordinate various initiatives related to diversity, equality, health promotion, inclusion, work-life balance, mental health, working hours, nutrition, ergonomics, workspaces, sports activities, employee mobility, and participation in social events and initiatives. / In addition, mental well-being plans have been implemented to strengthen emotional health and consolidate a culture of care and support for employees.	/ During 2025, new Wellbeing Committees were established in Bulgaria, Hungary, Kazakhstan, the Netherlands, and Switzerland, bringing the total to 26 markets. / Mental well-being schemes are in place in 20 markets.
Prevention initiatives **Related IROs:** S1.I4 / S1.R1 **Time horizon:** ongoing action **Scope:** / Own workforce	/ **Prevention of musculoskeletal injuries:** we continuously evaluate ergonomics in our workplaces and provide onboarding training in this connection. We encourage task rotation, regular rest and active breaks and open communication on health and safety matters.	/ In 2025, 3,918 people were trained in work teams (8,477 people trained in 2024). / More than 14,762 participants in initiatives such as the Back School and Preventive and Recovery Plans, at both logistics centres and stores (7,983 participants in 2024).

Health and safety metrics [S1-14]

S1-14_01

Our health and safety management system optimises the monitoring of safety conditions in the workplace to reduce incidents and aims to increase workers' participation in health-promoting activities, including emergency and first aid training.

Since 2014 we have been implementing the **ISO 45001:2018 management system,** internationally recognised for its ability to control risks and improve occupational health and safety performance. In 2025, this system, considered to be the highest standard in health and safety, is being implemented in a total of 33 markets and 612 workplaces, covering 94% of our own workforce (29 markets, 336 workplaces and 86% of our own workforce in 2024). In 2025 we also obtained that certification in the markets of Brazil, the United States, New Zealand, the Netherlands, and North Macedonia, and we maintained certification of our refurbishment and construction works in Europe, carried out by GOA INVEST, S.A.

Furthermore, we have been recognized as a Healthy Organization in 27 markets, which highlights our comprehensive management, addressing both physical and psychosocial aspects, allocating significant resources to the well-being of our teams and promoting active participation in the community.

The key indicators on accident rates at our own logistics, store, office and manufacturing activities are shown below:

Accident rates

S1-14_04; S1-14_05

	Number of recordable accidents		Frequency rate		Severity rate	
Gender	**2025**	**2024**	**2025**	**2024**	**2025**	**2024**
Women	30	43	0.21	0.29	0.01	0.01
Men	11	12	0.19	0.20	0.01	0.01
Total	**41**	**55**	**0.20**	**0.27**	**0.01**	**0.01**

Work-related health events

S1-14_06

	Occupational diseases		Other health events		Total	
Gender	**2025**	**2024**	**2025**	**2024**	**2025**	**2024**
Women	6	14	302	268	308	282
Men	5	7	156	259	161	266
Total	**11**	**21**	**458**	**527**	**469**	**548**

S1-14_02; S1-14_03

In 2025 and 2024, there were no fatalities resulting from recordable accidents or work-related health events in our workforce, or of other collaborators carrying out tasks in our own facilities, in any of our markets.

S1-14_07

The number of days lost due to recordable work-related accidents, health events or deaths was 15,110 days in 2025 (16,695 in 2024).

B.8. Processes to manage impacts on our people [S1-3; S1-4]

S1-3_01; S1-4_01; S1-4_02; S1-4_05; S1-4_08; S1-4_09

In terms of **prevention and mitigation** of our negative impacts, we focus our efforts on guaranteeing equal pay and preventing the gender gap in our people, minimising the risk of accidents and occupational diseases, ensuring protection against situations of harassment at work, or the lack of training.

We design actions to manage our impacts, risks and opportunities, as detailed throughout this chapter. Where the impact has already occurred, we apply actions from a dual perspective of remedying the negative effect and preventing its recurrence. This is the case, for example, of our health, safety and well-being initiatives for our workforce, aimed at addressing work-related accidents and occupational diseases.

S1-3_02; S1-3_04; S1-3_05; S1-3_06; S1-3_07; S1-3_08; S1-3_09

We also do this by developing human rights due diligence processes and implementing grievance mechanisms that enable us to identify negative impacts affecting our workforce and act accordingly. To this end, as stated in our Code of Conduct, in addition to via our Ethics Line, employees may also submit any queries or concerns through their manager or the Human Resources department.

ⓘ More information on how the Ethics Line works, including follow-up, control and ensuring its efficacy in section *A.2. Grievance mechanism: the Ethics Line [G1-1; G1-4; S1-17]*, and regarding compliance awareness, sensitisation and training in section *A.3. Prevention and detection of corruption and bribery [G1-3]* of this Report.

S1.SBM-3_04; S1-4_03; S1-4_06

With regard to risk prevention and mitigation, we promote a favourable workplace and strictly comply with labour regulations, thereby reducing the risk of labour disputes. We also develop strategies to attract and retain talent, and implement effective communication channels to facilitate early resolution of potential discrepancies. We are also working on measures for outreach, prevention and promotion of occupational health, safety and well-being.

In addition to preventing and mitigating the negative impacts deriving from our activity, we are committed to the well-being and development of our teams, with a special focus on promoting diversity, equality and inclusion throughout the Company.

S1-4_07

As an opportunity, we identify the **attraction and retention of talent** as a key factor in driving the development of our business. We therefore carry out strategic actions, such as our talent programmes, mentioned above.

S1-4_04

In this context, it is important to note that we follow up each of our actions and their results. This means that we can prolong initiatives that generate a real impact and eliminate or improve on those that do not obtain the expected performance.

S1-4_18

Moreover, we design our actions in consideration of the UN Sustainable Development Goals (SDGs). Through our workforce-related initiatives, we mainly contributed to the following SDGs:



B.9. Processes for engaging with own workforce [S1-2]

S1-2_01; S1-2_02; S1-2_03

At Inditex we believe that it is essential **to listen to and involve** our people to correctly manage the actual and potential impacts that may affect them.

Our relationship strategy includes constant communication with our teams, harnessing relationship and dialogue mechanisms that help us to ensure that their perspectives are heard and incorporated into our decision making, and taken into account in the development and evaluation phases of impact prevention and mitigation strategies. We highlight the following:

/ Social dialogue mechanisms

Our commitment to the right of participation is regulated by the Code of Conduct. In its section on adequate working conditions, we guarantee the right of all workers to join, associate with and/or create the trade union of their choice, as well as the right to collective bargaining. The Code also encompasses respect for employees' right to have trade unions and workers' representatives represent them and negotiate their working conditions collectively.

In turn, we also have an active role in social dialogue through our relationship with the international trade union federation UNI Global Union and the Company's European Works Council (EWC), a body for assurance and effectiveness of information and consultation of workers on transnational issues.

/ **Internal communication with our people**
INET, our main internal communication channel is a tool that allows us to connect with our people and enhance their engagement. Available in website and app format, this tool allows us to communicate Group news in real time, simplify and digitalise the day-to-day processes of our people or strengthen connections between our employees. We also have internal communication spaces for each brand, which connect all our stores.

/ **People department**
This team, present in each of the markets where we have own workforce, is the first contact point for our people, ensuring an ongoing and direct relationship with those who work in the Group.

S1-2_04
Responsibility for relationships with our people rests with the Inditex Group's Chief People Officer, by delegation of the Chief Executive Officer.

Agreements with our people

S1-2_05
Inditex plays an active part in the social dialogue through its relationship with **UNI Global Union** (UNI). The Global Agreement for the respect and promotion of decent work and labour rights, which covers 100% of the Group's workforce, was signed by both parties in 2009 and renewed in 2024. Its principles are required of franchisees, subcontractors and suppliers of services.

The Agreement sets out the minimum rights and respect for statutory, contractual or collective agreement provisions that confer higher rights, in matters such as working hours or the protection of a safe, healthy and sustainable working environment, and promotion of best practices for occupational health and safety with the appropriate equipment and training, in accordance with the ILO principles. These notably include:

/ **Freedom of association and the right to collective bargaining,** with specific mention to the application of ILO Conventions No. 87 and 98, stating that 'Inditex recognises the right of trade unions to represent workers and to regulate through collective bargaining the terms and conditions of their employment'.

/ **Freedom to join any trade union,** guaranteeing non-discrimination on the basis of membership.

/ **When setting the wages** of the people working for the Group, in addition to the provisions of international labour standards and those arising from national legislation and collective bargaining agreements, the definition of the minimum living wage, as endorsed by the ILO Governing Body in session on 13 March 2024, shall be also taken into account.

/ **Compliance with working hours**, as per the requirements set by national law and national collective bargaining agreements (with reference to ILO Conventions No. 1 and 47 and Recommendation No. 116).

In **Spain**, an agreement was reached in 2024 with the Federation of Services of the trade union *Comisiones Obreras*, applicable to the store employees of the retail concepts, concerning the management of the experience of senior staff in matters relating to the guarantee of continuity and reduction of working hours due to age. Its most relevant aspects are: minimum guarantee of continuity after 8 years in the Company; loyalty bonus after 20 and 25 years; and reduction of working hours from 2025 onwards upon turning 55 for those with at least 10 years of seniority.

In turn, in 2025 the annual incentive agreement for store employees was renewed. This agreement entitles them to receive an annual bonus linked to the achievement of sales targets, recognising extraordinary performance in this regard.

Moreover, the Group has a **Equality Plan** in Spain since 2023. The key aspect of this Plan is that it encompasses all retail concepts and central services, thus unifying the provisions under previous plans. This Plan coexists with the equality plans already in place at all our logistics centres and factories and has the following aim:

/ To guarantee the **principle of equal treatment**, applying the gender perspective in terms of access, job performance and professional development at all levels and at all stages of the professional career.

/ To apply the **gender perspective** to all areas, consolidating an environment that fosters the co-responsible exercise of the rights to a personal, family and work-life balance and avoiding any type of discrimination or unfavourable treatment related to pregnancy, maternity and breastfeeding.

/ To continue to guarantee **equal pay** for equal work.

/ To promote an **equality culture** within the Company through the dissemination of the values of gender equality and non-discrimination of any person.

/ To consolidate an **inclusive, non-sexist and non-discriminatory** internal and external communication, disseminating an image of the Group in which there is respect for women and men and for equal opportunities.

/ **To prevent and penalise sexual or gender-based harassment.**

ⓘ More information on the measures established in terms of work-life balance after the signing of the Group's Equality Plan in Spain in section *B.5. Work-life balance [S1-15]* of this Report.

S1-2_06
Evidence of the efficacy of our existing mechanisms for social relations and dialogue is that we have reached agreements with our workforce that are beneficial to both parties. Along these lines, we have a **Company's European Works Council (EWC)**, a body for assurance and effectiveness of information and consultation of workers on transnational issues.

Furthermore, to promote constructive and effective social dialogue at the local level at Inditex subsidiaries, training is provided to our People areas and store managers concerning trade union rights and cooperation with our workforce's legal representatives. Thus, the works councils and management of our subsidiaries meet periodically to inform, consult and listen to the union representatives and reach agreements to improve people's working conditions and quality of life.

S1-2_07; S1.SBM-3_11

Furthermore, at Inditex we endeavour **to guarantee equal opportunities and promote safe, discrimination-free environments** for all. Under the framework of our diversity and inclusion strategy, we actively listen to the groups at the greatest risk, such as migrants, people in a situation of social exclusion or with disabilities, as well as various groups, including those in the LGBTQI+ community who might be facing specific vulnerabilities.

Against this backdrop, we work with global and regional expert organisations that focus on fighting against discrimination and promoting equality in all areas: racial, gender, sexual orientation, gender identity, disability, etc. These organisations also share their views to help us to improve our programmes. This is the case of organisations such as the European Network Against Racism (ENAR) in Europe and Open To All in the United States, which advocate for the development of campaigns and programmes to raise awareness about racism and discrimination.

ⓘ More information on stakeholder engagement in section *B. Stakeholder engagement [SBM-2]* of this Report.

S2. Workers in the value chain

Material impacts, risks and opportunities related to value chain workers

Code	Description	Phase of the value chain
S2.I1	**Working conditions**. This includes both working conditions and measures to enhance the well-being of value chain workers	/ Raw materials extraction/production / Supply chain
S2.I2	Impacts related to not receiving **adequate wages**, which affects the well-being of value chain workers	/ Raw materials extraction/production / Supply chain
S2.I3	**Social dialogue and respect for freedom of association and collective bargaining rights**	/ Raw materials extraction/production / Supply chain
S2.I4	**Work-related accidents and occupational diseases**	/ Raw materials extraction/production / Supply chain
S2.I5	**Impacts related to vulnerable groups**, such as women, migrants and workers linked to the extraction or production of raw materials	/ Raw materials extraction/production / Supply chain
S2.R1	**Risks related to value chain workers**	/ Supply chain

ⓘ More information in section *B. Material impacts, risks and opportunities [IRO-1; SBM-3]* of this Report.

A. Our approach to value chain workers [S2-1]

A.1. Policies related to value chain workers [S2-1]

S2.MDR-P_01-06; S2-1_07; S2-1_08

At Inditex, we develop policies that set out the conditions we want to pass on to the workers in the value chain, with the aim of:

/ Fostering **respect for human rights**.

/ Providing those who work in our supply chain with the tools for their **empowerment, participation and well-being.**

/ Creating **social value** in workers' communities in a responsible way and driving industry transformation.

S2-1_05; S2-1_06
Accordingly, the manufacturers of the products that the Group places on the market, as well as all other supplier companies, are required to comply not only with the **Code of Conduct for Manufacturers and Suppliers** (which defines minimum standards of ethical and responsible behaviour that must be met by all of the Group's manufacturers and suppliers, including the prohibition of child and forced labour)**,** but also with the **Code of Conduct,** insofar as it applies to them, and the Human Rights Policy.

S2-1_01; S2-1_02
We therefore foster respect for human rights and fair working conditions. In particular:

/ We embrace the United Nations Sustainable Development Goals (SDGs).

/ We promote and respect human rights, in line with the United Nations Guiding Principles on Business and Human Rights.

/ We develop measures to prevent, mitigate and remediate negative impacts related to our activity, as well as to the activities of our business partners.

/ We drive sustainability alongside our suppliers, contributing to the improvement of supply chain workers' living conditions and to the development of their communities.

ⓘ More information on our policies and their updates in section *MDR-P. Policies* and in annex *Detailed information. Policies* of this Report.

S2-1_03; S2-1_04; S2-1_09; S2-4_11
To implement these commitments, we draw mainly on our Workers at the Centre strategy and our supply chain management initiatives, which are focused on identification, support and remediation in the event of supplier non-compliance.

ⓘ More information in sections *B.1. Supply chain management [G1-2]* and *A.2. Grievance mechanism: the Ethics Line [G1-1; G1-4; S1-17]* of this Report.

Furthermore, we develop mechanisms for collaboration and dialogue with our stakeholders through the supplier clusters and commercial and sustainability teams. And we have entered into partnerships that allow us to complement this dialogue, such as with the Ethical Trading Initiative and ACT (Action, Collaboration, Transformation). In this regard, we highlight our Global Framework Agreement with IndustriALL Global Union, whereby we promote social dialogue in our supply chain.

Furthermore, through the internal communication channel implemented by virtue of it, any complaints within its scope that may be received are managed jointly and by means of social dialogue.

B. Targets related to value chain workers [S2-5]

S2.MDR-T_01-13; S2-5_04
In 2023, we set ourselves the target **of reaching three million people** over a three-year period (2023-2025) through our Workers at the Centre strategy, our primary tool to foster respect for human and labour rights of the workers of the supply chain and promote their well-being and that of their communities. In 2025, we achieved this goal, reaching 3.1 million people over the course of this three-year period.

Target: reach three million people with the Workers at the Centre strategy by 2025

	Current period	Target year
	2023-2025	2025
People reached since 2023	3.1 million	3 million

S2-5_01; S2-5_02; S2-5_03
A key factor in designing our strategy, targets and actions is close continuous collaboration and dialogue with specialist organisations and leading players, allowing us to track how effective our actions are and define new areas for improvement to fulfil our strategies and goals.

ⓘ More information on the scope, methodology and calculation changes in the year in annex *Detailed information. Methodology* of this Report.

C. Management of impacts related to value chain workers [S2-2; S2-3; S2-4]

C.1. Processes for engaging with value chain workers [S2-2]

S2-2_01; S2-2_02; S2-2_03; S2-2_05; S2-4_15
We believe that the relationship with the people who are part of our value chain is fundamental to correctly manage the impacts that may affect them. To this end, we have different specific relationship and dialogue mechanisms to listen to their views and take them into account in our decision making, adapting our strategies to suit their needs.

/ Supplier clusters
Through our ten supplier clusters, we are able to generate local spaces for dialogue and collaboration on the ground, allowing us to learn the perspectives and needs of stakeholders and inform our strategies. We have clusters in Spain, Portugal, Morocco, Türkiye, India, Bangladesh, Pakistan, China, Vietnam and Cambodia.

Our local teams in these markets allow us to focus especially on the context of these regions, and they play a key role in the management and implementation of our actions. This ongoing communication and collaboration is crucial in the design and implementation phases of our actions within the Workers at the Centre strategy.

In this connection, we underscore the importance of dialogue with workers both during the implementation of the strategy and as part of our supply chain management. For example, during the regular audits that we carry out on our manufacturers and suppliers, we are in direct contact with the people who work in our supply chain, through direct interviews with them and their representatives, in those cases where they are present in the factories.

/ Global Framework Agreement with IndustriALL Global Union
First signed in 2007 and most recently renewed in 2019, this Global Framework Agreement allows us to foster worker participation and human rights respect in the workplace, with a particular focus on freedom of association and collective bargaining. It also gives us a crucial direct listening channel, enabling us to:

- Manage incident at any workplace in the supply chain by fostering social dialogue.
- Encourage the involvement of our supply chain workers' legitimate representatives.

S2-3_02
Our **Global Framework Agreement** also constitutes a specific communication and contact mechanism, reinforcing the other available grievance mechanisms. Its functioning is articulated through the relationship with local affiliates, the legitimate workers' representatives, who channel their concerns via an escalation process developed between Inditex and IndustriALL with the aim of promoting social dialogue. Moreover, we have also established mechanisms for joint access to workplaces as part of this Agreement.

S2-3_05
For a better understanding of the main points of the Global Framework Agreement, we provide training for local affiliates in different countries. This strengthens the knowledge of the people working in our supply chain regarding this mechanism, so as to foster social dialogue in our supply chain as a way of solving any incident that may be reported to Inditex through this mechanism.

S2-2_07; S2.SBM-3_08; S2.SBM-3_01
These and other dialogue mechanisms allow us to compile information that informs our analysis of the potential impacts of our operations on value chain workers, so as to take into account everyone who might be impacted, whether positively or negatively. Although our analysis encompasses everyone in the supply chain, we have developed a **specific approach for particularly vulnerable groups.** Accordingly, our Workers at the Centre strategy places a particular focus on women, migrants workers and workers involved in the production of raw materials. In this way we aim to listen to those people who are least represented and who may be most affected.

S2-2_06
We rely on our clusters to gauge the effectiveness of our engagement with the different stakeholders. Likewise, our collaborations are embodied in various actions as part of the Workers at the Centre strategy, which we evaluate by monitoring each project using general and/or specific indicators, depending on the initiatives.

S2-2_04
Lastly, the Chief Sustainability Officer has operational responsibility for stakeholder engagement, delegated by the Chief Executive Officer. This includes relations with people in our supply chain, as part of its oversight of the sustainability strategy.

ⓘ More information in section *A.1. Governing Bodies [GOV-1; GOV-2]* of this Report.

C.2. Processes to remediate negative impacts on value chain workers [S2-3]

S2-3_01; S2-3_02
The identification of potential and actual negative impacts related to our activity allows us to increase our capacity to prevent, mitigate and remediate their effects. That is why we endeavour to assess the impacts linked to those working in our supply chain. To achieve this we conduct continuous due diligence and we promote grievance mechanisms, which help us detect potential negative impacts and introduce the necessary measures to **prevent, mitigate and remedy** their effects.

ⓘ More information in section *B. Statement on due diligence [GOV-4]* of this Report.

Our primary tools in this regard are:

/ The initiatives of the **Workers at the Centre strategy** —which focus on managing the impacts identified in our due diligence process in human rights in the supply chain— allowing us to implement actions aligned with our Priority Impact Areas.

/ Our **supply chain management:** we ensure compliance with our requirements in the supply chain, including our Code of Conduct for Manufacturers and Suppliers, enabling us to trigger action mechanisms in the event of a non-compliance. Specifically, this compliance programme is structured primarily through audits and Corrective Action Plans (CAPs).

- Through our **Corrective Action Plans (CAPs)**, we develop roadmaps to support manufacturers in their continuous improvement processes and help them to correct and prevent any non-compliance with our Code of Conduct for Manufacturers and Suppliers that is detected through social audits.

ⓘ More information in section *B.1. Supply chain management [G1-2]* of this Report.

/ Specific **remediation plans for protection against child labour and the safeguarding of refugees,** including remediation measures in such cases.

- **Child labour remediation plan:** we implement a mandatory process that is triggered if a worker under the minimum age established in our Code of Conduct for Manufacturers and Suppliers is found. From the moment it is activated, suppliers and factories are responsible for developing and implementing a series of feasible corrective actions, as well as providing schooling opportunities for the child and paying the child a living allowance until the minimum working age established in our Code of Conduct for Manufacturers and Suppliers is reached or, alternatively, employing an adult family member in place of the child. In addition, to ensure compliance, our teams perform a continuous monitoring, also in collaboration with external expert organisations.

- **Refugee and migrant remediation plans:** they are carried out if our assessments identify migrant or refugee workers in a non-regular situation in any of the production facilities with whom we work. In these plans we assess the working and living conditions of these workers in order to provide support to them and their families if necessary, and we can do this in collaboration with expert NGOs.

/ Fostering **social dialogue, as a lever for conflict resolution,** carried out under the umbrella of our Global Framework Agreement with IndustriALL Global Union.

S2-3_03; S2-3_04; S2-3_05; S2-3_06; S2-3_09; S2-3_11; S2-3_12
Meanwhile, value chain workers have access to the **Ethics Line**, which is available to all our stakeholders.

ⓘ More information on the workings of the Ethics Line, including follow-up, control and ensuring its efficacy in section *A.2. Grievance mechanism: the Ethics Line [G1-1; G1-4; S1-17]* of this Report.

C.3. Actions and metrics related to value chain workers [S2-4]

S2-4_10; SASB CG-AA-440a.3
We strive to implement practices and strategies that both minimise any potential impacts related to our activity that could affect workers in our supply chain and that also foster respect for human rights and the well-being of workers in the supply chain and their communities.

From this standpoint, we are committed to promote **responsible purchasing practices** to avoid potential impacts on the working conditions, wages or benefits of workers.

Additionally, to inform our actions, we conduct comprehensive **due diligence** in connection with human rights, backed by a continuous exercise of identifying and prioritising potential impacts, so as to identify the main areas for action. In this vein, we work with **Shift,** a leading organisation in human rights and business, in the framework of the conceptualisation of the saliency exercise in human rights. This analysis, along with other information sources, allows us to develop the Priority Impact Areas of our strategy.

Furthermore, the high number of social audits and Corrective Action Plans we conduct allow us to monitor and control potential incidents regarding supply chain workers' rights. We report the results of these audits grouped by theme in this Report.

ⓘ More information in section *B.1. Supply chain management [G1-2]* of this Report.

S2.SBM-3_04
In addition, as part of our due diligence, we pinpoint those groups and stages of our supply chain that are most susceptible to potential human rights violations. Thus, the cultivation of raw materials is one of the most vulnerable. In this regard, we work hand in hand with the International Labour Organization (ILO), within the framework of our Public-Private Partnership, for the promotion and respect of the Fundamental Principles and Rights at Work (FPRW) in cotton-growing communities in markets such as India or Pakistan. We also develop projects to promote regenerative cotton farming in India, and we partner with The Fair Labour Association (FLA) to improve working conditions in these communities.

S2-4_01; S2-4_02; S2-4_05; S2-4_06; S2-4_07

These identification processes allow us to establish the necessary actions to prevent, mitigate and remediate any potential negative impacts. Consequently, when we see that an impact has occurred or is occurring, we activate our previously explained remediation tools, allowing us to:

/ Minimise the negative effect on people in the supply chain.

/ Endeavour to remediate it as much as possible.

/ Apply a dual perspective of prevention to minimise the chances of its recurring in the future.

To assess its effectiveness, we rely on regular audits and support for suppliers.

S2-4_08
By minimising and addressing our potential impacts on workers in our supply chain, we are also able to minimise our risks, as this reduces the chances of their materialising.

S2-4_03; S2-4_16
Furthermore, with the aim of promoting respect for human rights and the well-being of supply chain workers and their communities, we take a collaborative approach of global and local implementation, from a systemic perspective. To this end, we develop a number of tools, including our Workers at the Centre strategy.

Workers at the Centre

S2.MDR-A_01-12; S2-4_12
The Workers at the Centre 2023-2025 strategy is based on **respect for the human rights** of the workers in the supply chain. Through it, in 2025 we involved 3,992 suppliers and factories and since the start of the cycle of the strategy we have reached **3.1 million people.**

This strategy is structured into five **Priority Impact Areas** or PIAs **(Social dialogue, Living wages, Respect, Health and Resilience)** with specific targets and lines of action that, in 2025, materialised through 30 initiatives and solutions developed at the factories themselves and/or in their communities by our teams or along with partner organisations.

The main actions carried out as part of the Workers at the Centre strategy are:

Action	Description	Results
Social dialogue: Facilitating mature industrial relations as a vehicle for a more participative society. **Related IROs:** S2.I1 / S2.I3 / S2.R1 **Time horizon:** 2023 - 2025 **Scope:** / Supply chain	/ Actions linked to worker participation under the umbrella of the Global Framework Agreement with IndustriALL Global Union. / Promotion of ecosystems for dialogue and improvement of grievance mechanisms.	/ 1,031,467 people reached since the start of this strategy cycle. / 311 factories involved in Bangladesh, Cambodia, Egypt, Indonesia, Pakistan, Türkiye, Vietnam in 2025.
Living wages: Setting the conditions for the achievement of living wages in the Inditex supply chain. **Related IROs:** S2.I1 / S2.I2 / S2.R1 **Time horizon:** 2023 - 2025 **Scope:** / Supply chain	/ Collaboration in establishing the necessary conditions for collective bargaining. / Promotion of responsible purchasing practices. / Implementation of management systems and favourable practices.	/ 120,050 people reached since the start of this strategy cycle. / 68 factories involved in Bangladesh, Cambodia, China, Morocco, Portugal, Vietnam in 2025. / ACT (Action, Collaboration, Transformation) survey on responsible purchasing practices among buyers and manufacturers.
Respect: Promoting safe and respectful environments, free from discrimination, abuse or harassment. **Related IROs:** S2.I5 / S2.I5 / S2.R1 **Time horizon:** 2023 - 2025 **Scope:** / Supply chain	/ Actions related to respectful work environments free from any kind of violence and harassment. / Fostering a fair recruitment and employment culture, including remediation programmes for migrant workers.	/ 259,458 people reached since the start of this strategy cycle. / 127 factories involved in China, India, Morocco, Pakistan, Türkiye in 2025.

Action	Description	Results
Health: Protecting the health and safety of workers in the supply chain, and improving their well-being. **Related IROs:** S2.I1 / S2.I4 / S2.R1 **Time horizon:** 2023 - 2025 **Scope:** / Supply chain	/ Actions to ensure workers' physical health and safety in the workplace. / Promoting well-being.	/ 2,159,028 people reached since the start of this strategy cycle. / 1,397 factories involved globally in 2025.
Resilience: Contributing to create preventive, adaptive and transformative capacities for development. **Related IROs:** S2.I1 / S2.I2 / S2.I3 / S2.I4 / S2.I5 / S2.R1 **Time horizon:** 2023 - 2025 **Scope:** / Raw materials extraction/production / Supply chain	/ Social protection programmes. / Projects linked to just transition and the future of work. / Promotion of prosperous livelihoods, with a particular focus on workers involved with raw materials.	/ 85,919 people reached since the start of this strategy cycle. / 69 factories involved in India, China, Vietnam in 2025. / Communities linked to cotton production in India, Pakistan, Türkiye.
Cross-cutting actions across all PIAs **Related IROs:** S2.I1 / S2.I2 / S2.I3 / S2.I4 / S2.I5 / S2.R1 **Time horizon:** 2023 - 2025 **Scope:** / Supply chain	/ Development of facility management systems that guarantee and enhance respect for workers' rights through the EVOLVES project. / Training on human and labour rights in our supply chain as part of the GROWS project.	/ 1,236,811 people reached since the start of this strategy cycle. / 2,126 factories involved globally in 2025.

S2-4_17

Through these actions, we contributed, among others, to the following **Sustainable Development Goals (SDGs)**:



S2-4_04

To analyse and test the effectiveness of our actions, we perform detailed monitoring of each one of them. To this end, we have common indicators for all the actions, such as the number of people reached, and individual indicators by type of initiative, which we obtain through different methods such as, for example, surveys of our supply chain workers.

In addition to this oversight and active engagement in the projects, in some cases we also undertake monitoring visits to assess the correct implementation of the projects.

ⓘ More detail on the strategy in the document *Workers at the Centre*, available on Inditex's corporate website.

Agreements and collaborations

At Inditex we understand that our sustainability targets for the supply chain are shared by other stakeholders. Accordingly, we take and open and collaborative approach with a range of organisations and we actively participate in the industry's global initiatives. In this regard, we develop our actions in partnership with expert organizations, both local and international, such as the Ethical Trading Initiative (ETI), IndustriALL Global Union, the International Accord for Health and Safety in the Textile and Garment Industry, the International Labour Organization (ILO), ACT (Action, Collaboration, Transformation), or Reimagining Industry to Support Equality (RISE), to name but a few.

ⓘ More detail in the document *Partnerships*, available on Inditex's corporate website.

S4. Consumers

Material impacts, risks and opportunities related to consumers

Code	Description	Phase of the value chain
S4.I1	**Possible loss of our customers' personal data,** which might impact on their privacy and trust	/ Own operations
S4.I2	**Impacts related to the health and safety of our products** during their use	/ Use and maintenance
S4.I3	We promote an inclusive shopping experience and work to prevent **potential impacts related to consumer discrimination**	/ Own operations
S4.I4	We assume the responsibility of maintaining an ethical, objective, transparent and dialogue-based relationship with our customers and the rest of our stakeholders, and therefore we incorporate **responsible marketing practices**	/ Own operations
S4.R1	**Risks related to consumers' rights**	/ Own operations

ⓘ More information in section *B. Material impacts, risks and opportunities [IRO-1; SBM-3]* of this Report.

A. Our approach to consumers [S4-1]

A.1. Policies related to consumers [S4-1]

S4.MDR-P_01-06; S4-1_01; S4-1_02; S4-1_03; S4-1_06

Our policies establish key principles in our relationship with people, in a bid to have a positive effect on our surrounding environment, while mitigating any potential negative impacts. In this way, we commit to:

/ **Respecting** our customers' human rights, rejecting any kind of discrimination.

/ Complying with the most demanding **quality, health and safety standards.**

/ Guaranteeing **information security**, particularly in connection with our customers' data and privacy.

/ Promoting **responsible marketing and communication**, providing accurate, clear and comprehensive information about products, and avoiding offensive, discriminatory content or content that promote an unhealthy image.

We are mindful of the impact of our products and the image they transmit. That is why we want our campaigns, and the image of the models who appear on them to convey a diverse, multicultural and positive reality that celebrates the product by presenting it in a detailed way that is faithful to its properties and qualities.

S4-1_04; S4-1_05

One of our main tools for customer engagement and dialogue are our **customer service mechanisms**, which establish a direct avenue of communication for any issue or query that may arise, allowing us to detect and act to address any potential infringement of their rights.

This set of mechanisms, described in the following sections of this Report, offers a range of ways to address any query or complaint in connection with their rights or other matters of interest to them.

ⓘ More information on our policies and their updates in section *MDR-P. Policies* and in annex *Detailed information. Policies* of this Report.

B. Management of impacts related to consumers [S4-2; S4-3; S4-4]

B.1. Processes for engaging with consumers [S4-2]

S4-2_01; S4-2_02; S4-2_04

We have various mechanisms of relationship and dialogue with our customers, allowing us to listen to their perspectives and take them into account in making decisions to properly manage the actual and potential impacts on them. In this connection, we highlight:

/ Specialised customer service teams

Commercial format´s specialised customer service teams of the Group's retail concepts are among the main channels for engaging with consumers, primarily at the operating level. These areas handle customer contacts —calls, e-mails, WhatsApp messages or messages on social media profiles— concerning questions on products, the purchasing process, shipments, incidents or any current issues affecting the brands, among others. The Customer Service manager of each of our retail concepts is responsible for overseeing these services.

/ Store teams

Our flexible business model based on multi-brand omni-channel and the integration of retail space, both physical and online, allows us to generate a differential shopping experience, responding to our customers' needs in a tailored manner at the right time and place.

To fulfil this commitment to our customers' experience, the work of our physical and online store teams is crucial, as they form the first line of direct contact with consumers. In particular, our physical store teams communicate daily with the people who visit our establishments, directly handling their queries or informing them about the available customer care and complaints mechanisms as they require them.

/ Communication channels: websites, *app* and social media

Our digital channels enable us to interact with our customers in more than 200 markets. These channels not only showcase our collections, but they allow us to convey our principles in the content we generate on our platforms, fulfilling our commitment to responsible marketing practices.

S4-2_03

Our ongoing relationship with our customers takes place before, during and after the purchase process, through the various channels mentioned above. This interaction is initiated both at the customer's behest, when they need to raise a query or file a complaint, and by the Company, as it provides information on its product range and services.

Through these actions, we seek to understand their perspectives and concerns, which we take into account as we design our strategy. This applies not only in terms of our products, but also when it comes to preventing and mitigating impacts, and evaluating the effectiveness of the measures and their subsequent renewal or updating.

S4-2_05

At Inditex we therefore measure the effectiveness of our customer services by a detailed follow up on our interactions. This allows us to gauge whether the communication is efficient, and determine whether our customer services are aligned with their needs.

S4-2_06; S4.SBM-3_07

Throughout the entire process, special consideration is given to the views and impacts relating to consumers who might be especially vulnerable. Special attention is paid to consumers who depend on accurate and accessible information on our products and their components, and to the most vulnerable users or those at greater risk of being harmed, like children. Continuous dialogue with the customers themselves and our various partner organisations allows us to integrate their perspective into the Company's operations.

B.2. Processes to remediate negative impacts on consumers [S4-3]

S4-3_01; S4-3_02; S4-3_03; S4-3_04; S4-3_05; S4-3_06; S4-3_09

We identify our potential and actual negative impacts so as to prevent, mitigate and remedy their effects, also with respect to our customers. Depending on the nature of the identified impacts, we have three preferred ways to manage issues or concerns raised by our customers: customer service teams and channels, official grievance mechanisms and the Ethics Line.

ⓘ More information on how the Ethics Line works, including follow-up, control and ensuring its efficacy in section *A.2. Grievance mechanism: the Ethics Line [G1-1; G1-4; S1-17]* of this Report.

S4-3_13

With regard to the communications received through the **customer service channels**, from the operational level, our aim is to ensure the quality and efficacy of the service offered. Consequently, our customer service agents have access to a specific training platform that contains all the procedures and manuals.

To guarantee the effectiveness of the channels and with the aim of effecting continuous improvement of the service, we conduct monthly controls of customer interactions, to monitor the quality of the customer care provided. Accordingly, commercial format's teams develop contact monitoring plans, through which key variables —such as incidents resolved without recontact or the number of recontacts— are analysed in order to continuously assess and improve service effectiveness.

Our teams field a range of queries related to our products and the purchase process through the various available communication channels. In 2025, 21 million cases were handled through Customer Services in all the markets where we have a commercial presence. They are classified as follows:

Type of cases handled	2025	2024
Pre-purchase (product availability, special collections, customisation, purchasing process, checkout and sustainability, among others)	15%	26%
Post-purchase (order status, shipments, delivery times, changes and returns, gift cards, among others)	80%	70%
Customer Service (customer account, web/app, channels, social media, among others)	5%	5%
Complaints and claims (includes any customer feedback, as well as formal complaints)	0.03%	0.02%

The claims figure includes complaint forms and claim procedures processed in Spain through official consumer complaint and response mechanisms, which in 2025 totalled 6,781 (6,924 cases processed in Spain in 2024). The main reason for these complaint forms is related to product returns and exchanges, and store and online sales.

S4-3_03; S4-3_09
Our customer service channels can be accessed via all our online store websites and apps. Likewise, the physical store staff pass on information about customer service and other formal complaints mechanisms as and when necessary.

S4-3_11; S4-3_12
In handling customer complaints and concerns, we maintain the utmost respect for **confidentiality, privacy and data protection**. In the specific case of our customer service channels, customers only need to provide contact information when their query is related to an order or when it requires subsequent follow-up or action by our customer service team. All other communications can be made anonymously.

To foster the implementation of our privacy programme, we carry out various cross-cutting projects aimed at improving the shopping experience, such as removing or blocking any sensitive information provided by customers as a security measure.

B.3. Actions and metrics related to consumers [S4-4]

S4.MDR-A_01-12; S4-4_01; S4-4_02; S4-4_04; S4-4_05; S4-4_06; S4-4_07; S4-4_08; S4-4_10; S4-4_12
With regard to our customers, we underscore our efforts to ensure data protection, special measures to protect their health and safety, both in our stores and relating to our products, and the accessibility and inclusion of all of them. The actions we carry out were designed to manage our impacts, risks and opportunities, whether actual or potential.

Accordingly, we have standards, training plans and prevention and control programmes focused on preventing, mitigating and remedying any impact on our customers' health and safety. Likewise, our product health and safety teams are coordinated with all areas of the Company to ensure an adapted response to any notification from customers, community organisations or supervisory bodies regarding product incidents, carrying out technical assessments and following up. If we find indications that a product might not be safe, it is withdrawn and our internal procedure is activated to communicate the situation and recall any units sold.

S4-1_07; S4-4_11
Furthermore, the Ethics Line allows us to track possible human rights infringements or irregularities, so that we can process the pertinent cases and promote the action required.

ⓘ More information in section *A.2. Grievance mechanism: the Ethics Line [G1-1; G1-4; S1-17]* of this Report.

S4-4_03; S4.SBM-3_05
Furthermore, our Customer Experience initiative takes a customer-centric approach, analysing the feedback received and developing teams' skills, as a way to continuously improve their experience in every interaction with Inditex.

At Inditex, we develop the websites and apps for our brands, as well as the recruitment and professional development platforms —Inditex Careers and InTalent—, by integrating criteria that take into account the accessibility needs of everyone. Our commitment is guided by the principles of W3C Web Accessibility Initiative (WAI) and compliant with WCAG 2.2 AA-level conformance standard, which offer key recommendations for creating inclusive digital content.

These guidelines allow digital environments to make accommodations for a range of needs, including for users with blindness or low vision, hearing loss, learning difficulties, cognitive limitations, limited movement, speech disabilities and photosensitivity, among others. To verify that they are properly applied, our digital channels are reviewed and tested by teams specialising in development and accessibility.

This approach ensures that anyone can interact with our retail channels and access our career opportunities equally.

With regard to physical accessibility, our stores feature architectural designs and accommodations that facilitate access, mobility and shop safely and independently, providing an inclusive shopping experience.

This is all part of a **global accessibility ecosystem** that we have rolled out in our offices, stores and logistics platforms, underpinning a people-centric, transversal model that is geared towards truly inclusive and universal design. This design enhances the experience, not only of those who benefit directly from these measures, but of all users.

Health and safety

SASB CG-AA-250a.1; SASB CG-AA-250a.2
The health and safety of our products is a priority for Inditex. Accordingly, we have standards, training plans and prevention and control programmes devised to ensure that our products comply with the strictest requirements and guidelines of all markets where we operate.

We work with technology companies, research centres and laboratories of international renown, and we develop our own programmes, to ensure that our products meet the Company's different standards.

In this regard, our standards include specific product requirements that are generally applicable and mandatory for all the articles we sell[49], covering processes from design to manufacturing. Currently, we also have eight product standards, each with a different scope.

[49] For those articles that are outside the scope of Inditex's health and safety standards, a risk assessment is carried out and, where applicable, are subject to minimum requirement reports specifically compiled in accordance with the legal requirements that apply to the type of product and the markets where they are sold.

Product standards

Standard	Scope
Safe to Wear	Garments and accessories, including trimmings and fabrics used in their manufacture
Safe to Wear for Children's Footwear	Children's footwear
Clear to Wear	Garments, fabrics, footwear, accessories and home textiles
Physical Testing Requirements	Garments, footwear, accessories and home textiles
Active to Wear	Garments and fabrics
i+Cosmetics	Cosmetics
i+Food Contact Materials	Products in direct contact with food
i+Home Fragrance and Candles	Home fragrances, candles and their accessories

In addition to the actions covered in section *B. Actions related to pollution [E2-2]*, which focus on pollution, we develop additional initiatives that strengthen our commitment to our customers' health and safety:

Action	Description	Results
Health and safety **Related IROs:** S4.I2 / S4.R1 **Time horizon**: ongoing action **Scope:** / Product	/ To verify compliance with our health and safety standards, we use our **Picking** inspections programme to ensure that our textile products comply, among others, with our Safe to Wear (StW) and Physical Testing Requirements (PTR) standards. / To strengthen compliance with the **Safe to Wear** standard, we provide our suppliers with manufacturing guidelines that include measurement tables with specific safety requirements.	/ The programme's results in 2025 show an initial degree of compliance by our textile articles of 99.7% for StW and 99.4% for PTR (99.7% and 99.3%, respectively, in 2024).

Data protection and privacy

We strive to promote the values of respect for privacy and to ensure an appropriate level of compliance with data protection and privacy regulations.

The Data Protection and Privacy department advises business and technology areas in the projects they launched throughout the year to ensure they are compliant with privacy requirements from the outset (privacy by design). During the year, the analysis of 70 projects involving the processing of customer data have been documented.

In addition to this, in 2025 we have taken the following actions:

Action	Description	Results
Data protection and privacy **Related IROs:** S4.I1 / S4.R1 **Time horizon:** ongoing action **Scope:** / Own operations	/ As for training, we continue to work on the promotion of the privacy culture at the Company through the **privacy course**, which is mandatory for all office teams who process different stakeholders' personal data.	/ This year, 87% of our staff required to take this course have completed it (97% in 2024).
	/ Due to their greater exposure to privacy risks, we have carried out initiatives focused on other groups that we consider a priority due to their potential processing of personal data. In 2025, we focused on **training store staff**, who have direct contact with customers, and on certain operations, also involving their personal data.	/ We have trained 83% store staff in 31 markets in 2025 through a biennial training program that will continue to be implemented progressively throughout 2026.
	/ We have worked on cases that could potentially affect **customers' personal data** in order to determine whether a security breach had occurred and, if so, whether it was necessary to notify the data protection authorities and/or the affected persons. / In response to these cases, the necessary action plans have been put in place to avoid a recurrence in the future.	/ In 2025, two cases affecting personal data security occurred where the Company deemed it necessary to notify the data protection authorities (four cases in 2024) in which the affected persons were also informed of the situation.

S4-4_17

We therefore take into account the path outlined by the UN Sustainable Development Goals (SDGs) in designing our actions in relation to customers contributing mainly to SDG 12.



Agreements and collaborations

Through collaborations and agreements with specialised organisations such as Open to All, ENAR and REDI, we work to broaden awareness concerning the various realities and needs of different groups and communities, and take the necessary measures to ensure that our stores are spaces where everyone feels welcome. Furthermore, in the United States, since 2022 we have been adhered to the Mitigate Racial Bias in Retail Charter, a commitment signed by more than 80 retailers from different industries to advocate for sharing best practices and eliminating bias of all kinds, especially racial bias, and for introducing actions that foster inclusive shopping experiences for everyone.

In the European Union, meanwhile, our headquarters in Spain and 15 of our subsidiaries (Germany, Austria, Belgium, Bulgaria, Croatia, Denmark, Slovenia, France, Greece, Luxembourg, the Netherlands, Poland, Portugal, Romania and Sweden) signed the Diversity Charter. This is a public commitment to create inclusive spaces that are free of discrimination, and to promote diversity and equal opportunities for staff and customers.

This type of collaboration and partnerships are aimed at improving the customer experience by adopting policies that generate more respectful and inclusive environments for everyone entering our stores, regardless of their personal characteristics.

ⓘ More detail in the document *Partnerships*, available on Inditex's corporate website.

G. Governance information [ESRS G]

G1. Business conduct



G1. Business conduct

Material impacts, risks and opportunities related to business conduct

Code	Description	Phase of the value chain
G1.I1	**Whistleblowing channel management**, enabling internal and external stakeholders to confidentially report any possible breaches of ethical principles, incorporating protections for whistleblowers and helping to foster a corporate culture of integrity	/ Own operations / Value chain
G1.I2	**Promotion of regulatory development and industry improvement** through Inditex's involvement in sector initiatives and forums for dialogue with stakeholders	/ Own operations / Value chain
G1.I3	**Possible instances of corruption, fraud, bribery and other unlawful acts** linked to the exposure and characteristics of the Company's operation and its value chain	/ Own operations / Supply chain
G1.I4	**Supplier relations management,** including the integration of social and environmental criteria and **responsible purchasing practices**	/ Value chain
G1.R1	**Risks araising from the relationship with key suppliers**	/ Value chain
G1.R2	**Risks related to cybersecurity**	/ Own operations / Value chain

ⓘ More information in section *B. Material impacts, risks and opportunities [IRO-1; SBM-3]* of this Report.

A. Corporate ethical culture and solid compliance architecture [GOV-1; G1-1; G1-3; G1-4; G1-5; S1-17]

A.1. Corporate culture and business conduct [GOV-1; G1-1]

The ethical culture of the Inditex Group is based on the premise that **'the how matters'**. Our ethical commitments and the action principles that should guide our day-to-day activities and our relations with all our teams and the supply chain are set out in our Codes of Conduct and developed upon further in other internal rules.

G1.MDR-P_01-06

Essential internal regulations:

Core regulations

/ Code of Conduct ⓘ
/ Code of Conduct for Manufacturers and Suppliers ⓘ
/ Compliance Policy ⓘ
/ Internal Regulations Policy
/ Human Rights Policy ⓘ
/ Sustainability Policy ⓘ

Integrity and transparency

/ Due Diligence Policy ⓘ
/ Integrity Policies:
- Gifts and Invitations Policy ⓘ
- Policy on Dealings with Public Servants ⓘ
- Policy on Donations and Sponsorships ⓘ

/ Anti-Money Laundering and Terrorist Financing Policy ⓘ
/ Conflict of Interest Policy ⓘ
/ Criminal Risk Prevention Policy ⓘ
/ Policy on Public Policy ⓘ

Ethics Line

/ Global Policy on Internal Reporting Channels ⓘ
/ Ethics Line Procedure ⓘ
/ Regulations of the Ethics Committee

ⓘ More detail in the *Compliance function Transparency Report* available on the Inditex corporate website.

Strategy and governance

G1.GOV-1_01

The Board of Directors defines and approves the ethical commitments reflected in the Codes of Conduct and ensures compliance with them.

The Audit and Compliance Committee is tasked with competences for risk management and business conduct, including supervision of the Compliance function. On a quarterly basis, and whenever so required, the Audit and Compliance Committee receives reports on Compliance's activities, including, but not limited to, the functioning of the Ethics Line, oversight of the Model of Criminal Risk Prevention, the functioning of the Global Compliance Model, the annual work Plan, budget, means and resources of the Compliance department, and the internal rules that are submitted to the Board of Directors for approval. The Audit and Compliance Committee may raise questions and make proposals for measures aimed at improving the functioning of the Global Compliance Model. The Committee in turn reports to the Board of Directors on these matters.

The Compliance function is corporate and coordinates all areas with compliance responsibilities within the Inditex Group. It is comprised of the Ethics Committee and the Compliance department, which is a part of the General Counsel's Office.

The independence of the Compliance function is guaranteed by the appointment of the members of the Ethics Committee by the Board of Directors and by the direct liaising of the Chief Compliance Officer with the Audit and Compliance Committee, ensuring that the ultimate control of the Model's efficiency depends exclusively on the Board of Directors.

The governing, management and supervisory bodies of the Compliance function are detailed below:

Governance, management and supervision of the Compliance function

Board of Directors

Responsibilities:
/ Defining the Group's ethical commitments and promoting the corporate ethical culture
/ Approving the Group's Codes of Conduct and corporate policies
/ Overseeing the risk internal control and management systems, including Compliance risks

Audit and Compliance Committee

Responsibilities:
/ Assessment of the effectiveness of internal financial and non-financial risk management and control systems
/ Identification of the most significant financial and non-financial risks
/ Oversight compliance and effectiveness of compliance policies and procedures

Ethics Committee

Decision-making body of the Compliance function

Responsibilities:
/ Overseeing compliance with the Codes of Conduct
/ Overseeing the Model of Criminal Risk Prevention
/ Ethics Line management
/ Responsible for the Internal Reporting System

Comprised of:
/ General Counsel and Secretary of the Board of Directors
/ Chief Compliance Officer
/ Chief People Officer
/ Chief Sustainability Officer
/ Chief Audit Officer (with voice, but without vote)
/ Ethics Line Manager

Compliance department

Operational management of the Compliance function

Responsibilities:
/ Organisation and coordination of internal regulation
/ Coordination and reporting with different departments entrusted with Compliance duties
/ Periodic reporting to the Ethics Committee and the Audit and Compliance Committee
/ Coordination of the Global Compliance Model and its implementation

It is a part of the General Counsel's Office and is comprised of:
/ Chief Compliance Officer
/ Ethics Line Manager
/ Rest of the Compliance department

G1.GOV-1_02
To ensure that the Board of Directors and its respective Committees, which have competencies relating to business conduct, have an appropriate composition that allows them to properly discharge their duties, the Company has a **Diversity of Board of Directors Membership and Director Selection Policy,** approved by the Board of Directors.

Likewise, the Audit and Compliance Committee Regulations establish that the members of the Committee, as a whole, must be appointed on the basis of their knowledge and experience in, among other areas, financial and non-financial risk management, as well as their relevant technical expertise in relation to the Company's sector of activity.

The Nomination Committee understands that, as a general rule, to properly carry out its oversight duties, members of the Board of Directors must, as a whole, be of recognised solvency, competence, experience and merit: (i) in the Company, the Group and retail sector; (ii) in economics and finance, as well as in accounting, auditing and risk management; (iii) in regulatory compliance and corporate governance; (iv) in the digital and new technologies sector; (v) in sustainability; (vi) in different geographical markets; and (vii) in business management, leadership and strategy.

ⓘ More information about the Board skills matrix in the *Annual Corporate Governance Report, Board of Directors* section.

A.2. Grievance mechanism: the Ethics Line [G1-1; G1-4; S1-17]

G1-1_02; G1-1_13; S1-17_07; S2-3_12; S4-3_12
The **Ethics Line** is the preferred internal communication channel, strictly confidential, through which any employee, director and/or shareholder of any company of the Group, as well as anyone working under the supervision and management of manufacturers, suppliers, contractors and subcontractors of the Inditex Group, or any other person who, in accordance with applicable law, must be considered an informant, may communicate, including anonymously:

/ **Questions** about the interpretation or application of the Codes of Conduct or any other internal rules of conduct within the purview of the Ethics Committee.

/ **Breaches and other instances of non-compliance** of the applicable legislation, the Codes of Conduct or of any other internal rule of conduct within the purview of the Ethics Committee, affecting Inditex and committed by employees, manufacturers, suppliers or third parties with whom the Group has a direct employment, commercial or professional relationship. Any breaches or irregularities on human rights[50] or related to corruption, fraud and bribery can also be reported via this channel.

The Ethics Line includes both the Global Ethics Line and the various Local Ethics Lines available in 17 markets, complying with the requirements and/or best practices applicable in those markets.

Through this mechanism, we monitor all possible cases, processing the appropriate reports and making any necessary decisions.

How the Ethics Line works

1. Concerns: The person concerned reports an incident through the channels provided for this purpose on the intranet (INET), the supplier extranet and on www.inditex.com.

2. Management: the Ethics Committee acknowledges receipt of the report and evaluates whether it falls within the scope of application of the Ethics Line.

3. Investigation: the Ethics Committee carries out the investigation process in collaboration, where applicable, with other areas.

4. Measures: upon completion of the investigation and after granting the affected party the right to be heard, the Ethics Committee will issue its decision on:

/ The closing of proceedings, where no breach exists; or
/ The existence of a breach, its severity and whether it is appropriate to take disciplinary measures and/or complementary actions.

In the event of a **breach, the measures** to be taken will be determined in collaboration with the corresponding department depending on the breach's severity and other circumstances, and **may consist of**:

/ The immediate correction of the breach and the adoption of measures to remedy and prevent future breaches.
/ Disciplinary measures (warning, admonishment, dismissal).

In line with best practices, the Group has a tool provided by an external supplier that allows to receive and manage concerns at the Ethics Line. It is accessible **24 hours a day, 7 days a week** and is available in 25 languages.

G1-1_05; G1-1_12; S1-3_09; S2-3_06; S2-3_11; S4-3_06; S4-3_11
The Ethics Line is governed by the principles and guarantees established in the **Global Policy on Internal Reporting Channels** and in the **Ethics Line Procedure**. These internal regulations incorporate international best practices in connection with human rights and adapt the Ethics Line to the requirements of the markets in which the Group operates —in particular, to the requirements derived from the transposition into Member States' law of Directive (EU) 2019/1937 on the Whistleblower Protection Directive, which include, among others, personal data protection and the rights of persons using whistleblowing mechanisms—.

These internal rules offer the following guarantees and protection measures to the parties involved in the process:

/ Utmost confidentiality.
/ Presumption of innocence and preservation of the right to honour of the persons affected by the report.
/ Non-retaliation against any reporter or any person helping the informer during the investigation.

[50] Includes potential inherently severe violations such as child labour or forced labour, in accordance with the UN Guiding Principles on Business and Human Rights, the ILO Declaration on Fundamental Principles and Rights at Work and/or the OECD Guidelines for Business.

/ Appropriate use of personal data processed.

/ The parties' right to be heard.

ⓘ More detail on the Ethics Committee and the Ethics Line is available on our intranet, as well in the 'Ethics Line' tab and in the *Compliance function Transparency Report*, both available on the Inditex corporate website.

G1-1_08
As stated in the Global Policy on Internal Reporting Channels, the Ethics Committee, as the body responsible for the Group's Internal Reporting System, must lead any investigations that may be necessary and propose, where needed, the appropriate remediation, prevention and awareness measures. It must carry out its duties independently, impartially and autonomously, respond for the Internal Reporting System's management and diligent processing of concerns received via the Ethics Line and other Internal Reporting Channels within this system. In accordance with the Regulations of the Ethics Committee, its members must refrain from taking part in the examination, deliberation and/or voting stages on matters in which they incur a conflict of interest. The Ethics Line Procedure regulates the deadlines for the processing and investigation of concerns received, to ensure that they are properly handled. Those deadlines are consistent with applicable regulations.

G1-1_14
In accordance with our Code of Conduct and Global Policy on Internal Reporting Channels, the Company strictly prohibits any form of retaliation or threat of retaliation against persons who report any matter in good faith, as well as against persons who cooperate in the investigation of such matters.

S1-3_06; S1-3_04; S1-3_08; S2-3_03; S2-3_05; S2-3_09; S4-3_03; S4-3_05; S4-3_09
In order to ensure that our stakeholders are aware of the Ethics Line, we include information and facilitate access to it via our INET, supplier extranet and corporate website. We also carry out specific actions to ensure that this information reaches the different groups:

/ We conduct **training, awareness and communication activities**, as part of the Compliance Training Plan, tailored to the risk profile of the different groups of employees of the Inditex Group.

/ Our **Code of Conduct for Manufacturers and Suppliers** explicitly designates this Line as a preferred and confidential channel available to value chain workers. This Code must be accepted in order to be able to work with Inditex and requires manufacturers and suppliers to post the Code, translated into the local language, on their premises and to appoint a management representative who is responsible for its implementation. Compliance with the requirements is verified through social audits we carry out regularly at our manufacturers and suppliers.

S1-3_07; S1-3_08; S2-3_04; S2-3_05; S4-3_04; S4-3_05
Evidencing stakeholders' knowledge and trust of the Ethics Line is that concerns are received from the various groups, and that these communications have increased during the year, for example in the case of our teams and workers in the value chain.

Concerns received through the Ethics Line

Concerns to the Ethics Line (including both the Global Ethics Line and the various Local Ethics Lines) are recorded in a tool through which they can be tracked. Periodically, the Compliance department reports to the Audit and Compliance Committee on the activity of the Ethics Line and the development of the cases submitted through it. Thus, the concerns received through the Ethics Line are monitored and controlled and their effectiveness is guaranteed.

During 2025, the Ethics Line recorded a total of 1,164 concerns (791 concerns in 2024), 447 related to our people (280 in 2024) and 124 related to our value chain. The following are the concerns received by topic, in accordance with the compliance risks taxonomy:

Concerns received by topic	2025	2024
Human rights, people and culture (harassment and discrimination)	231	200
Labour rights, health and occupational safety	678	419
Preventing corruption and bribery[1]	59	44
Planet and environmental protection	0	14
Protection of assets and security in legal transactions	3	1
Fraud prevention in public administration	0	0
Data protection and privacy	2	0
Queries	94	67
Others	97	46
Total number of concerns	**1,164**	**791**

[1] Including cases related to potential behaviours of taking advantage of the position in Inditex to obtain personal business opportunities or other benefits, fraud or non-compliance with procedures.

G1-4_04; G1-4_06; G1-4_07; G1-4_08; S1-17_01; S1-17_02; S1-17_03

Breakdown of non-compliance cases and measures taken	2025	2024
Confirmed cases of corruption or bribery	9	4
(i) Disciplinary measures or termination of employment due to confirmed cases of corruption	5	3
(ii) Total number of confirmed cases where corrective measures have been adopted, or contracts with business partners have been terminated or not renewed due to corruption-related offences	4	1
Confirmed cases related to the protection of labour rights, health and occupational safety	25	21
(i) Disciplinary measures or termination of employment due to confirmed cases affecting labour rights, health and occupational safety	17	18
(ii) Total number of confirmed cases where corrective measures have been adopted or contracts with business partners have been terminated, or not renewed due labour rights vulnerations	8	3
Confirmed cases related to the protection of human rights, people and culture	22	13
Confirmed cases of discrimination	3	4
(i) Disciplinary measures or termination of employment due to confirmed cases of discrimination	3	4
Confirmed cases of harassment	19	9
(i) Disciplinary measures or termination of employment due to confirmed cases of harassment	13	8
(ii) Total number of confirmed cases of harassment where corrective measures have been adopted or contracts with business partners have been terminated or not renewed	6	1
Other non-compliance with the Code of Conduct	4	3

In all cases where a breach is confirmed, appropriate remedial measures were adopted depending on the nature of the breach detected and its severity. These measures consisted, depending on the case, of disciplinary measures (from warnings to termination of employment relationships), training or review of internal procedures.

Concerns related to human rights

S1-17_08; S1-17_09; S1-17_10; S2-1_09; S2-4_11; S4-1_07; S4-4_11
During 2025 and 2024, no inherently severe human rights-related incidents have been confirmed for our employees or other stakeholders.

Similarly, the Ethics Line detected no breaches of the United Nations Guiding Principles on Business and Human Rights, the ILO Declaration on Fundamental Principles and Rights at Work, or the OECD Guidelines for Multinational Enterprises.

S1-17_04
As far as the National Contact Points for OECD Multinational Enterprises are concerned, no reports have been received, neither related to our people, nor of any other kind.

S1-17_05; S1-17_06; S1-17_11; S1-17_12
Furthermore, no significant fines, penalties or damages have been received as a result of the cases and claims materialised during 2025 and 2024 processed by the Ethics Line and related to our people in matters of discrimination or human rights.

Concerns related to corruption and bribery

G1-4_01
With regard to the confirmed reports of corruption, no relevant aspects affecting the Company have been observed in any of them.

At the same time, during 2025 and 2024, the Group has not been aware, either through its Ethics Committee or through other means, of the processing of legal proceedings concerning corruption or bribery that affect the Company.

G1-4_02
Consequently, in 2025 and 2024, the Inditex Group did not receive either through the channels available for this purpose any significant fines or non-monetary penalties for non-compliance with the applicable laws or regulations in the filed of corruption or bribery.

A.3. Prevention and detection of corruption and bribery [G1-3]

G1-1_01; G1-3_01; G1-3_02
The ethical culture of the Inditex Group is integrated and implemented in all our operations through our **Global Compliance Model**. Its purpose is to ensure compliance with the law and the ethical commitments undertaken by Inditex, and to protect the Company and the interests of our stakeholders, preventing or limiting any type of legal liability.

At Inditex we have zero tolerance for corruption of any kind and are committed to complying with anti-corruption laws in all markets where we operate.

G1-3_03
The Global Compliance Model is continuously updated, evaluated and improved to ensure it is in line with the Group's operations, legal requirements, and recommendations and best practices in this area. As part of this Model, Inditex has a **Model of Criminal Risk Prevention** in Spain, along with local models for the prevention of corruption and other crimes in other markets. All have the shared aim of preventing and managing risks related to the potential commission of crimes, including corruption, bribery and fraud.

The main anti-corruption risks to which the Group is inherently exposed due to its activity, in accordance with the applicable legislation, are identified in the Global Compliance Model. The Model identifies risks relating to the prevention of: corruption in business, corruption in international transactions, bribery of public officials and influence peddling.

Inditex has specific controls in place to mitigate corruption, fraud, money laundering and terrorist financing in its operations. These notably include the Integrity Policies (Donations and Sponsorships, Gifts & Invitations, and Dealings with Public Servants), the Conflicts of Interest Policy, the Policy on Public Policy, the Anti-Money Laundering and Terrorist Financing Policy, and the Due Diligence Policy, which are described in the annex *Detailed information. Policies*.

We also have a compliance due diligence process, aimed at ensuring that our relations with our business partners, suppliers and large customers are aligned with anti-corruption, anti-money laundering and terrorist financing legislation, and with international standards and best practices in this sphere. Furthermore, it aims to guarantee compliance with the sanctions and commercial restrictions approved by, at least, the United Nations, the European Union, and certain countries such as the United States or the United Kingdom, as well as compliance with the regulations on the prevention of forced labour and on due diligence concerning the value and supply chains currently in place in the various jurisdictions where the Group operates.

The Audit and Compliance Committee is responsible for risk management and business conduct, including supervision of the Compliance function.

ⓘ More detail on Compliance function's reports in the *Annual Corporate Governance Report* and in the *Compliance function Transparency Report* available on the Inditex corporate website.

Communication and awareness-raising

G1-3_05

We provide everyone in the Inditex Group with knowledge of and access to the internal rules that apply to them, through newsletters, the 'Internal Regulations' tab on INET, the supplier extranet or the 'Ethical Commitment' tab on the corporate website (www.inditex.com).

G1-3_06

Training our people and suppliers is key to strengthening our corporate ethical culture and implementing our Global Compliance Model across all our operations. The promotion of the corporate ethical culture is supported by a **Compliance Training Plan**, with training and awareness-raising measures adapted to the risk profile of the Group's employees.

G1-1_10; G1-1_11; G1-3_07; G1-4_03

With regard to the Training Plan, it should be noted that, in the 2025 financial year, 88% of the priority group within our workforce has received training (in-person or online) on the subject of Compliance. This training has been aimed at employees who, either on account of their position and responsibilities or because of the type of activity they carry out, are exposed to a greater risk of compliance breaches and, in particular, the commission of offences relating to corruption in business.

The compliance training metrics linked to the priority group of employees are presented in the table below:

Priority group (employees) [1]

Job classification	2025		2024	
	No. of unique people trained [2]	% of the priority group	No. of unique people trained [2]	% of the priority group
Management [3]	671	83%	4,765	84%
Supervisor	2,700	88%	3,101	92%
Specialist	8,717	89%	7,861	85%
Total	**12,088**	**88%**	**15,727**	**86%**
Region				
Americas	551	93%	1,111	95%
Asia and rest of the world	1,077	96%	1,401	90%
Spain	8,443	87%	9,001	85%
Europe (ex-Spain)	2,017	88%	4,214	85%
Total	**12,088**	**88%**	**15,727**	**86%**

[1] Employees who, due to their position, responsibility or duties, are exposed to compliance risks. The target group has changed since the previous year, so the year-on-year information is not comparable.

[2] When a person has attended various training sessions in the year, they are counted only once.

[3] This category also includes members of the Management Committee and Senior Management.

G1-3_08

With regard to the Board of Directors, 100% of its members have received training on compliance and/or corruption or bribery, as in the previous year.

ⓘ More detail in the *Compliance function Transparency Report* available on Inditex's corporate website.

A.4. Political influence [G1-5]

Our Policy on Public Policy sets out the Inditex Group's commitment to a transparent and responsible development of the preparation of public policy-making processes that affect our business activities, our stakeholders and society at large. The Policy details the roles and responsibilities of Inditex governing bodies and employees in relation to its application.

G1-5_09
Our public policy activities focus primarily on the following main topics: sustainability, trade, transport, digital, reporting and finance.

G1-5_10
For the development of these activities, the Inditex Group is a member of the European Union Transparency Register, and its registration number is 518095443081-20.

G1-5_01; G1-5_02

Much like our Policy on Public Policy, Inditex's Policy on Donations and Sponsorships expressly prohibits making donations to political parties, either directly or indirectly. This prohibition is included in the Company's Code of Conduct, which adds that, as a general rule, no person from Inditex may offer, grant, solicit or accept, either directly or indirectly, gifts or invitations, of any kind and from any authorities or public officials.

ⓘ More information in section *MDR-P. Policies* and in annex *Detailed information. Policies* of this Report.

G1-5_03; G1-5_06; G1-5_07; G1-5_08
Therefore, in compliance with these policies, no contributions were made (in cash and/or in kind) to political parties during 2025 and 2024.

G1-5_11
With respect to our governing bodies, no members of the Board of Directors have held a comparable position in government administrations in the two years prior to their appointment. Furthermore, our Conflicts of Interest Policy states that if the recruitment of any person by the Group, especially persons coming from public authorities, may give rise to a conflict of interest, the Ethics Committee may propose that suitable measures be agreed to safeguard the Group's interests, in accordance with our Codes of Conduct and internal regulations.

B. Our suppliers [G1-2; G1-6]

B.1. Supply chain management [G1-2]

G1-2_02
Our business model is based on an agile and flexible supply chain. This enables us to meet demand and adapt to new social and environmental standards quickly and efficiently.

Proximity is one of the key criteria of our supply chain, allowing us to respond nimbly to the market. A very significant portion of the cutting, sewing, dyeing, washing, printing or finishing factories that manufactured our garments in 2025 are located in proximity markets such as Spain, Portugal, Morocco or Türkiye.

SASB CG-AA-000.A
Overall, as of 2025 we had 6,684 factories which include all tiers of our supply chain[51] in 49 markets and employed more than three million people (6,615 factories, 50 markets and more than three million people in 2024).

The supply chain at Inditex in 2025

Distribution by geography

European Union: 914 factories

Europe outside the EU: 1,161 factories

Americas: 29 factories

Asia and rest of the world: 4,133 factories

Africa: 447 factories

Distribution by process

2,549 Spinning, weaving, and other raw material processes

87 Cutting

3,240 Sewing

111 Dyeing and washing

158 Printing

207 Finishing

332 Non-textile products

A fundamental tool for managing our supply chain are our supplier clusters, spaces to foster dialogue and cooperation with industry actors. In 2025, as in previous years, we worked with ten clusters based in our main production markets: Spain, Portugal, Morocco, Türkiye, India, Bangladesh, Pakistan, Vietnam, China and Cambodia.

Main policies, standards and principles on which our supply chain management is based

We have implemented a series of policies and standards that all suppliers and manufacturers wishing to form part of our supply chain must accept —insofar as they apply to them— before receiving orders from Inditex. They are our Inditex Minimum Requirements (IMRs).

[51] At Inditex, we apply our policies and procedures to all the factories in our supply chain, including tier 1 factories and those above tier 1, regardless of which stage of the supply chain they belong to.

Notable among these requirements are the following:

/ **Code of Conduct for Manufacturers and Suppliers (CCMS)**: lays the foundation on which we build our relationships with suppliers and manufacturers in our supply chain. This Code includes the requirements that our suppliers and manufacturers must meet with regard to labour rights, product health and safety and environmental issues.

/ **Green to Wear:** our own standard aimed at reducing environmental impact, as well as improving the health and safety of our articles and fostering best practices.

/ **Traceability Requirements for Manufacturers and Suppliers:** increase the level of detail of the minimum traceability requirements for our suppliers reflected in the CCMS.

To verify compliance with these requirements, we conduct regular and periodic controls to ensure that our standards are upheld. The breach of any of them may entail the termination of the business relationship.

Meanwhile, internally we promote **responsible purchasing practices**, guiding the decisions of our buyers and product teams. In this connection, our involvement in the ACT initiative (Action, Collaboration, Transformation) is pivotal.

Traceability of the supply chain

We see traceability as **our ability to identify and trace the history, application, location and distribution of products, parts and materials[52].** Our suppliers must know their supply chain and work only with manufacturers and intermediaries that comply with our sustainability standards and that have been previously assessed and approved by Inditex. They must thus report which facilities and intermediaries are involved in each production process, from fibre or yarn to the final garment for each order. They must also prove the use of lower-impact raw materials[53].

To ensure that these requirements are met, we rely on a ecosystem that allows us to evaluate the traceability of our products. We also provide training to help our suppliers solve specific challenges regarding the use and understanding of traceability procedures.

Traceability assessment
We use various control mechanisms operating in parallel to verify compliance with our Traceability Requirements:

/ **Designation control check:** we check that our suppliers have provided information on their supply chain by the established deadline.

/ **Review of certificates:** we check the raw materials' certificates to approve them.

/ **Traceability audits:** we verify the information provided by our suppliers on site, through unannounced visits to the production facilities. In 2025, 10,709 traceability audits were carried out (10,387 audits in 2024).

When we uncover critical non-compliances in these assessments, we develop traceability corrective action plans to support our suppliers in implementing improvements to ensure compliance with our traceability requirements.

Monitoring, assessment and continuous improvement

G1-2_03; SASB CG-AA-430b.1
Our aim is to build strong, long-standing relationships with our suppliers. Consequently, in 2025, 10,164 audits were carried out (10,923 in 2024) to the factories in our supply chain, performed by our own teams and external auditors, specialised by type of audit and trained in accordance with the Inditex methodology.

/ Pre-assessment
These audits are carried out before a new factory proposed for working with Inditex can receive any order from the Group. They ensure that it is compliant with the Code of Conduct for Manufacturers and Suppliers. Without this first step, no facility can join our supply chain.

In 2025, 1,815 pre-assessment audits were carried out, and 100% were performed by external auditors (2,175 and 100% in 2024, respectively).

/ Environmental preliminary assessment
In the case of facilities subject to our Green to Wear standard, an environmental preliminary assessment is also carried out remotely by external auditors. This assesses that the new facilities meet our minimum environmental requirements.

In 2025, 435 environmental preliminary assessments were executed (251 in 2024).

/ Social audits
After the pre-assessment, we conduct social audits regularly that allow us to verify compliance with our Code of Conduct for Manufacturers and Suppliers (CCMS). These audits consist of a site visit, including a document review, verification of facilities and interviews with workers and company management.

Social audits may be carried out by internal or external auditors. To ensure their quality, we carry out control audits to verify that Inditex methodology is being properly implemented.

Furthermore, social audits may also follow the methodology of the Social & Labor Convergence Program (SLCP), aimed at eliminating audit fatigue in global supply chains. The process consists of a self-assessment performed by the factory itself, which is verified by an independent audit firm authorised by the SLCP. This verification is then shared by the factory among the various stakeholders.

In 2025, 6,039 social audits were performed on factories in our supply chain, 99% of which were carried out by external auditors (6,468 in 2024, 98% of which were carried out by external auditors)[54].

[52] Definition consistent with Recommendation No. 46 of the United Nations Economic Commission for Europe, which advocates enhancing traceability and transparency of sustainable value chains in the garment and footwear sector.
[53] More information on the criteria that fibres or materials must meet to be classified as having a lower impact in annex *Detailed information. Methodology* of this Report.
[54] Includes social audits carried out using the Inditex methodology and those carried out using the Social & Labor Convergence Program (SLCP) methodology integrated in our systems.

Accordingly, 57% of active factories in 2025 were audited (58% in 2024) either via a pre-assessment or social audit conducted in that year. For context, bear in mind that the frequency of social audits mainly varies in accordance with the ranking obtained in the previous audit. Thus, the interval between the audits of the manufacturers rated 'A' or 'B' will be longer than for those rated 'C' or 'D'.

In addition, social audits using our own methodology have also been carried out in more than 50 external logistics centres this year (60 in 2024).

SASB CG-AA-430b.2; SASB CG-AA-430b.3

As a result of the social audits, the manufacturers are classified with a social ranking based on their degree of compliance with the Code of Conduct for Manufacturers and Suppliers. They are classified progressively, with an 'A' rating meaning the highest compliance and a 'Subject to CAP - D' rating the lowest, while a rating of 'PR' identifies those factories in the process of being audited.

In 2025, the social ranking of the active manufacturers in our supply chain was as follows:

Classification of factories in our supply chain by their social ranking

	2025		2024	
Classification	**Number of factories**	**%**	**Number of factories**	**%**
A	4,068	61%	3,757	57%
B	2,141	32%	2,453	37%
Subject to CAP - C	136	2%	103	2%
Subject to CAP - D	270	4%	248	4%
PR	69	1%	54	1%
Total	**6,684**	**100%**	**6,615**	**100%**

In terms of compliance with the Code of Conduct for Manufacturers and Suppliers, the performance in active factories of our supply chain is shown in the following table:

Compliance with the Code of Conduct for Manufacturers and Suppliers in 2025

	Africa	Americas	Asia	Europe outside the EU	European Union
No forced labour	■	■	■	■	■
Child labour is rejected[1]	■	■	■	■	■
No discrimination	■	■	■	■	■
Respect for freedom of association and collective bargaining	▲	■	■	■	■
No harsh or inhumane treatment	■	■	■	■	■
Hygiene at work	●	▲	●	●	●
Wage compliance	●	▲	◆	●	▲
Working hours	■	▲	◆	◆	■
Environmental awareness	■	■	■	■	■
Regular work	▲	■	■	◆	■
Implementation of the Code[2]	◆	▲	●	◆	●

[1] Includes the lack of suitable systems for verifying the age of workers.
[2] Includes the lack of suitable systems for registering and communicating with workers.

■ Over 90% ▲ Between 70% and 90% ● Between 50% and 70% ◆ Less than 50%

/ Environmental audits

Compliance with our Green to Wear standard, targeting facilities that carry out processes with higher environmental impact, is regularly verified through environmental audits. In 2025, 1,875 environmental audits were carried out (2,029 in 2024).

These audits are mostly conducted by external auditors in announced visits during which documentation is reviewed and, where applicable, waste water samples are analysed. The results are shared with the rest of the sector within the framework of our collaboration with Zero Discharge of Hazardous Chemicals (ZDHC).

SASB CG-AA-430a.2

54% of active factories in 2025 within the scope of our Green to Wear standard[55] have been audited either by means of an environmental preliminary assessment or through an environmental audit. As a result of the latter audits, 71% of the audited factories are rated 'A' or 'B', which are the highest environmental performance ratings in our methodology.

SASB CG-AA-430b.2

/ Continuous improvement

We know that continuous improvement is key to supply chain management. Accordingly, we use **Corrective Action Plans (CAPs)**, which are roadmaps to support manufacturers in their improvement processes and help them to correct and prevent non-compliances. These plans may be carried out in collaboration with other organisations, such as NGOs and trade unions. In the most sensitive non-compliance cases —classified as being 'Subject to CAP' according

[55] In 2025 the minimum requirements and the scope of Green to Wear audits were expanded to include processes such as spinning and weaving. Accordingly, the percentages of factories audited and degrees of compliance are not comparable to those of 2024.

to social or environmental standards— the plan lasts approximately six months.

In 2025, the following CAPs were carried out:

- **Social CAPs:** we carried out 410 CAPs (306 in 2024).
- **Environmental CAPs:** we launched 590 CAPs (353 in 2024).

Despite the importance for Inditex of accompanying the manufacturers in the supply chain in improving their social and environmental performance, our commitment to compliance with our standards entails a zero tolerance policy with those who do not show a willingness to improve. Therefore, if, after collaboration and support to the factory, critical non-compliance is revealed through an audit, the factory will not be able to continue its commercial relationship with our Company.

/ Other continuous improvement tools

In addition to the CAPs, our Company implements various improvement and support initiatives for manufacturers, such as those developed as part of the Workers at the Centre strategy. In 2025 we also continued with our improvement plans, as part of our Supply Chain Environmental Transformation Plan, with a particular emphasis on water, discharges, management of chemical products and energy.

ⓘ More information in chapter *S2. Workers in the value chain* and in section *Sustainability Strategy* of this Report.

ⓘ More detail in the document *Supply chain: management to transform the sector*, available on Inditex's corporate website.

B.2. Payment practices [G1-6]

G1-2_01

Mutual respect and trust are the basis for Inditex's relationships with its suppliers. The Group has devised third-party payment procedures that indicate the importance of complying with legal and agreed payment deadlines for the proper functioning of the value chain, based on long-term relationships and responsible financial management.

These procedures are mandatory for all the Group's companies in connection with managing payments with all kinds of suppliers, including suppliers classified as SMEs. They define the payment periods, as well as the payment means.

G1-6_01; G1-6_02; G1-6_03

With regard to payment practices, the most common method of payment to our suppliers is by bank transfer, and the Group also offers its suppliers various financing programmes.

In addition, specifically focusing on the suppliers across our supply chain, we belong to ACT (Action, Collaboration, Transformation) and adhere to its five specific commitments in connection with responsible purchasing practices, that include agreeing and respecting fair payment conditions and, therefore, respecting the established payment periods.

The following table shows the Group's average payment period, along with the standard payment period and the percentage of payments within the standard payment period, arranged by type of supplier:

		2025			2024		
Type of supplier	**Supplier's origin**	**Average payment period (days)**	**Standard payment term[1] (days)**	**% of payments within the standard period**	**Average payment period (days)**	**Standard payment term[1] (days)**	**% of payments within the standard period**
Trade creditor's invoices[2]	European Union	42	60	92%	36	60	94%
	Rest of the world	34	60	94%	32	60	95%
Procurements: Finished product[3]	European Union	96	90	81%	99	90	82%
	Rest of the world	98	90	93%	98	90	95%
Procurements: Raw material[3]	European Union	60	60	98%	60	60	98%
	Rest of the world	128	120	91%	122	120	94%

[1] The Group concentrates its main payments twice a month.
[2] The Group pays its suppliers within 60 days in accordance with current EU regulations. However, 72% of the volume of payments made to these creditors has been paid within 30 days in 2025 (75% in 2024).
[3] Payments outside the standard period correspond to merchandise with validation retained in the warehouse or supplier blocks.

G1-6_05

ⓘ More information in annex *Detailed information. Methodology* of this Report.

G1-6_04

In 2025, as in the previous year, no legal proceedings have been brought against the Group for delays in payment to its suppliers, manufacturers and/or third parties.

C. Cybersecurity

Disclosure of entity-specific information

C.1. Our approach to cybersecurity

Governance and strategy

In 2025, we have strengthened our commitment to continuous improvement in managing information security, in a framework aimed at guaranteeing confidentiality, integrity and availability of information and the processes underpinning Inditex's sales and distribution channels.

The Information Security Policy remains a core pillar of this model. Along with its associated regulations and procedures, it defines the principles guiding the actions of all our people to ensure they are aligned with corporate goals and standards when it comes to information security.

The Information Security department is the area responsible for ensuring compliance with this policy and promoting the measures necessary for its effective implementation. At the same time, the Information Security Committee, comprising members of Senior Management, is the supervisory body that ensures that best practices in security management, regulatory compliance and ethical values are properly implemented throughout the Company, as provided in the Regulations of the Information Security Committee.

ⓘ More information on the Information Security Policy in section *MDR-P. Policies* and in annex *Detailed information. Policies* of this Report.

The Chief Information Security Officer Charter establishes the framework of action and competencies associated with this role, defining its place within the organisational structure. This document regulates the levels of organisational autonomy and independence — reporting to the Chief Executive Officer—, responsibilities and reporting lines that ensure effective management that is in keeping with the corporate governance principles.

The **Cybersecurity Advisory Committee**, a consultative and advisory body made up of independent experts, has continued its work in the last year, consolidating its place as a reference for strategic support in connection with information security. The Committee held two sessions in 2025, in which it continued to offer specialised advice and supported the Company as it develops its cybersecurity strategy. At these meetings, the Committee analysed the risks emanating from the geopolitical context, the impact of artificial intelligence, the most common threats and new intrusion techniques, highlighting the need to strengthen training and internal awareness. It also looked at the incident reporting and management models, the information classification and protection strategies and how cybersecurity is tailored to the particular characteristics of the sector.

ⓘ More detail on the composition of the Cybersecurity Advisory Committee in the *Annual Corporate Governance Report*.

On the other hand, the unwavering support of senior management in the field of cybersecurity continues to be a key aspect for driving investment aimed at reducing the risks associated with threats. This investment endeavour has allowed us to consolidate and strengthen our plan for continuous improvement of capabilities, as well as to promote new strategic initiatives aligned with the Company's objectives in terms of protection, resilience and management of technological risks.

In response to the current context and external threats, and with the aim of continuing to drive continuous improvement in response to unpredictable evolving risks, we have developed the capabilities outlined in our strategic cybersecurity plan. This plan is aimed at ensuring a comprehensive and proactive approach to protection in our Company to enable us to anticipate potential threats, optimise the use of resources and guarantee business continuity in the event of an incident. We also harness professional research, guidance and advisory services from expert analysts who provide real-time support on long-term strategic needs and our short-term tactical requisites.

Compliance

Our commitment to cybersecurity includes a robust strategy, Senior Management's backing and strict compliance with international best practices and regulations.

We continue our ongoing monitoring of the cybersecurity regulations and in 2025 we completed the adaptation of the Digital Operational Resilience Act (DORA), enhancing our operational resilience and cybersecurity in the financial sector. We also commenced an analysis of the applicability, scope and implications of the Cyber Resilience Act (CRA). The aim of this study is to ensure regulatory compliance and the integration of cybersecurity requirements in our products and processes, in keeping with European standards to boost digital resilience.

As in previous years, we conducted various external assessments, both mandatory and voluntary, which allow us to measure our alignment with domestic and international cybersecurity best practices and standards. We have maintained the Korean Information Security Management System (K-ISMS), along with the Multi-Layer Protection Scheme (MLPS), which evidences our adherence to legal cybersecurity requirements in South Korea and China. In 2025 we also successfully renewed all major information security certifications:

- **Payment Card Industry-Data Security Standard 4.0 (PCI-DSS),** on the protection of our customers' payment card data.
- **ISO/IEC 27001:2022,** which evaluates our Information Security Management System.

In addition, the Cybersecurity and Data Protection and Privacy departments maintain close collaboration to ensure compliance with the obligations arising from privacy regulations in the various markets.

In 2025 we continued to promote the initiative aimed at boosting the visibility of the security level of our leading partners, even before they are contracted, with the goal of reducing the risks associated with third parties. At the same time, we continue to strengthen security in our supply chain, having a team dedicated to carrying out reviews, assessments and implementing controls to verify the level of security and guarantees provided by suppliers.

C.2. Actions and metrics related to cybersecurity

Throughout 2025, we continued to strengthen our defence capabilities to improve detection and response to threats such as DDoS attacks, credential stuffing and the vulnerabilities of third parties. We also carry out exercises to assess critical system recovery and mitigate continuity risks, grounded on an infrastructure that is certified in keeping with its high performance and reliability.

Our main actions in connection with cybersecurity in 2025 were as follows:

Action	Description	Results
Detection and response **Related IROs:** G1.R2 **Time horizon:** ongoing action **Scope:** / Own operations	/ We have a **specialised cyberintelligence team**, tasked with continuous monitoring and the early detection of risks and threats. In 2025 we continued to examine the actors that might pose a threat to the Company, and their techniques, tactics and procedures (TTPs).	/ The analysis of these actors enabled us to identify the methods they use, assess our degree of readiness in respect of their TTPs and propose improvements to optimise our detection and response capabilities.
	/ We own a **Security Operations Centre (SOC)** available 24 hours a day, 7 days a week in charge of the detection, analysis, notification and resolution of potential security incidents that may affect the Company.	/ In 2025 a total of 66 events of interest were recorded. The most salient ones were reported to the Information Security Committee. None of these events had a material impact on our operations or financial statements.
Intrusion prevention **Related IROs:** G1.R2 **Time horizon:** ongoing action **Scope:** / Own operations	/ The deployment of prevention measures is one of the most important tasks of our activity, and for this purpose we have a number of public and private **vulnerability detection** programmes aimed at pinpointing weaknesses in our perimeter.	/ We have processed 105 reports linked to our vulnerability detection programmes.
	/ We have carried out new **Red Team** scenarios, focusing on simulating attacks targeting the Company; the goal being to try to identify our weaknesses and to improve our security status.	/ Our main priorities are again the prevention of leaks and theft of sensitive information, the availability of critical services (sales and distribution) and the control of information integrity, with an emphasis on financial information.
Training and awareness **Related IROs:** G1.R2 **Time horizon:** ongoing action **Scope:** / Own operations	/ **Cybersecurity training** for members of the Board of Directors, as well as the Company's international management. / Specialised training programmes for our software development teams, focused on strengthening security best practices and guaranteeing compliance with applicable regulations. / We have expanded our in-house training catalogue by introducing new training pills that tackle emerging deepfake and artificial intelligence threats. / We carry out social engineering exercises, with a particular focus on phishing tactics, aimed at verifying and reinforcing our people's awareness, enhancing their ability to identify and respond to threats.	/ In 2025, we continued to implement individual training programmes to most effectively boost the knowledge of priority groups. / We provided specialised training to more than 4,000 users in 2025.

Furthermore, we remain committed to the automation of security operations, improving the speed, scalability, accuracy and efficiency of detection and response to cyberthreats. Likewise, we recognise the increasing importance of artificial intelligence; we are exploring new tools and analysing the risks and opportunities associated with it.

Agreements and collaborations

We also promote security by partnering with public and private organisations, which allows us to stay abreast of the latest innovations and trends, giving us early insight into developments in this area. For example, we work with the NGO CyberPeace Institute, which helps vulnerable communities protect themselves and recover from cyberattacks.

In addition, we are members of CSIRT.es (Platform of Spanish Cybersecurity and Incident Management Teams) and TF-CSIRT (Working Group of Security Incident Response Teams). We also belong to specialised cybersecurity forums such as the Centre for Industrial Cybersecurity (CCI), the Spanish Association for the Advancement of Information Security (ISMS Forum) and the Executive Action Forum, promoted by the RSA Conference.

Annexes

Detailed information. Policies

Detailed information. Methodology

Disclosure of information required by Act 11/2018,
regarding non-financial information and diversity (Tax Information)

Disclosures pursuant to Article 8 of Regulation (EU) 2020/852
(Taxonomy Regulation)

Content indexes



Detailed information. Policies

MDR-P_01; MDR-P_02; MDR-P_03; MDR-P_04; MDR-P_05

Cross-cutting Policies

Guiding principle and key contents	Scope	Main related standards and other considerations

Code of Conduct

E1 | E2 | E3 | E4 | E5 | S1 | S2 | S4 | G1

Approved by the Board of Directors on 17 July 2012 and amended on 6 February 2024
Accountable for the implementation: Ethics Committee

Related IROs: E1.I1 / E1.I2 / E2.I1 / E2.I2 / E3.I1 / E3.I2 / E4.I1 / E5.I1 / E5.I2 / E5.I3 / S1.I1 / S1.I2 / S1.I3 / S1.I4 / S1.I5 / S1.I6 / S1.R1 / S1.O1 / S2.I1 / S2.I2 / S2.I3 / S2.I4 / S2.I5 / S2.R1 / S4.I1 / S4.I2 / S4.I3 / S4.I4 / S4.R1 / G1.I1 / G1.I2 / G1.I3 / G1.I4 / G1.R1 / G1.R2

Guiding principle and key contents	Scope	Main related standards and other considerations
/ Ethical commitments as a Company / Principles that guide our actions as a part of the Inditex team and with respect to stakeholders: respect, honesty and integrity, transparency and responsibility / Grievance mechanisms / It emphasizes management's commitment 'Tone from the top' and includes the fundamental role of team leaders in the application of the Code and in the promotion of the corporate ethical culture	/ The entire Group (companies and individuals) / People who provide services or collaborate with the Group (including the Board of Directors) / It promotes the alignment of suppliers, factories along the supply chain and related third parties	/ Related third-party standards: • International Bill of Human Rights and Principles of the United Nations Global Compact • Main ILO Conventions / Collaboration in the review process by a representative group of employees and the Sustainability and Inclusion Advisory Committee (previously known as the Social Advisory Board) / The European Works Council was informed

Code of Conduct for Manufacturers and Suppliers

E1 | E2 | E3 | E4 | E5 | S1 | S2 | S4 | G1

Published in 2001 and last updated by the Board of Directors on 17 July 2012
Accountable for the implementation: Ethics Committee

Related IROs: E1.I1 / E1.I2 / E2.I1 / E2.I2 / E3.I1 / E3.I2 / E4.I1 / E5.I1 / E5.I2 / E5.I3 / S2.I1 / S2.I2 / S2.I3 / S2.I4 / S2.I5 / S2.R1 / G1.I1 / G1.I3 / G1.I4 / G1.R1

Guiding principle and key contents	Scope	Main related standards and other considerations
/ Minimum standards for an ethical and responsible behaviour that must be observed by all of the Group's manufacturers and suppliers / Pre-requisite to be a part of our supply chain	/ All manufacturers and suppliers involved in purchasing, manufacturing and finishing of the products sold by the Group	/ Related third-party standards: • Principles of the Organisation for Economic Cooperation and Development (hereinafter, the 'OECD') • Base Code of the Ethical Trading Initiative • Principles of the United Nations Global Compact • ILO Conventions / Consideration of the interests of supply chain factory workers

Human Rights Policy

E1 | E2 | E3 | E4 | E5 | S1 | S2 | S4 | G1

Approved on 12 December 2016 by the Board of Directors and last updated on 6 February 2024
Accountable for the implementation: Sustainability department and its chief officer

Related IROs: S1.I1 / S1.I2 / S1.I3 / S1.I4 / S1.I5 / S1.I6 / S1.R1 / S1.O1 / S2.I1 / S2.I2 / S2.I3 / S2.I4 / S2.I5 / S2.R1 / S4.I1 / S4.I2 / S4.I3 / S4.I4 / S4.R1 / G1.I1 / G1.I3 / G1.I4 / G1.R1 / G1.R2

Guiding principle and key contents	Scope	Main related standards and other considerations
/ Commitment to respect internationally recognised human rights, both labour and non-labour / Identification of the rights most directly linked to the Group's activities and stakeholders	/ The entire Group (companies and individuals) / People who provide services or collaborate with the Group (including the Board of Directors)	/ Related third-party standards: • International Bill of Human Rights, Principles of the United Nations Global Compact and Guiding Principles on Business and Human Rights (UN) • ILO Conventions and Declaration • OECD Guidelines for Multinational Enterprises / Consideration of stakeholders' expectations and involvement of the Sustainability and Inclusion Advisory Committee

Guiding principle and key contents	Scope	Main related standards and other considerations
Sustainability Policy Approved by the Board of Directors on 9 December 2015 and amended on 4 February 2025 Accountable for the implementation: Sustainability department and its chief officer Related IROs: E1.I1 / E1.I2 / E1.R1 / E2.I1 / E2.I2 / E2.R1 / E3.I1 / E3.I2 / E3.R1 / E4.I1 / E4.R1 / E5.I1 / E5.I2 / E5.I3 / E5.R1 / E5.O1 / S1.I1 / S1.I2 / S1.I3 / S1.I4 / S1.I5 / S1.I6 / S1.R1 / S1.O1 / S2.I1 / S2.I2 / S2.I3 / S2.I4 / S2.I5 / S2.R1 / S4.I1 / S4.I2 / S4.I3 / S4.I4 / S4.R1 / G1.I1 / G1.I2 / G1.I3 / G1.I4 / G1.R1 / G1.R2		**E1** **E2** **E3** **E4** **E5** **S1** **S2** **S4** **G1**
/ The Group's commitment to Sustainability / General principles and action lines for integrating sustainable practices throughout the business model and stakeholder engagement / Commitment to driving a transformation that contributes to the development of a fair and resilient society and a clean, healthy and sustainable environment	/ The entire Group (companies and individuals) / People who provide services or collaborate with the Group (including the Board of Directors) / It promotes the alignment of suppliers, factories along the supply chain and related third parties	/ Main related third-party standards, including: • International Bill of Human Rights, Principles of the United Nations Global Compact and Guiding Principles on Business and Human Rights (UN), ILO Conventions and OECD Guidelines. • The Kunming-Montreal Global Biodiversity Framework, the Paris Climate Agreement and the Principles of the CEO Water Mandate initiative. / Involvement of the Sustainability and Inclusion Advisory Committee
Sustainability Stakeholder Relations Policy Approved by the Board of Directors on 4 February 2025 Accountable for the implementation: Sustainability department and its chief officer Related IROs: E1.I1 / E1.I2 / E1.R1 / E2.I1 / E2.I2 / E2.R1 / E3.I1 / E3.I2 / E3.R1 / E4.I1 / E4.R1 / E5.I1 / E5.I2 / E5.I3 / E5.R1 / E5.O1 / S2.I1 / S2.I2 / S2.I3 / S2.I4 / S2.I5 / S2.R1 / G1.I1 / G1.I2 / G1.I3 / G1.I4 / G1.R1 / G1.R2		**E1** **E2** **E3** **E4** **E5** S1 **S2** S4 **G1**
/ Grounds for managing stakeholder engagement in connection with sustainability	/ The entire Group (companies and individuals) / People who provide services or collaborate with the Group (including the Board of Directors)	/ Involvement of the Sustainability and Inclusion Advisory Committee

Policies related to environmental standards (ESRS E)

Policies and key contents	Scope	Main related standards and other considerations
Energy Policy Approved by the Board of Directors on 4 February 2025 Accountable for the implementation: Sustainability department and its chief officer Related IROs: E1.I1 / E1.I2 / E1.R1 / E2.I2 / E4.I1		**E1** **E2** E3 **E4** E5 S1 S2 S4 G1
/ Commitment to promoting responsible energy supply and management that help reduce GHG emissions in our own operations and value chain, by promoting energy efficiency and selecting the best energy sources. / Complementary and additional measures to contribute to improve the integrity and resilience of energy infrastructure, as well as actions aimed at sector transformation	/ The entire Group (companies and individuals) / People who provide services or collaborate with the Group (including the Board of Directors) / It promotes the alignment of suppliers, factories along the supply chain and related third parties	/ Related third-party standards: • Paris Climate Agreement / The interests and concerns of stakeholders in this field were taken into account when drawing up the Policy / Involvement of the Sustainability and Inclusion Advisory Committee

Policies and key contents	Scope	Main related standards and other considerations
Water Policy Approved by the Board of Directors on 4 February 2025 Accountable for the implementation: Sustainability department and its chief officer Related IROs: E1.I1 / E1.I2 / E1.R2 / E1.I2 / E1.R1 / E2.I1 / E2.I2 / E2.R1 / E3.I1 / E3.I2 / E3.R1 / E4.I1 / E4.R1		**E1** **E2** **E3** **E4** E5 S1 S2 S4 G1
/ Commitment to water valuation across our own operations and the value chain / Minimising the water footprint impact; protecting, conserving and restoring ecosystems; promoting access to water, sanitation and hygiene; ensuring a good water governance and driving transformation at industry level	/ The entire Group (companies and individuals) / People who provide services or collaborate with the Group (including the Board of Directors) / It promotes the alignment of suppliers, factories along the supply chain and related third parties	/ Related third-party standards: • Principles on valuing water of the UN High Level Panel on Water / The interests and potential impacts on stakeholders were taken into account when drawing up the policy / Involvement of the Sustainability and Inclusion Advisory Committee
Ecosystems and Biodiversity Policy Approved by the Board of Directors on 10 September 2024 Accountable for the implementation: Sustainability department and its chief officer Related IROs: E1.I1 / E2.I1 / E2.I2 / E2.R1 / E3.I1 / E3.I2 / E3.R1 / E4.I1 / E4.R1 / E5.I1 / E5.R1		**E1** **E2** **E3** **E4** **E5** S1 S2 S4 G1
/ Commitment to no deforestation, no degradation or no conversion of natural ecosystems, as well as to the betterment of biodiversity and the ecosystem health / Promotion of the balanced and sustainable management, preservation and recovery of ancient and endangered forests and other natural ecosystems	/ The entire Group (companies and individuals) / People who provide services or collaborate with the Group (including the Board of Directors) / Suppliers of product and non-product that supply materials, products or services that may pose a material risk, as well as their supply chain	/ Related third-party standards: • Accountability framework • Conclusions of the Global Assessment Report on Biodiversity and Ecosystem Services (IPBES) • The Kunming-Montreal Global Biodiversity Framework / Consultations with expert organisations (WWF, Conservation International, Canopy...) / Involvement of the Sustainability and Inclusion Advisory Committee

Policies related to social standards (ESRS S)

Policies and key contents	Scope	Main related standards and other considerations
Diversity and Inclusion Policy Approved by the Board of Directors on 12 December 2017 and partially amended on 14 December 2020 Accountable for the implementation: People department and its chief officer Related IROs: S1.I5 / S1.I6 / S1.R1 / S1.O1		E1 E2 E3 E4 E5 **S1** S2 S4 G1
/ Promotion of diverse teams and a culture of equality, inclusion and respect, based on multiculturalism and gender diversity, gender identity and expression, race, ethnicity, age, education, socio-economic class, disability, religion, sexual orientation, etc.	/ The entire Group (companies and individuals) / We promote its application to all related natural and legal person (workers in the supply chain, customers, suppliers, contractors and those who participate in selection processes)	/ Related third-party standards: • GEEIS and GEEIS Diversity certifications • UN Standards of Conduct for Business against LGBTQI+ discrimination at a global level / Engagement with our people through affinity groups, worker representatives, or through Diversity Champions

Policies and key contents	Scope	Main related standards and other considerations
Global Anti-Harassment Policy Approved by the Board of Directors on 15 March 2022 and amended on 7 November 2023 Accountable for the implementation: People department and its chief officer Related IROs: S1.I6 / S1.R1		E1 E2 E3 E4 E5 **S1** S2 S4 G1
/ Commitment to the prevention of harassment of any type or form / Prohibition of any kind of physical, sexual, psychological or verbal harassment or abuse to any member of our workforce, as well as any conduct that might create an intimidating, offensive or hostile work	/ The entire Group (companies and individuals), both in their relationship with other members of the Group and with any other stakeholder / People who provide services or collaborate with the Group (including the Board of Directors)	/ Related third-party standards: • Convention No. 190 and Recommendation No. 206 of the ILO on violence and harassment / Involvement through social dialogue, in the implementation of protocols against sexual harassment in the Equality Plans with trade union representatives in Spain
Occupational Health and Safety Policy Approved by the Board of Directors on 10 September 2019 and amended on 13 December 2022 Accountable for the implementation: People department and its chief officer Related IROs: S1.I4 / S1.R1		E1 E2 E3 E4 E5 **S1** S2 S4 G1
/ Commitment to and continuous improvement of workplace well-being, health and safety, and effective management of work-related accidents and occupational diseases / Foundation for our occupational health and safety management systems	/ The entire Group (companies and individuals)	/ Related third-party standards: ISO 45001 / Involvement through occupational health and safety training and management plans, with the participation of stakeholders
Information Security Policy Approved by the Board of Directors on 10 December 2019 Accountable for the implementation: Information Security department and its chief officer Related IROs: S4.I1 / S4.R1 / G1.R2		E1 E2 E3 E4 E5 S1 S2 **S4** **G1**
/ Principles and guidelines whereby the Group protects its information and the information shared with third parties / To ensure the necessary confidentiality, maintaining the integrity and ensuring the availability of the information handled by the Group	/ The entire Group (companies and individuals) / Other natural or legal persons linked to Inditex, when possible due to the nature of the relationship and when conducive to compliance	/ Related third-party standards: • Payment Card Industry-Data Security Standard 4.0 (PCI-DSS) • ISO/IEC 27001:2022 • Korean Information Security Management System (K-ISMS) • Multi-Layer Protection Scheme (MLPS)
Compliance Policy regarding Personal Data Protection and Privacy Approved by the Board of Directors on 11 June 2019 Accountable for the implementation: Data Protection and Privacy department and its officer Related IROs: S4.I1 / S4.R1 / G1.R2		E1 E2 E3 E4 E5 S1 S2 **S4** **G1**
/ Establishment and standardisation of the degree of compliance with the standards and best practices that most strongly guarantee data protection and privacy / Principles and commitments in the processing of personal data under the Group's control	/ The entire Group (companies and individuals) / Other natural or legal persons linked to Inditex, when possible due to the nature of the relationship and when conducive to compliance	/ Related third-party standards: • Regulation (EU) 2016/679 of the European Parliament and of the Council of 27 April 2016 (General Data Protection Regulation)

Policies related to the governance standard (ESRS G)

Policies and key contents	Scope	Other considerations
Compliance Policy Approved by the Board of Directors on 13 December 2016 Accountable for the implementation: Compliance department and its chief officer Related IROs: G1.I1 / G1.I3 / G1.I4 / G1.R1		E1 E2 E3 E4 E5 S1 S2 S4 **G1**
/ Compliance with applicable legislation, internal regulations and the ethical commitments voluntarily undertaken by Inditex	/ The entire Group (companies and individuals) / Other natural or legal persons linked to Inditex, when possible due to the nature of the relationship and when conducive to compliance	/ Related third-party standards: • Spain's Criminal Code • France's Sapin II Law (Loi Sapin II) • UK Bribery Act • US Foreign Corrupt Practices Act (FCPA)
Due Diligence Policy Approved by the Board of Directors on 10 September 2019 Accountable for the implementation: Compliance department and its chief officer Related IROs: G1.I3 / G1.I4 / G1.R1		E1 E2 E3 E4 E5 S1 S2 S4 **G1**
/ Describing the process for the identification and analysis of business partners, suppliers and large customers in connection with corruption, fraud, international trade sanctions and similar risks / List of the means available to implement due diligence	/ The entire Group (companies and individuals) / Other natural or legal persons linked to Inditex, when possible due to the nature of the relationship and when conducive to compliance	/ Related third-party standards: • Spain's Criminal Code • France's Sapin II Law (Loi Sapin II) • UK Bribery Act • US Foreign Corrupt Practices Act (FCPA)
Gifts and Invitations Policy Approved by the Board of Directors on 19 September 2017 and amended on 6 February 2024 Accountable for the implementation: Compliance department and its chief officer Related IROs: G1.I3		E1 E2 E3 E4 E5 S1 S2 S4 **G1**
/ Commitment to zero tolerance of corruption and bribery, and to actively combat and condemn any corrupt practices. / Measures to prevent and detect practices relating to gifts and invitations that could compromise the integrity of the Group	/ The entire Group (companies and individuals) / People who provide services or collaborate with the Group (including the Board of Directors)	/ Related third-party standards: • Spain's Criminal Code • France's Sapin II Law (Loi Sapin II) • UK Bribery Act • US Foreign Corrupt Practices Act (FCPA)
Policy on Dealings with Public Servants Approved by the Board of Directors on 19 September 2017 Accountable for the implementation: Compliance department and its chief officer Related IROs: G1.I3		E1 E2 E3 E4 E5 S1 S2 S4 **G1**
/ To actively combat and strongly condemn any corrupt practices and any form of bribery of public servants, including facilitation payments / Guidelines to prevent corruption and bribery	/ The entire Group (companies and individuals) / Other natural or legal persons related to Inditex, if applicable	/ Related third-party standards: • Spain's Criminal Code • France's Sapin II Law (Loi Sapin II) • UK Bribery Act • US Foreign Corrupt Practices Act (FCPA)

Policies and key contents	Scope	Other considerations
Policy on Donations and Sponsorships Approved by the Board of Directors on 19 September 2017 Accountable for the implementation: Compliance department and its chief officer Related IROs: G1.I3		E1 E2 E3 E4 E5 S1 S2 S4 **G1**
/ Commitment to zero tolerance of corruption and bribery, and to actively combat and condemn any corrupt practices / Compliance with the main anti-corruption and anti-bribery regulations applicable in the markets in which the Group operates	/ The entire Group (companies and individuals) / Other natural or legal persons related to Inditex, if applicable	/ Related third-party standards: • Spain's Criminal Code • France's Sapin II Law (Loi Sapin II) • UK Bribery Act • US Foreign Corrupt Practices Act (FCPA)
Anti-Money Laundering and Terrorist Financing Policy Approved by the Board of Directors on 13 March 2018 Accountable for the implementation: Compliance department and its chief officer Related IROs: G1.I3		E1 E2 E3 E4 E5 S1 S2 S4 **G1**
/ Determination of criteria to prevent Group companies from being used to carry out any kind of money laundering and/or terrorist financing operations / Definition of the due diligence processes implemented within the Company	/ The entire Group (companies and individuals) / Other natural or legal persons linked to Inditex, when possible due to the nature of the relationship and when conducive to compliance	/ The interests, expectations and needs of stakeholders were taken into account when drawing up the Policy
Conflict of Interest Policy Approved by the Board of Directors on 16 July 2019 and last amended on 6 February 2024 Accountable for the implementation: Compliance department and its chief officer Related IROs: G1.I1 / G1.I3 / G1.I4 / G1.R1		E1 E2 E3 E4 E5 S1 S2 S4 **G1**
/ Development of the Group's action principles and guidelines for conduct in connection with conflicts of interest / Measures to prevent and detect, disclose and manage conflicts of interest	/ The entire Group (companies and individuals) / People who provide services or collaborate with the Group	/ Related third-party standards: • Spain's Criminal Code • France's Sapin II Law (Loi Sapin II) • UK Bribery Act • US Foreign Corrupt Practices Act (FCPA)
Criminal Risk Prevention Policy Approved by the Board of Directors on 19 July 2016 and amended on 12 March 2024 Accountable for the implementation: Compliance department and its chief officer Related IROs: G1.I3		E1 E2 E3 E4 E5 S1 S2 S4 **G1**
/ Principles governing our commitment to the prevention, detection and management of criminal risks to which we are potentially exposed / Guidance on the conduct persons in the Inditex Group should observe while carrying out their duties / Regulation of the Model of Criminal Risk Prevention, included within the Global Compliance Model	/ All Group companies and people in teams in Spain (including actions and operations carried out outside Spanish territory) / People who provide services or collaborate with the Group (including the Board of Directors)	/ Related third-party standards: • Spain's Criminal Code / Analysis of stakeholder engagement to identify the criminal risks to which the Company is potentially exposed due to its activity

Policies and key contents	Scope	Other considerations
Global Policy on Internal Reporting Channels Approved by the Board of Directors on 3 May 2023 Accountable for the implementation: Ethics Committee Related IROs: S1.I1 / S1.I2 / S1.I3 / S1.I4 / S1.I5 / S1.I6 / S1.R1 / S1.O1 / G1.I1 / G1.I2 / G1.I3 / G1.I4 / G1.R1 / G1.R2		E1 E2 E3 E4 E5 **S1** S2 S4 **G1**
/ General principles applicable to the implementation of the Inditex Group's Internal Reporting System and to the different Internal Reporting Channels that comprise it / Protection guarantees for Whistleblowers making use of the System as provided in the Policy	/ The entire Group (companies and individuals)	/ Related third-party standards: • Directive (EU) 2019/1937 of the European Parliament and of the Council of 23 October 2019 on the protection of persons who report breaches of Union law (the 'Whistleblower Protection Directive') / Report to the European Works Council (EWC)
Ethics Line Procedure Approved by the Board of Directors on 17 July 2012 and last updated on 3 May 2023 Accountable for the implementation: Ethics Committee Related IROs: S1.I1 / S1.I2 / S1.I3 / S1.I4 / S1.I5 / S1.I6 / S1.R1 / S1.O1 / S2.I1 / S2.I2 / S2.I3 / S2.I4 / S2.I5 / S2.R1 / S4.I1 / S4.I2 / S4.I3 / S4.I4 / S4.R1 / G1.I1 / G1.I2 / G1.I3 / G1.I4 / G1.R1 / G1.R2		E1 E2 E3 E4 E5 **S1** **S2** **S4** **G1**
/ Principles and guarantees applicable to the handling and processing of Whistleblowers' concerns and enquiries through the Ethics Line, as well as means made available / Regulation of the processes for the handling and investigation of concerns and enquiries	/ Communications processed through the Ethics Line / In a supplementary capacity, also for communications from all Internal Reporting Channels that do not have their own procedure, or for matters that are not covered therein	/ Related third-party standards: • Directive (EU) 2019/1937 of the European Parliament and of the Council of 23 October 2019 on the protection of persons who report breaches of Union law (the 'Whistleblower Protection Directive') • Similar regulations in countries where they exist / Report to the European Works Council (EWC)
Policy on Public Policy Approved by the Board of Directors on 10 December 2024 Accountable for the implementation: Public Policy department and its chief officer Related IROs: G1.I2		E1 E2 E3 E4 E5 S1 S2 S4 **G1**
/ Commitment to a transparent and responsible development of the preparation of public policies that affect our business activities, our stakeholders and society at large / Development of the principles of action set out in the Group's Codes of Conduct and the Integrity Policies	/ The entire Group (companies and individuals) / People who provide services or collaborate with the Group (including the Board of Directors)	/ Related third-party standards: • OECD Guidelines • OECD Recommendation of the Council on Transparency and Integrity in Lobbying and Influence

Detailed information. Methodology

General concepts

Concept	Definition
Own facilities	Our own facilities include those locations that are owned or operated by the Group; headquarters and commercial offices, stores, distribution centres and factories owned by the Group located in the vicinity of the Group's headquarters in Arteixo (A Coruña).
Upstream activities	These encompass design, sourcing of raw materials, manufacturing of our products, logistics and distribution.
Downstream activities	They include sales in physical stores and online platforms; and the use and end of life of our products.
Own workforce S1.SBM-3_01; S1.SBM-3_02	In the context of this Report, and pursuant to the ESRS definitions, 'our own workforce' or 'our teams' include both employees and non-employees. / Employees: personnel who have a direct employment relationship with the Company ('our people', 'workforce' or 'employees'). This includes the following groups, according to their job classification: – Management: employees in management positions with responsibility for interdisciplinary working groups related to the areas of design, manufacturing, distribution, logistics, stores, technology, sustainability and other general services. It also includes store management. – Supervisor: employees who are part of interdepartmental and cross-cutting working groups for design, logistics and stores, as well as sustainability, technology and other general services. – Specialist: employees with an impact through individual contribution related to one of the Group's activities in the areas of design, manufacturing, distribution, logistics, stores, sustainability, technology and other general services. / Non-employees: other professionals who are not our own employees but that carry out activities for the Company, either by providing labour or people provided by employment companies ('other professionals' or 'non-employees'). This topic is not considered material for the reporting of related information in this Report.

E1. Climate change

Targets (MDR-T)

Target	Related metrics	Scope	Methodology	Change of criterion/ methodology
Reaching net-zero GHG emissions by 2040	Scope 1, 2 and 3 emissions.	Own operations: Reduce scope 1 and 2 GHG emissions by 95% (market-based). Value chain: Reduce scope 3 GHG emissions by 90%. It includes the following categories: purchased goods and services (category 1), fuel- and energy-related activities (category 3), upstream transportation and distribution (category 4), waste generated in operations (category 5), business travel (category 6), employee commuting (category 7), end-of-life treatment of sold products (category 12), downstream leased assets (category 13) and franchises (category 14).	/ We calculate and report GHG emissions in accordance with the guidelines of the Intergovernmental Panel on Climate Change (IPCC - Guidelines for National Greenhouse Gas Inventories, 2006) and the World Resources Institute (GHG Protocol, 2015), which divide emissions into scopes 1, 2 and 3. / The reported GHG emissions are calculated in accordance with our Company's operating control approach and include CO_2, CH_4, N_2O, HFCs, PFCs, SF_6, and NF_3 gases, which are expressed in units of CO_2 equivalent (CO_2e). / The base year was chosen in accordance with Science-Based Target initiative (SBTi) criteria for the completeness, verification, representativeness and ambition of the emissions inventory. / Absolute and voluntary target. / See details of the methodology for calculating emissions in the Metrics table.	There have been no changes to the target or its calculation methodology, so the results are comparable year-on-year.
Reduce our total emissions by 53% by 2030	Scope 1, 2 and 3 emissions.	Own operations: Reduce scope 1 and 2 GHG emissions by 95% (market-based). Value chain: Reduce scope 3 GHG emissions by 51%. It includes the following categories: purchased goods and services (category 1), fuel- and energy-related activities (category 3), upstream transportation and distribution (category 4), waste generated in operations (category 5), business travel (category 6), employee commuting (category 7), end-of-life treatment of sold products (category 12), downstream leased assets (category 13) and franchises (category 14).	/ We calculate and report GHG emissions in accordance with the guidelines of the Intergovernmental Panel on Climate Change (IPCC - Guidelines for National Greenhouse Gas Inventories, 2006) and the World Resources Institute (GHG Protocol, 2015), which divide emissions into scopes 1, 2 and 3. / The reported GHG emissions are calculated in accordance with our Company's operating control approach and include CO_2, CH_4, N_2O, HFCs, PFCs, SF_6 and NF_3 gases which are expressed in units of CO_2 equivalent (CO_2e). / The base year was chosen in accordance with SBTi's criteria for the completeness, verification, representativeness and ambition of the emissions inventory. / Absolute and voluntary target. / See details of the methodology for calculating emissions in the Metrics table.	There have been no changes to the target or its calculation methodology, so the results are comparable year-on-year.

Metrics (MDR-M)

Description	Metric	Scope	Methodology	Information source	Change of criterion/methodology
Energy consumption (amount of energy consumed)	E1-5_01; E1-5_02; E1-5_03; E1-5_04; E1-5_05; E1-5_06; E1-5_07; E1-5_08; E1-5_09; E1-5_10; E1-5_11; E1-5_12; E1-5_13; E1-5_14; E1-5_15; E1-5_16; E1-5_17	Own operations: All headquarters and commercial offices, own factories, own logistics centres, e-commerce centres (operational control) and own stores are included.	Total energy consumption is calculated by aggregating the various kinds of consumption (acquired electricity, heat, steam, and cooling; renewable and non-renewable fuels; self-generated energy). When complete information is not available for the period to be reported, an estimate of the remaining period is made based on primary data.	Primary data: 79% Estimated data: 21%	Not applicable.
Relative energy consumption (Wh/€)	E1-5_21	Own operations: All headquarters and commercial offices, own factories, own logistics centres, e-commerce centres (operational control) and own stores are included.	To calculate total relative energy consumption (Wh/€), total energy consumption (calculation described in the previous line 'Energy consumption') is divided by sales. Sales correspond to the total value of the Group's net sales, as indicated in *Note 4* to our Consolidated Annual Accounts.	Total energy consumption: See previous line 'Energy consumption' Net sales: Primary data: 100%	Not applicable.
Emissions intensity by euro of sales (g CO_2e /€)	E1-6_32, E1-6_33, E1-6_34, E1-6_35	Own operations: All headquarters and commercial offices, own factories, own logistics centres, e-commerce centres (operational control) and own stores are included. Value chain (in those cases in which the metric calculated includes scope 3).	To calculate GHG emissions intensity in the year, the Group's total emissions (as calculated in the following section) are divided by sales. Sales correspond to the total value of the Group's net sales, as indicated in *Note 4* to our Consolidated Annual Accounts. No other revenues were considered that are excluded from the calculation of GHG emissions intensity.	Total emissions: See following section, 'Emissions calculation' Net sales: Primary data: 100%	Not applicable.

Emissions calculation

Description	Metric	Scope	Methodology	Information source	Emission factor	Change of criterion/ methodology
Scope 1 emissions (direct emissions related to sources under the direct control of the Inditex Group)	E1-4_01, E1-4_03, E1-4_04, E1-4_18, E1-4_21, E1-4_25, E1-6_01, E1-6_03, E1-6_04, E1-6_07, E1-6_08, E1-6_15	Own operations: All headquarters, own factories, own logistics centres, e-commerce centres (operational control) and own stores are included.	Scope 1 emissions are calculated based on total fuel consumption. Total consumption is multiplied by the corresponding emission factor, depending on the type of fuel. For facilities located in Spain, the emission factors of MITECO (Ministerio para la Transición Ecológica y el Reto Demográfico) are used, and for the rest, those of DEFRA (Department for Environment, Food & Rural Affairs) are used.	Primary data: 99% Estimated data: 1%	DEFRA (Department for Environment Food & Rural Affairs), 2025. MITECO (Ministerio para la Transición Ecológica y el Reto Demográfico), 2024.	Not applicable

Description	Metric	Scope	Methodology	Information source	Emission factor	Change of criterion/ methodology
Scope 2 emissions (market-based) (Indirect emissions, associated with the generation of electricity, heating, steam and cooling acquired and consumed by the Inditex Group)	E1-4_01, E1-4_03, E1-4_04, E1-4_18, E1-4_21, E1-4_25, E1-6_01, E1-6_03, E1-6_04, E1-6_10, E1-6_13, E1-6_15, E1-6_18, E1-6_21, E1-6_22, E1-6_31	Own operations: All headquarters and commercial offices, own factories, own logistics centres, e-commerce centres (operational control) and own stores are included.	Emissions associated with purchased electricity are calculated by multiplying electricity consumption by the corresponding emission factor, depending on the source of the energy and/or the market where the facility is located. For renewable energy, the emission factor of the corresponding contractual instrument is used (PPA, I-REC, GO, etc.). Otherwise, International Energy Agency (IEA) emission factors are used. For heating, steam and cooling acquired, the total consumption is multiplied by the corresponding emission factor. In this case, DEFRA (Department for Environment, Food & Rural Affairs) emission factors are used.	Primary data: 76% Estimated data: 24%	Market-based method: / Contractual instruments for renewable energy (PPA, EACs, etc.). / DEFRA (Department for Environment Food & Rural Affairs), 2025.	Not applicable
Scope 2 emissions (location-based) (Indirect emissions, associated with the generation of electricity, heating, steam and cooling acquired and consumed by the Inditex Group)	E1-4_01, E1-4_18, E1-4_21, E1-4_25, E1-6_09, E1-6_12, E1-6_15, E1-6_30	Own operations: All headquarters and commercial offices, own factories, own logistics centres, e-commerce centres (operational control) and own stores are included.	Emissions associated with purchased electricity are calculated by multiplying electricity consumption by the corresponding emission factor, depending on the market where the facility is located. International Energy Agency (IEA) emission factors are used. For heating, steam and cooling acquired, the total consumption is multiplied by the corresponding emission factor. In this case, DEFRA (Department for Environment, Food & Rural Affairs) emission factors are used.	Primary data: 76% Estimated data: 24%	Location-based method: / IEA (2025), Emission Factors. / DEFRA (Department for Environment Food & Rural Affairs), 2025.	Not applicable
Scope 3 emissions (Other indirect emissions related to the production chain of goods and services, their distribution and marketing outside the Company).	E1-4_01, E1-4_02, E1-4_15, E1-4_16, E1-4_18, E1-4_21, E1-4_25, E1-6_01, E1-6_03, E1-6_04, E1-6_11, E1-6_15, E1-6_25, E1-6_26	Value chain.	Details below for each Scope 3 category:	Primary data: 50% Estimated data: 50%	Details below for each Scope 3 category:	Details below for each Scope 3 category:
			Category 1: Purchased goods and services: - Raw materials extraction: This category is calculated on the basis of raw materials consumption data. Depending on the type of raw material, the relevant emission factor is applied (Higg Materials Sustainability Index - MSI). - Production processes: Emissions are calculated based on the energy consumption of the factories in the supply chain, the factory's production for Inditex (in kg) and the corresponding emission factor. For those factories for which no actual consumption data is available, it will be estimated using factories emissions calculated based on the primary data and the factory's production for Inditex.		*Higg Materials Sustainability Index* (MSI), 2025. IEA (2025), *Emission Factors.* DEFRA *(Department for Environment Food & Rural Affairs),* 2025.	Not applicable.
			Category 2: Capital goods: Emissions are calculated based on investment in property, plant and equipment, applying the corresponding emission factor according to the type of investment and the market in which it is made. The emission factors used are provided by Risilience, academic partner of the University of Cambridge's Centre for Risk Studies.		Risilience, academic partner of the University of Cambridge's Centre for Risk Studies.	Not applicable.

Description	Metric	Scope	Methodology	Information source	Emission factor	Change of criterion/ methodology
			Category 3: Fuel-and energy-related activities. To calculate this category, scope 1 and 2 energy consumption is used. According to the energy source and its origin, the corresponding emission factor is applied.		IEA (2025), Emission Factors DEFRA (Department for Environment Food & Rural Affairs), 2025.	Not applicable
			Category 4: Upstream transportation and distribution. These emissions are calculated based on the tonnes, distance and means of transport used to distribute our products. GLEC (Global Logistic Emissions Council Framework for Logistics Emissions Accounting and Reporting) emission factors are used. Inditex is working on improving its internal corporate systems to include specific transport flows, such as inter-store transport or last-mile e-commerce delivery, among others.		GLEC, Global Logistic Emissions Council Framework for Logistics Emissions Accounting and Reporting.	The calculation criteria have been updated following improvements to the information systems, which now allow for a more accurate allocation of emissions related to storage operations. To ensure data transparency and comparability, figures from previous year have been recalculated.
			Category 5: Waste generated in operations. To calculate this category, we use the data of waste generated in own operations. According to the type of waste and its final destination, we use the corresponding emission factor (DEFRA - Department for Environment Food & Rural Affairs).		DEFRA (Department for Environment Food & Rural Affairs), 2025.	Not applicable
			Category 6: Business travel. Emissions in this category are calculated according to means of transport, class of ticket and distance travelled by employees of the Spanish subsidiaries. The emission factors applied are those proposed by DEFRA (Department for Environment Food & Rural Affairs). Emissions are extrapolated to the rest of the subsidiaries based on the breakdown of travel expenditure by market.		DEFRA (Department for Environment Food & Rural Affairs), 2025.	Not applicable.
			Category 7: Employee commuting. Their calculation involves estimating average distances covered by means of transport and commuting patterns based on bibliographic research. DEFRA (Department for Environment, Food & Rural Affairs) emission factors are used.		DEFRA (Department for Environment Food & Rural Affairs), 2025.	Not applicable.
			Category 8: Upstream leased assets (emissions associated with third-party assets leased by Inditex). Emissions associated with third-party assets leased by Inditex are immaterial.		Not applicable.	Not applicable.
			Category 9: Downstream transportation and distribution (emissions from the downstream transportation and distribution of sold products). Not reported. Inditex is working on improving the internal corporate systems to provide this information with the degree of detail required.		Not applicable.	Not applicable.
			Category 10: Processing of sold products (emissions from the subsequent transformation of sold products). Not applicable. Products sold do not require transformation to be used by our customers.		Not applicable.	Not applicable.

Description	Metric	Scope	Methodology	Information source	Emission factor	Change of criterion/ methodology
			Category 11: Use of sold products (estimated emissions from the use of products sold by Inditex). Their calculation takes into account the energy consumed during the use phase based on bibliographic research. International Energy Agency (IEA) emission factors are used.		IEA (2025), Emission Factors. Higg Product Module methodology, June 2021.	Not applicable.
			Category 12: End-of-life treatment of products sold (emissions generated from the final disposal of products sold by the Company). To calculate these emissions, the final destination of our products and packaging is estimated. DEFRA (Department for Environment, Food & Rural Affairs) emission factors are used.		DEFRA (Department for Environment Food & Rural Affairs), 2025.	Not applicable.
			Category 13: Downstream leased assets (emissions from Inditex-owned assets leased to third parties). Emissions from downstream leased assets are calculated based on energy consumption and its corresponding emission factors.		MITECO (Ministerio para la Transición Ecológica y el Reto Demográfico), 2024.	Not applicable.
			Category 14: Franchises (emissions from franchisees during the operation of franchises). Emissions from franchised stores are estimated based on the consumption of own stores.		IEA (2025), Emission Factors. DEFRA (Department for Environment Food & Rural Affairs), 2025.	Not applicable.
			Category 15: Investments. Not applicable.		Not applicable.	Not applicable.
Biogenic emissions (scope 1 and 3)	E1-6_17, E1-6_28	Scope 1: Own operations. Scope 3: Value chain.	Biogenic emissions are calculated based on the total consumption of biofuels. Total consumption is multiplied by the corresponding emission factor, depending on the type of biofuel.	Scope 1: Primary data: 100% Scope 3: Primary data: 86%, Estimated data: 14%	DEFRA (Department for Environment Food & Rural Affairs), 2025.	Not applicable.

Climate risk management and control framework methodology

Metrics used	
Impact	The effect that a scenario would have if it were to materialize. The scenario methodology established by the Group considers four severity levels based on the intensity of the impact on the expected cash flows over the horizon discounted at the evaluation date at the Group's average cost of capital (WACC). The average impact resulting from the four established severity levels is considered as the outcome of the scenario for the Group, in order to obtain the cash flow of the four severities adjusted by the probability of occurrence. The business units establish the stress parameters for each of the severities (percentage of stress in the expected revenue and/or routine cost variables, as well as the impact horizon), in order to obtain the deviation from the expected cash flow due to the potential materialization of the different severities.
Likelihood	Risk managers establish probabilities of occurrence over the evaluation horizon for each level of severity. These represent the probability of materialization of the various events described in the different severities of each scenario. The various possible scenarios are documented in terms of impact and likelihood of occurrence.

Model assumptions

Due to the nature and long-term horizon of climate-related risks, especially in the physical dimension, the Group needs to analyse impacts over time horizons longer than five years. For this purpose, once the Group's expected cash flows for the short-term horizon (0-3 years) have been established, these financial estimates are used to assess the impacts on the different climatic conditions in the medium term (3-10 years) and the long term (more than 10 years)[56]. These time horizons take into account the useful life of our assets[57] and the Group's planning and business cycles.

To assess the potential climate-related physical and transition risks, we use a representation of the Group, known as a 'digital twin'. This model is updated annually with information on financial estimates, our own facilities and our value chain, raw materials used in our products, a geographic breakdown of the business and the Group's scope 1, 2 and 3 greenhouse gas emissions.

Physical risk

Type of risk	Model assumptions
Acute	/ Each key facility is assigned a degree of dependence and contribution to Group revenues commensurate with its participation in our value chain. The scale of the disruption translates into the corresponding loss of income. / Extreme weather events are modelled independently, assuming that they are not correlated. / The current portfolio of key facilities is considered to remain static over the five years of projected impact. / The vulnerability functions of key facilities have been parametrised on the basis of expert knowledge grounded on empirical data. The functions are homogeneous for all geographies. For a limited group of especially important assets, specific recovery curves are applied. Work is underway to develop specific curves for other asset types.
Chronic	/ In the analysis of agricultural risks, for each crop type the impact on yield was modelled in accordance with a range of variables (precipitation patterns and shortage, temperature variations, extreme temperature, etc.). / Crop vulnerability functions are parametrised using the FAO (Food and Agriculture Organization) and Ecocrop databases to determine the suitability of a specific environment by optimal conditions for the growth of the various crops. / To estimate the financial impacts (decrease in sales or increase in supply costs), the level of dependence on the different raw materials analysed at the commercial format and Group level is considered. / The Group's dependence on the raw materials analysed is considered to be static over the five years of projected impact.

[56] For the purposes of the materiality assessment, the time horizons of the climate-related impacts, risks and opportunities have been reconciled with those provided in ESRS 1.
[57] The time horizons were established on the basis of the useful life of the assets on the balance sheet. See our Consolidated Annual Accounts, *Note 3.2*. Accounting Policies, b) Property, plant and equipment, which is reviewed annually. The useful life of the Group's assets is currently established in the medium to long term.

E2. Pollution

Metrics (MDR-M)

Description	Metric	Scope	Methodology	Information source	Change of criterion/methodology
Degree of compliance with the Picking programme	MDRA-05 (E2)	Own operations (our products): Articles produced in the summer and winter campaigns of the reporting period.	/ The initial degree of compliance is calculated as the ratio of the number of textile items meeting each of the Group's standards (CtW, PTR, StW) to the total number of textile items in the Summer/Winter campaigns of the reporting year. / The information used for this calculation is obtained from laboratory analyses as part of the product health and safety control procedure.	Primary data: 100%	Not applicable.

E3. Water

Targets (MDR-T)

Target	Related metrics	Scope	Methodology	Change of criterion/methodology
25% reduction in water consumption in the supply chain by 2025	E3-3_08, E3-4_10	Value chain: Facilities that carry out any type of wet process in the Inditex supply chain, except for the production of raw materials.	/ Relative and voluntary target. / See calculation methodology in the Metrics table.	There have been no changes to the target or its calculation methodology, so the results are comparable year-on-year.

Metrics (MDR-M)

Description	Metric	Scope	Methodology	Information source	Change of criterion/ methodology
Water consumption throughout the supply chain	E3-4_10	Value chain: Facilities that carry out any type of wet process in the Inditex supply chain, except for the production of raw materials.	The water consumption is calculated for each of the facilities — regardless of their location — that carry out wet processes intervening in the manufacturing of the Group's textile and footwear products, based on the total production of each factory (in kg) and the relative consumption (l/kg) of each facility. This data is compiled from our factories (for example, in environmental audits). For those facilities for which we do not have information, consumption is estimated based on the actual data from the rest of the facilities. The ratio is calculated by dividing the total litres by the total kg produced for Inditex.	Primary data: 83% Estimated data: 17%	Not applicable.

E4. Biodiversity and ecosystems

Targets (MDR-T)

Target	Related metrics	Scope	Methodology	Change of criterion/ methodology
5 million hectares protected, restores or regenerated, or under other forms of management for biodiversity improvement by 2030	E4-4_01, E4-4_07, E4-4_08, E4-3_15	Value chain geographies, as well as regions outside the value chain identified as important areas of action by our conservation partners.	/ The sum of hectares under protection, restoration and regeneration projects and other types of improvement at various phases of implementation during the 2023-2030 period is calculated: – Committed: initial phase of community outreach, awareness and engagement. This phase includes establishing the baseline for measuring progress. – In process: phase of implementation of the activities and measurement and monitoring of the results. – Advanced: phase in which positive trends are observed. / The information on the hectares reached comes from the various organisations with whom we implement the projects. / When Inditex is not the sole investor in a project, the surface area will be allocated based on the proportional contribution of each party. / In establishing our target, we did not apply ecological thresholds due to the traceability difficulties posed, nor considering offsets in setting the target. / Absolute and voluntary target. / The establishment of a base year does not apply to this target.	There have been no changes to the target or its calculation methodology, so the results are comparable year-on-year.

E5. Resource use and circular economy

Targets (MDR-T)

Target	Related metrics	Scope	Methodology	Change of criterion/ methodology
Fibres Plan: use of 100% lower-impact fibres by 2030	E5-3_13	Textile fibres used in our products in the winter campaign. In addition, certain non-fibres such as leather and polyurethane are included.	/ See table 'Sustainability metrics for the classification of lower-impact raw materials'. / Measured in tonnes of lower-impact raw materials. / Absolute and voluntary target. / The establishment of a base year does not apply to this target. / The consumption of raw materials is calculated based on the garment's weight, the units of each article and its percentage composition (the figure includes the raw material used in the final product; it does not include any wastage that may have occurred during the production process).	There have been no changes to the target or its calculation methodology, so the results are comparable year-on-year.
Provide circularity services such as Zara Pre-owned in key markets by 2025	E5-2_05, E5-3_13	Service provided by the Inditex Group to its customers.	/ Key markets for the implementation of the project are compiled. / Absolute and voluntary target. / The establishment of a base year does not apply to this target.	There have been no changes to the target or its calculation methodology, so the results are comparable year-on-year.

Metrics (MDR-M)

Description	Metric	Scope	Methodology	Information source	Change of criterion/ methodology
Product composition	E5-4_02, E5-4_03, E5-4_04, E5-4_05, E5-4_06	Own operations (our products): All the items from the winter and summer campaigns of the reporting year offered for sale.	The consumption of raw materials is calculated based on the garment's weight, the units of each article and its percentage composition. The figure includes the raw material used in the final product; it does not include any wastage that may have occurred during the production process.	Primary data: 100%	Not applicable.
Composition of packaging	E5-4_04, E5-4_06	Own operations and value chain: All the packaging elements from the reporting year placed on the market.	For each item of clothing, we obtain the packaging details for the three different inflows and outflows (inflow to warehouse, inflow to store and outflow to customer). This is then used to categorise the materials as plastic, paper and cardboard and other.	Primary data: 19% Estimated data: 81%	Not applicable.
Waste generated	E5-5_06, E5-5_07, E5-5_08, E5-5_09, E5-5_10, E5-5_11, E5-5_15, E5-5_17	Own operations: Headquarters, own factories, own logistics centres, e-commerce centres (operational control) and own stores.	The waste generated is calculated based on the data collected at our facilities. When there is no available data, we extrapolate from the primary data.	Headquarters, own factories and centres: Primary data: 92% Estimated data:8% Own stores: Primary data: 21% Estimated data: 79%	Not applicable.

Sustainability parameters for the classification of lower-impact raw materials:

Parameter	Description
Traceability	It is essential to have a robust, operational and scalable traceability system for fibre and material throughout the supply chain.
Standards and certifications	Fibres or materials must comply with the third-party best practice standards and require third-party certification or external verification to ensure their compliance. The Fibres Plan includes the standards developed by the Textile Exchange, Canopy, Changing Markets and the Leather Working Group, among others. The full list of accepted standards under our Fibres Plan is included below.
Impact analysis	The sustainability of the fibre or material is assessed on the basis of Life Cycle Analysis (LCA) methodology, where available.

List of certified lower-impact raw materials

SASB CG-AA-440a.3

NAME OF MATERIAL (Generic)	CLASSIFICATION
Steel	Responsible Steel
	Recycled steel (RCS/GRS)
Acetate	MMCF - innovative fibres
	MMCF - other third-party standards (Canopy, Changing Markets)
	Recycled MMCF (RCS/GRS)
Acrylic	Recycled acrylic (RCS/GRS)
Acrylonitrile butadiene styrene	Recycled acrylonitrile butadiene styrene (RCS/GRS)
Chipboard	Recycled chipboard (FSC Recycled)
Alcohol	Organic alcohol (Cosmos organic)
Cotton	In conversion/transitional cotton (OCS/GOTS)
	Organic cotton (OCS/GOTS)
	Recycled cotton (RCS/GRS)
	Cotton from regenerative practices (Regenagri)
Alpaca	Recycled alpaca (RCS/GRS)
	Responsible alpaca (RAS)
Aluminium	Recycled aluminium (RCS/GRS)
Bamboo	Bamboo (FSC Recycled/FSC 100%)
Cashmere	Recycled cashmere (RCS/GRS)
Hemp	Organic hemp (OCS/GOTS)
	Hemp - innovative fibres
Cardboard	Recycled cardboard (FSC Recycled/RCS/GRS)
Rubber	Recycled rubber (FSC Recycled/RCS/GRS)
Wax	Organic wax with palm oil (RSPO/Soil Association Organic Standards - Health & Care beauty products)
	Organic wax without palm oil (Soil Association Organic Standards - Health & Care beauty products)
Ceramics	Recycled ceramics (RCS/GRS)
Copper	Recycled copper (RCS/GRS)
	Responsible copper (The Copper Mark)
Plywood	Recycled plywood (FSC Recycled)
Cork	Recycled cork (FSC Recycled)

NAME OF MATERIAL (Generic)	CLASSIFICATION
Cellulose diacetate	Recycled cellulose diacetate (RCS/GRS/FSC Recycled)
Elastane	Recycled elastane (RCS/GRS)
Elastomultiester	Recycled elastomultiester (RCS/GRS)
Styrene butadiene styrene	Recycled styrene butadiene styrene (RCS/GRS)
Ethyl Vinyl Acetate	Recycled Ethyl Vinyl Acetate (RCS/GRS)
Mdf	Recycled mdf (FSC Recycled)
Iron	Recycled iron (RCS/GRS)
Wool	Recycled wool (RCS/GRS)
	Responsible wool (RWS)
Latex	Recycled latex (FSC Recycled /RCS/GRS)
Brass	Recycled brass (RCS/GRS)
Linen	European linen (European Flax certificate)
	Organic linen (OCS/GOTS)
	Recycled linen (RCS/GRS)
Lyocell	MMCF - innovative fibres
	MMCF - other third-party standards (Canopy/Changing Markets)
	Recycled MMCF (RCS/GRS)
Wood	Recycled wood (FSC Recycled)
Methacrylate	Recycled methacrylate (RCS/GRS/Eucertplast/Recyclass/ISCC Plus)
Metal	Recycled metal (RCS/GRS)
Wicker	Recycled wicker (FSC Recycled)
Modal	MMCF - other third-party standards (Canopy/Changing Markets)
Paper	Recycled paper (FSC Recycled/RCS/GRS)
Cellulose paste	Recycled cellulose paste (FSC Recycled)
PCTG	PCTG (RCS/GRS/Eucerplast/Recyclass/ISCC Plus)
	Recycled PCTG - innovative fibres
PEVA	Recycled PEVA (RCS/GRS)
Leather	Leather (Leather Working Group)
	Bonded leather fibres (GRS/RCS)

NAME OF MATERIAL (Generic)	CLASSIFICATION
Silver	Recycled silver (RCS/GRS/RJC)
Feather	Recycled feather (RCS/GRS)
	Responsible feather (RDS)
Down	Recycled down (RCS/GRS)
	Responsible down (RDS)
Polyamide	Polyamide - innovative fibres
	Recycled polyamide (RCS/GRS/REPREVE)
Polycarbonate	Recycled polycarbonate (RCS/GRS/Eucertplast/Recyclass/ISCC Plus)
Polyester	Polyester - innovative fibres
	Recycled polyester (RCS/GRS/REPREVE/Eucertplast/Recyclass/ISCC Plus)
Polystyrene	Recycled polystyrene (RCS/GRS/Eucertplast/Recyclass/ISCC Plus)
Polyethylene	Recycled polyethylene (RCS/GRS/Eucertplast/Recyclass/ISCC Plus)
PET	Recycled PET (RCS/GRS/Eucertplast/Recyclass/ISCC Plus)
Polymethyl methacrylate	Recycled polymethyl methacrylate (RCS/GRS/Eucertplast/Recyclass/ISCC Plus)
Polypropylene	Recycled polypropylene (RCS/GRS/Eucertplast/Recyclass/ISCC Plus)
Polyurethane	Recycled polyurethane (RCS/GRS)
Thermoplastic polyurethane	Recycled thermoplastic polyurethane (RCS/GRS)
Rattan	Rattan (FSC Recycled/FSC 100%)
Resin	Recycled resin (FCS Recycled)
Particle board	Recycled particle board (FSC Recycled)
Glass	Recycled glass (RCS/GRS)
Viscose	MMCF - innovative fibres
	MMCF - other third-party standards (Canopy/Changing Markets/FSC)
	Recycled MMCF (RCS/GRS)
Zinc	Recycled zinc (RCS/GRS)

S1. Own workforce

Metrics (MDR-M)

Description	Metric	Scope	Methodology	Change of criterion/methodology
Characteristics of employees	SBM-1_03, S1-6_01, S1-6_02, S1-6_04, S1-6_05, S1-6_07, S1-6_08, S1-6_13, S1-6_14, S1-6_15, S1-6_16, S1-6_18, S1-6_19, S1-6_20, S1-9_03, S1-9_04, S1-9_05	The entire Group.	The total number of employees is calculated for the average of the last quarter of the financial year, based on the number of days that a person has worked, over the number of days in the period analysed and adding up the information for all the employees. Once this data is obtained, it is broken down by: gender, professional category, age, types of working hours and contract.	Not applicable.
FTE employees	S1-6_09, S1-6_14	The entire Group except employees with contracts without guaranteed hours.	The percentage of each employee's basic working hours is calculated against the full-time working hours (FTE), adding up the information for all employees. The data compiled for the indicator is the average for the last quarter of the financial year.	Not applicable.
Number of employee leaves	S1-6_11	The entire Group.	The total number of employees by category of leaves (voluntary or not voluntary) is reported for the entire financial year.	Not applicable.
Employee turnover	S1-6_12	The entire Group.	Calculated by dividing the number of employee departures (S1-6_11) by the employee annual average (average for the full financial year).	Not applicable.
Percentage of employees covered by collective bargaining agreements	S1-8_01, S1-8_02, S1-8_03	The entire Group.	The number of employees covered by collective bargaining agreements, in force in each market, is obtained, calculating their % over the total employees.	Not applicable.
Percentage of employees covered by workers' representatives (in the EEA)	S1-8_06	The entire Group.	We compile the work centres in which there are workers' representatives and the number of people actively employed in them on the date of analysis. These data are then used to calculate the percentage over the total employees at year end.	Not applicable.
Adequate wages	S1-10_01	The entire Group.	To ensure that wages are adequate in all markets, following verification methodology is used: / We analyse people employed covered by collective bargaining agreements. / For groups not covered by collective bargaining agreements, we check that they are covered by an official minimum wage. / If they are not, a review is made to see if there is a market comparison according to the ARI's Anker methodology. / If they are not covered by any of the aforementioned mechanisms, a verification is made in accordance with Directive (EU) 2022/2041 on adequate minimum wages in the European Union.	Not applicable.
People with disabilities	S1-12_01, S1-12_02	The entire Group.	To calculate the percentage of employees with disabilities, the number of registered employees with disabilities at the end of the reporting period is divided by the average annual workforce, and is subsequently broken down by gender. This data is especially sensitive and there are limitations when compiling it due to confidentiality regulations and the legislative differences between the countries in which we operate. In some markets it is either not possible to request or record this information, there may be discrepancies between our methodologies and the official ones, or initial employment contracts are required through external entities. Consequently, the real number of people with disabilities may differ from the figure reported in some countries, including: the United Kingdom, Ireland, Nordic countries, Switzerland, Spain, the United States, Canada, Australia and New Zealand.	Not applicable.
Training hours	S1-13_01, S1-13_03, S1-13_04	The entire Group.	The total number of training hours completed per employee is calculated, as is the number of participants, individuals trained and hours per person. The information is detailed by professional category and gender.	Not applicable.

Description	Metric	Scope	Methodology	Change of criterion/methodology
Metrics linked to ISO 45001	S1-14_01	The entire Group.	Information is compiled from markets and companies certified with ISO 45001. The percentage of employees covered is obtained by cross-referencing this data with the employees information by market (S1-6_04).	Not applicable.
Recordable accidents, work-related health events and accident rates (employees)	S1-14_04, S1-14_05, S1-14_06	The entire Group (except the following markets: Monaco, Morocco, Pakistan, Bangladesh, Vietnam, Cambodia, Singapore, United Arab Emirates).	/ Recordable accidents are considered to be any non-commuting workplace accident resulting in absence from work for more than 1 day and involving hospitalisation, fainting, burns to more than 10% of the body or amputation. Accidents deemed to be serious by the local authorities in each market can also be recorded. / Work-related health events are considered to be all non-commuting work-related accidents involving absence from work for more than 1 day, of a musculoskeletal nature and related to the performance of the individual's usual work duties. Occupational diseases are also considered to be health events. / Frequency rate: no. of recordable accidents in relation to the total time worked by employees in the reporting period. The following formula is used to calculate it: (No. accidents with leave * 1,000,000) / No. hours worked. / Severity rate: As a reference, the number of days of sick leave due to recordable accidents and the number of hours worked in the reporting period are used. The following formula is used to calculate it: (Days of leave * 1,000)/ No. hours worked.	Not applicable.
Days lost due to injuries and fatalities resulting from occupational accidents or diseases	S1-14_07	The entire Group.	The number of days lost is calculated by counting all days of absence as a result of recordable accidents and health events.	Not applicable.
Parental leave	S1-15_01, S1-15_02, S1-15_03	The entire Group.	/ Percentage of employees that might benefit from parental leave: Based on the list with the total number of employees, we check local legislation to find out if they are entitled to parental leave. The consultation is segmented by the employee's workplace type, which may be an office, store, and, in the case of Spain, logistics centres and factories are also included. / Percentage of employees that might benefit from parental leave: The total number of employees who are entitled to this type of leave is divided by those who have taken it. This information is broken down by gender.	The calculation criterion has been updated to ensure consistency in the information reported by the various markets. The figures from previous years have been recalculated to ensure the transparency and comparability of the data.
Gender pay gap	S1-16_01, S1-16_03, S1-16_04	The entire Group.	This is calculated on the basis of the median salary in each market (considering the total salary: fixed plus variable, consisting of commission and bonus) raising all employees to full-time. By activity group (office, store, logistics and factories) and market, the median salary of men is subtracted from that of women and divided by the median salary of men. The results are weighted by activity group and market taking into account the weight they represent in the total workforce. The result obtained shows the percentage difference between women and men, with a positive sign when it favours women, and a negative sign when it favours men.	Not applicable
Ratio of total annual remuneration	S1-16_02	The entire Group.	It is calculated as the ratio between: / The total remuneration to be received by the CEO, in a theoretical scenario of meeting the target objectives (as provided for in the Directors' Remuneration Policy for the fiscal years 2024, 2025 and 2026), including all components, i.e., fixed salary and variable remuneration (annual and long term). / The total remuneration to be received on a full-time basis by all employees, including all fixed and variable wage-related payments (commissions and bonuses), through which the median value is established for comparison with highest individual wage.	The criteria used to calculate the ratio have been reviewed to align them with recent market practices. The figures from previous years have been recalculated to ensure the transparency and comparability of the data.
Average remuneration	Act 11/2018	The entire Group.	The average remuneration of individuals belonging to each group analysed is calculated based on the wage to be received on a full-time basis by all employees including fixed and variable wage-related payments (commissions and bonuses), through which the median value is established for comparison with the highest individual wage.	Not applicable

Description	Metric	Scope	Methodology	Change of criterion/methodology
Promotion ratio	—	The entire Group.	To calculate the promotion ratio, we compare the total number of promotions against new recruits to the Group.	The calculation criterion has been updated as a result of the revised job evaluation and classification.
Hours of absenteeism	Act 11/2018	All the Group (except for offices and logistics centres outside Spain).	Hours of absenteeism are calculated by differentiating each group analysed. For hourly absences, the effective number of hours of absence is calculated. Daily absences were converted into hours taking into account the employee's group and their contract hours.	The calculation criteria have been updated following improvements to the information systems, which now allow for a more accurate allocation of hours worked and hours of absence. To ensure data transparency and comparability, figures from previous years have been recalculated.

S2. Workers in the value chain

Targets (MDR-T)

Target	Related metrics	Scope	Methodology	Change of criterion/ methodology
Reaching three million people with the 'Workers at the Centre' strategy by 2025	—	Supply chain	/ To compute the target, the total number of workers at the factories or locations where the projects are carried out is taken into account. This number includes those directly or indirectly involved in the project. / If a factory is involved in more than one project, it is counted only once. / Absolute and voluntary target. / The establishment of a base year does not apply to this target.	There have been no changes to the target or its calculation methodology, so the results are comparable year-on-year.

Metrics (MDR-M)

Description	Metric	Scope	Methodology	Change of criterion/ methodology
People reached by the 'Workers at the Centre' strategy (in total and for each of the PIAs)	—	Supply chain	/ The total number of people reached by the 'Workers at the Centre' strategy is calculated as being the total number of workers in those factories where the projects are implemented. / For each factory, we obtain the number of workers as per the latest audit carried out. If a factory is involved in more than one project, its workers are only counted once.	Not applicable.
Suppliers covered by the 'Workers at the Centre' strategy (in total and for each PIA)	—	Supply chain	/ The number of suppliers covered by the 'Workers at the Centre' strategy is calculated as being the total number of facilities where the projects are implemented. / If a facility is involved in more than one project, it is counted only once.	Not applicable.

S4. Consumers

Metrics (MDR-M)

Description	Metric	Scope	Methodology	Change of criterion/ methodology
Total customer complaints received.	S4-3_13	Value chain (customers).	/ Complaints: All complaints filed using official complaint forms in Spain are counted. / Total cases managed by customer service channels and type: Contacts received by all customer service channels are consolidated, and classified into four types (pre-sale, post-sale, customer service and complaints) in all the market where Inditex operates.	Not applicable.

G1. Business conduct

Metrics (MDR-M)

Description	Metric	Scope	Methodology	Change of criterion/ methodology
Average payment period	G1-6_01, G1-6_05	Value chain (creditor/ commercial supplier).	The number of payment days is understood to mean the calendar days elapsed from the date of approval of the documents accrediting conformity with the goods delivered or services provided, and the date of payment. Ration of operations paid = Σ (number of payment days x amount of the paid operation) / total amount of payments made. Reviewed for each kind of creditor/commercial supplier. The calculation does not include intercompany transactions, payments to employees, payments to public authorities or payments for fixed assets.	Not applicable.
Percentage of payments aligned with the standard payment period	G1-6_03, G1-6_05	Value chain (creditor/ commercial supplier).	On the basis of the Group's standard payment period, all invoices are analysed and any outside it are reviewed. The percentage is calculated by dividing the total number of invoices by those outside the period. Percentage calculated for each kind of creditor/commercial supplier. The calculation does not include intercompany transactions, payments to employees, payments to public authorities or payments for fixed assets.	Not applicable.
Legal proceedings initiated against the Group for delays in payment to its suppliers, manufacturers and/or third parties	G1-6_04, G1-6_05	Value chain (creditor/ commercial supplier).	The procedures that we are aware of that affect creditors and suppliers due to late payments by the Group are detailed and analysed. Reviewed for each kind of creditor/commercial supplier. The calculation does not include intercompany transactions, payments to employees, payments to public authorities or payments for fixed assets.	Not applicable.
Percentage of the priority group of our employees that has received compliance training	G1-3_07	All Group employees.	Breakdown of unique people trained in compliance, giving the total number and percentage broken down by job classification and region, in all the markets where the Group operates. The percentage is calculated on the annual average workforce.	The target group has been updated, so the year-on-year information is not comparable.
Confirmed cases of corruption and measures taken	G1-4_01, G1-4_02, G1-4_04, G1-4_06, G1-4_07	All Group employees.	Communications received through the Ethics Line (from any market in which the Group operates) are reviewed individually to check whether they are within the Ethics Line's sphere of competence and, in particular, whether they relate to issues linked to potential instances of corruption, fraud and bribery. If this is the case, they are examined and the relevant disciplinary measures are taken.	Not applicable.

Description	Metric	Scope	Methodology	Change of criterion/ methodology
Confirmed cases of discrimination, harassment and other human rights breaches	S1-17_01, S1-17_02, S1-17_03, S1-17_04, S1-17_05, S1-17_08, S1-17_09, S1-17_10, S1-17_11	The entire Group.	Communications received through the Ethics Line from any market in which the Group operates are reviewed individually to check whether they are within the Group's sphere of competence and, in particular, whether they relate to issues linked to potential discrimination, workplace/sexual harassment or any other potential situation that infringes human rights. If this is the case, they are examined and the relevant disciplinary measures are taken.	Not applicable.
Audits carried out (including Social, Environmental, Pre-assessments, Environmental Preliminary Assessments and Traceability)	Act 11/2018	Value chain (product suppliers).	The total number of audits (by area) is calculated as the number of audits completed in the reporting year at factories in the Inditex supply chain.	Not applicable.
Factories of the supply chain	Act 11/2018	Value chain (product suppliers).	The total number of the factories is the number of factories in our supply chain for orders in the Summer and Winter campaigns of the reporting year, whose cumulative production exceeds 20,000 units, drawn from the primary information in the Company's systems (factories in our supply chain whose production is less than 20,000 units account for 2%). This criterion only applies for the purposes of reporting and calculating environmental indicators related to our supply chain, since our policies, audit procedures and continuous improvement programs regarding the human and labour rights of workers apply to all those who form part of our supply chain, regardless of their production volume.	Not applicable.
% compliance with the CCMS at active factories	Act 11/2018	Value chain (product suppliers).	/ The percentage of compliance with the Code of Conduct for Manufacturers and Suppliers for each heading and geographic area is calculated as the coefficient between the number of factories that comply with the requirements of the Code (as verified in social audits) and the total number of factories. / The total number of active factories with purchase orders in the financial year (more than 20,000 units in the last two campaigns in the reporting period) and the last social audit carried out at each facility are considered.	Not applicable.

Other indicators

Description	Metric	Scope	Methodology	Change of criterion/ methodology
Number of people reached by community investment programmes carried out by Inditex	—	Community investment initiatives	/ To obtain the number of beneficiaries, we consolidate the data from the projects provided by the organisations we work with in implementing them. / Everyone participating in a project counts as one person in our accounting. Due to the types of projects, there are no situations where one person is the beneficiary of more than one project.	Not applicable.
Amount in euros of community investment carried out by the Inditex Group (by type of input and geography)	—	Community investment initiatives	/ To calculate the investment, we consolidate the data from the entire Company and those provided by the organisations we work with. In doing so, we take into account the following contributions: – Cash: monetary amount – Time: the proportional cost of our employees' paid time spent during working hours – In-kind: donations of products, mainly garments – Management costs: estimated expenses incurred for the general management of the programmes	Not applicable.

Disclosure of information required by Act 11/2018, regarding non-financial information and diversity (Tax Information)

For Inditex, **strict compliance with tax obligations in all the markets in which it operates** is a core principle of its **Tax Policy**. We see the application of good tax practices as an extension of our commitment to sustainability and corporate social responsibility.

Tax Policy

Approved by the Board of Directors on 9 December 2015, with the fundamental objective of the development and effective implementation of the guiding principles in tax matters included in the Tax Strategy of the Group.

It establishes our commitment to apply, in tax practices, the tax legislation of the markets in which we are present and, preferable, the interpretative criteria established by the authorities or courts of justice of those markets. Due to the heterogeneity of this regulatory framework, Inditex approaches tax management taking as a reference the standards of best practice in each territory as reference.

The management and implementation of this policy is the responsibility of the Tax department, integrated in the Group's Financial Division, and its application is mandatory for all the companies of the Group. The immediate addressees are the members of Senior Management and all employees directly or indirectly involved in the exercise of tax processes related to the tax function.

It is also consistent with our **philosophy of value creation** and our determination to bring about **positive social transformation** wherever we are present, as the payment of taxes, by companies and individuals, enables the economic and social development of a community. Moreover, it fosters the construction and consolidation of infrastructures and public services that benefit the well-being of citizens and society in general.

Inditex is a vertically integrated group which takes part in all stages of the value chain of the textile industry (design, production, procurement, distribution and sale). Since all such activities are carried out in different territories, the part of profit created in the value chain attributed to each one needs to be determined. Profit attribution is done pursuant to the arm's length principle, in accordance with local regulations and OECD Transfer Pricing Guidelines.

The principles of **collaboration, mutual trust and good faith** govern Inditex's relationship with the tax authorities. Furthermore, we are part of *Foro de Grandes Empresas* (Large Companies Forum) in Spain, whose primary objective is to promote greater collaboration among large companies and the State Taxation Administration. We also comply with the Code of Good Tax Practices promoted in this Forum, and have followed its recommendations and subsequent developments. Specifically, it is important to note that the Group has presented the Tax Transparency Report in accordance with the recommendation contained in section 2.4 of the Code.

Below is a breakdown of profit before taxes by market for 2025 (in million euros)[58] :

Markets	2025	2024
Americas	**973**	**1,176**
Brazil	148	142
Canada	46	68
United States	396	415
Mexico	332	498
Other	51	53
Asia & Rest of the world	**804**	**556**
Australia	16	22
China	233	252
South Korea	46	61
United Arab Emirates	396	0
Japan	8	16
Kazakhstan	35	57
Other	70	148
Spain	**2,990**	**2,107**
Spain	2,990	2,107
Europe (ex-Spain)	**3,164**	**3,379**
Germany	138	166
Belgium	50	54
France	239	222
Greece	62	61
Italy	223	244
The Netherlands	464	700
Poland	117	98
Portugal	87	82
United Kingdom	169	179
Romania	89	103
Switzerland	923	672
Türkiye	338	526
Other	265	271
Profit/(loss) before taxes	**7,931**	**7,218**
Consolidation	89	360
Consolidated profit/(loss) before taxes	**8,020**	**7,577**

In 2025, the effective overall income tax rate was 22.4%, and the accrued income tax expense (in million euros) was as follows:

Markets	2025	2024
Americas	**293**	**346**
Brazil	65	67
Canada	10	17
United States	106	104
Mexico	98	143
Other	14	15
Asia & Rest of the world	**116**	**77**
Australia	6	9
China	12	13
South Korea	11	13
United Arab Emirates	59	0
Japan	3	9
Kazakhstan	7	12
Other	18	21
Spain	**513**	**414**
Spain	513	414
Europe (ex-Spain)	**738**	**852**
Germany	46	55
Belgium	11	13
France	65	61
Greece	13	12
Italy	62	65
The Netherlands	141	239
Poland	17	17
Portugal	24	24
United Kingdom	27	27
Romania	13	17
Switzerland	175	140
Türkiye	97	135
Other	47	182
	1,660	**1,689**
Consolidation	73	(26)
Income tax[(1)]	**1,733**	**1,663**

[(1)] 2025 income tax corresponds to the obligation to pay corporate income tax, or any other, similar tax, paid in the current year, or to be paid in the following year, linked to pre-tax profit by market, in accordance with the provisions of the Information Guide on Non-Financial Information and Diversity published by the Spanish Accounting and Auditing Institute. This year, the payment obligation may be conditioned in some markets by the tax effect associated with tax losses generated in the current or previous financial years.

[58] Profit before tax results from the application of the International Financial Reporting Standards (IFRS), including the application of the accounting standard for leases IFRS16 and excludes the result of the dividend distribution of other subsidiaries of the Group, capital gains from the sale of intra-group holdings, as well as provisions for portfolio impairments in Group subsidiaries. Profit before tax is conditioned by the 'headquarters effect' and compliance with international regulations on transfer pricing (OECD Guidelines) whereby the result derived from design, supply, logistics and distribution functions is allocated to certain markets and, therefore, does not represent the Group's profitability in each market.

The relation between profit/(loss) before tax and corporate income tax in each market is obtained by applying the prevailing tax rate to the taxable income. This, in turn, is the result of performing certain permanent or temporary adjustments to the accounting profit/(loss) before tax.

These adjustments relate mainly to avoiding double taxation on income, to non-deductible expenses and to differences in the criteria for temporary allocation of income and expenditure between tax and accounting legislation (depreciation, impairment, etc.).

The Group is committed to not using structures of a shady nature for tax purposes, putting shell companies located in territories considered as tax havens or uncooperative territories by the Spanish tax authorities. In this regard, and according to the Spanish normative in place in fiscal year 2025, the Group does not develop commercial activities in territories considered as tax havens.

This financial year, taking into account all the markets in which it operates, the Group has received around three million euros (same amount as in previous fiscal year) in public subsidies, mainly from China.

Likewise, section *A.3. Prevention and detection of corruption and bribery [G1-3]* of this Report, sets out the measures that Inditex has adopted within the framework of stopping money laundering and the financing of terrorism.

In the financial year 2025, and in compliance with our tax obligations, Inditex's total tax contribution amounted to 9,924 million euros, of which 4,267 million euros were direct taxes paid and 5,657 million euros were taxes collected on behalf of third parties in the territories and markets where the Company operates. In order to standardise the tax disclosures and denominations of these territories, PwC's Total Tax Contribution methodology is used. In it, taxes are divided into five categories:

/ **Income tax.** This includes tax payable on profits earned by companies (such as corporate income tax or business tax), as well as taxes collected and some withholdings on payments to third parties.

/ **Property tax.** Tax payable on the ownership, sale, transfer or occupation of property.

/ **Personal tax.** Tax related to employment, paid and collected. This includes employees' personal income tax withholdings or social security contributions payable by the employee or the Company.

/ **Tax on products and services.** Indirect taxes on the production and consumption of goods and services, such as VAT or customs duties, among others.

/ **Environmental tax.** Duties relating to the supply, use or consumption of products and services that, in one way or another, affect the environment.

Category	Direct tax (in million euros)	Taxes collected (in million euros)
Income tax	1,599	283
Property tax	103	12
Personal tax	1,024	1,103
Tax on products and services	1,512	4,258
Environmental tax	29	0
Total	**4,267**	**5,657**

Total tax contribution (in million euros)	**9,924**

In 2025, Inditex total tax contribution was 9,924 million euros, corresponding to Spain 2,591 million euros, which represents a 26% of the total. This percentage, much higher to the one that represents the sales of Spain (16%), is consequence of the 'headquarters effect' associated to the development in Spain of the design and distribution of products at a global level activities.

Tax contribution

€9,924 M
total tax contribution

€4,267 M
direct taxes

€5,657 M
collected taxes

€2,591 M
Spain

2025 Taxes	Dir*	Coll**
Total	**1,201**	**1,390**

€5,322 M
Europe (ex-Spain)

2025 Taxes	Dir*	Coll**
Germany	74	395
Belgium	27	144
France	215	575
Greece	30	187
Italy	162	540
The Netherlands	253	168
Poland	39	194
Portugal	53	291
United Kingdom	153	283
Romania	21	120
Switzerland	143	20
Türkiye	418	156
Other	168	493
Total	**1,756**	**3,566**

€1,560 M
Americas

2025 Taxes	Dir*	Coll**
Brazil	143	146
Canada	68	44
United States	427	215
Mexico	375	90
Other	30	22
Total	**1,043**	**517**

€451 M
Asia and rest of the world

2025 Taxes	Dir*	Coll**
Australia	15	23
China	39	63
South Korea	42	12
Japan	38	38
Kazakhstan	36	8
Other	97	40
Total	**267**	**184**

* Direct taxes
** Collected taxes

	Direct taxes paid (in million euros)		Taxes collected (million euros)	
Geography	**2025**	**2024**	**2025**	**2024**
Americas	1,043	980	517	529
Asia & Rest of the world	267	295	184	191
Spain	1,201	1,122	1,390	1,121
Europe (ex-Spain)	1,756	1,728	3,566	3,375
Total	**4,267**	**4,125**	**5,657**	**5,216**

Disclosure pursuant to article 8 of Regulation (EU) 2020/852 (Taxonomy Regulation)

As indicated in section *Taxonomy Regulation* the Inditex Group is subject to Regulation (EU) 2020/852 on EU Taxonomy (hereinafter 'Taxonomy'), which stipulates a series of obligations with regard to the disclosure of information relating to 'environmentally sustainable' activities. Since 2021, we have been reporting information concerning the Taxonomy in accordance with the applicable regulations, the scope of which has increased since that date with the publication of Delegated Regulation (EU) 2021/2139 (the Climate Delegated Act), Delegated Regulation (EU) 2021/2178 (the Disclosures Delegated Act) and Delegated Regulation (EU) 2023/2486 (the Environmental Delegated Act).

Delegated Regulation (EU) 2026/73 was adopted on 8 January 2026, amending Delegated Regulations (EU) 2021/2178, 2021/2139 and 2023/2486. That Regulation introduces changes to the content and format of Taxonomy information that may be applied on a voluntary basis for the 2025 financial year, with the aim of clarifying disclosure requirements and simplifying the presentation of the indicators. During this first year, Inditex has decided to apply this new Regulation in the presentation of the results of its Key Performance Indicators (KPIs) explained in this chapter.

In this context, and although the requirements and activities included in the Taxonomy are periodically updated, for now the Group's main activity —the distribution and sale of fashion and household products— is not currently included in the applicable regulatory framework. Nevertheless, there are other activities linked to the Group's business model that are included, as outlined below.

The scope of the information on the Taxonomy includes all the companies over which the Inditex Group has control or joint control (listed in *Annex I* of the Consolidated Annual Accounts), analysing its accounting information in order to determine which activities are associated with those described in the Taxonomy in relation to each of the six targets.

Methodology and results

To assess the contribution to each of the objectives established by the Taxonomy, we applied the following methodology:

1. Eligibility analysis of the activities carried out by Inditex

As a result of the assessment of accounting information, eligible activities were identified. They may be encompassed in four main groups according to the activity type considered by Inditex: **store refurbishments and openings, construction and renovation of corporate headquarters, the Group's logistics centres and other own facilities, and generation of electricity from wind and photovoltaic energy.**

The main conclusions of this analysis in connection with the three key indicators are:

Turnover: Inditex is mainly dedicated to the distribution and sale of fashion items, and this activity is its main source of revenue. Since this activity is not currently included in the Taxonomy, no turnover items have been identified that could be considered eligible.

OpEx: in keeping with the definition of this indicator provided in Taxonomy, the percentage of eligible OpEx of the Inditex Group for 2025 has been considered to be approximately 0%.

CapEx: according to the analysis carried out, the Group considers the following activities to be eligible in 2025 (solely in terms of CapEx):

Type of activity	Taxonomy objectives	Description of the activity	Inditex Group activities
Renovation of existing buildings	7.2. CCM / 7.2. CCA / 3.2. CE	Construction and civil engineering works or preparations for such works	Renovation of stores, headquarters and logistics centres when it is possible to upgrade the building envelope.
Acquisition and ownership of buildings	7.7. CCM / 7.7. CCA	Buying real estate and exercising ownership of that real estate	Ownership of headquarters, logistics centres and adjacent buildings by the Group and other facilities owned by it, provided there is a possibility of influencing the energy efficiency of the buildings analysed.
Electricity generation from wind power	4.3. CCM / 4.3. CCA	Construction or operation of wind-generated electricity facilities	Electricity generation activities in wind power plants.
Installation, maintenance and repair of renewable energy technologies	7.6. CCM / 7.6. CCA	Installation, maintenance and repair of renewable energy technologies, onsite	Installation, maintenance and repair of renewable energy technologies at logistics centres provided they are carried out on-site as building technical installations.

Furthermore, the Inditex Group undertakes other investments which could be considered to be eligible in the framework of activities 7.3. CCM/CCA (installation, maintenance and repair of energy efficiency equipment), 7.5. CCM/CCA (installation, maintenance and repair of instruments and devices used to measure, regulate and control energy efficiency in buildings) and 8.1. CCM/CCA (data processing, hosting and related activities). Likewise, and in connection with circularity, we identified activity 5.3. CE (preparation for re-use of end-of-life products and product components), and activity 5.4. CE (sale of second-hand goods).

However, all the activities described represent an immaterial proportion of the Group's turnover, CapEx and OpEx, close to 0% both individually and on an aggregated basis in financial year 2025.

2. Analysis of the alignment of activities by type of activity

For each of the eligible activities previously described, an assessment was carried out of the technical criteria in the relevant objectives, specifically for CapEx. As a result, it was observed that the Group's activities contribute solely to the mitigation objective. This is because the actions identified are not carried out with the purpose of being 'adaptation solutions' or 'transition towards a circular economy' in keeping with the requirements for these activities pursuant to the criterion of substantial contribution to these objectives.

With regard to compliance with the technical screening criteria for substantial contribution to the objective of climate change mitigation, those relating to each activity are as follows:

i) Renovation of existing buildings (7.2. CCM): review of the works technical projects, observing that the action identified in this context implies the intervention on the building's façade and, accordingly, on at least 25% of its envelope, in keeping with the Taxonomy's requirements.

ii) Acquisition and ownership of buildings (7.7. CCM): with regard to buildings included in this activity, in accordance with the provisions of the Disclosures Delegated Act, it is possible to present aligned activities by means of the investment plan[59] that evidences that the investment is earmarked for an activity that will be Taxonomy-aligned within a maximum period of five years. The plan includes a detailed set of measures —with their related expense, status of progress and implementation dates—. More specifically, the document details the measures to be adopted for compliance with the requirements concerning energy efficiency[60], Life Cycle Analysis[61] and the Study of Air Tightness and Thermal Integrity of the Envelope[62] applicable to large non-residential buildings (over 5000 m^2) built from 2020 onwards.

During their construction were subject to robust and traceable quality control processes and they are efficiently operated through the continuous oversight and assessment of their energy performance as provided in the Taxonomy for this purpose. Moreover, the Life Cycle Analysis report of these buildings states that the Global Warming Potential (GWP) resulting from their construction was calculated at each stage of their life cycle in accordance with the relevant standards. Inditex formally undertakes to disclose this GWP to investors and/or customers who so request.

Once the execution has been completed, the Group undertakes to periodically assess compliance with the relevant technical criteria in this context and to conduct the related adjustments to its calculations and disclosures where necessary.

iii) Electricity generation from wind power (4.3. CCM): investment in the Outer Port Wind Facility project in A Coruña, scheduled to come on stream in 2027 with an estimated investment of 34 million euros. Measures are in place to ensure that the infrastructure is compliant with the technical screening criteria applicable to the activity. Specifically, the purpose of electricity generation from wind power is included in the Technical Construction Report, which shows that the purpose of this facility is to generate wind power for self-consumption.

Furthermore, an Environmental Impact Study is planned as is the compilation of a document outlining the availability of highly durable, recyclable and easily dismantable equipment and parts for the installation, so as to comply with the applicable biodiversity and circular economy technical screening criteria of 'Do No Significant Harm' (DNSH). Once the execution has been completed, the Group undertakes to periodically assess compliance with the relevant technical criteria in this context and to conduct the related adjustments to its calculations and disclosures where necessary.

iv) Installation, maintenance and repair of renewable energy technologies (7.6. CCM): the activity has been found to consist of the installation, maintenance and repair of solar photovoltaic systems and auxiliary technical equipment on site as technical installations pertaining to these logistics centres (investment in photovoltaic systems at our A Laracha and Zaragoza facilities in Spain).

With regard to compliance with the technical screening criteria relating to DNSH, they are as follows:

- **Climate change adaptation (7.2. CCM, 7.7. CCM, 4.3. CCM and 7.6. CCM):** no material physical climate-related risks were identified that might affect the performance of the reported activity pursuant to the provisions of Annex A of the Climate Delegated Act.

  The Inditex Group has analysed the potential impacts in connection with climate change risks, both physical and transition risks, using five scenarios with different emissions pathways. Accordingly, with regard to physical risks, the emissions pathways used in our analysis of scenarios correspond to the latest data published in the Sixth Assessment Report from the Intergovernmental Panel on Climate Change (IPCC). And for transition risks, we use data from the Network for Greening the Financial System (NGFS). Furthermore, we consider short (0-3 years), medium (3-10 years) and long (more than 10 years) time frames. For physical risks, the Group has considered nine sources of risk that are relevant to Inditex's business. After identifying and assessing the potential impacts deriving from the sources of climate-related risks (including the most significant ones associated with a disruption of operations at key facilities, damages to physical assets or disruptions to the supply of raw materials), no material risks were detected that affect the reported Taxonomy activities. Furthermore, the Group has defined adaptation measures aimed at reducing its exposure to risks, thereby adapting to the consequences of climate change.

[59] This plan must comply with a series of requirements in accordance with the provisions of the Disclosures Delegated Act and the guidelines contained in the Frequently Asked Questions (FAQ) documents published in 2022 by the European Commission (Commission Notice on the interpretation and implementation of certain legal provisions of the EU Taxonomy Regulation and links to the Sustainable Finance Disclosure Regulation of 19/12/2022 — specifically, in the answer to question 26).

[60] Obtaining an Energy Efficiency Certificate showing that primary non-renewable energy consumption is at least 10% below the energy consumption thresholds established for nearly zero-energy Buildings (NZEB); design and calculation of the climate control installation based on the requirements of Spain's Regulation of Thermal Installations in Buildings (RITE, by its Spanish acronym); installation of a Building Management System (BMS) to allow the building to be efficiently managed through energy efficiency control and assessment.

[61] Calculation of the average yearly Global Warming Potential (GWP) for a reference study period of 50 years, resulting from the construction in each stage of the building's life cycle and in accordance with EN 15978 Standard.

[62] Performance of an air tightness and thermal integrity study of the building in accordance with EN 13187 and EN 13829 or equivalent standards.

ⓘ More information on climate risks assessment in section *E. Risks and opportunities due to climate change [IRO-1; SBM-3]* of this Report.

- **Sustainable use and protection of water and marine resources (7.2. CCM):** the buildings analysed have been refurbished entirely, including sanitary fittings such as taps, basins and toilets that meet the minimum requirements as regards maximum water flow and maximum flush volume established by the Taxonomy. They are compliant with the technical guidelines followed by the Inditex Group in connection with plumbing and sanitation in the works it undertakes, which include caps on water flows in the plumbing systems of sanitary facilities in line with the Taxonomy's requirements, promoting a more conscious use of water resources.
- **Transition towards a circular economy (7.2. CCM):** the actions identified are compliant with the requirements of the Taxonomy, including the requirement that at least 70% of non-hazardous construction and demolition waste generated in the work should be recovered. This compliance is reflected in the store's Construction and Demolition Waste Management Plan, which includes building practices that support circularity; in addition to the construction waste management certificates, which confirm that 100% of the waste generated is recovered.
- **Prevention and control of pollution (7.2. CCM):** the construction components and materials used are compliant with the Taxonomy's requirements as per the record of the relevant affidavits and emission test. This includes the requirements linked to substances in Appendix C of the Climate Delegated Act, formaldehyde and volatile organic components (VOCs). In addition, the buildings comply with the Group's technical guidelines on indoor air quality and noise, which meet the Taxonomy requirements.

Lastly, regarding compliance with the criteria for minimum social safeguards, the Group applies to its operations and business decisions an approach based on the development of due diligence processes, which enables the Group to identify, prevent, mitigate and remedy, if applicable, the impacts on the economy, the environment and people (including those related to human rights). In this regard, the Group has a Human Rights Strategy that is consistent with the UN Guiding Principles on Business and Human Rights and based on three pillars for integrating the promotion of and respect for human rights throughout the value chain: the Group's Human Rights Policy, due diligence and grievance mechanisms. There are also policies and procedures in connection with competition, anti-corruption, responsible business, conflicts of interest and fiscal responsibility. It is worth highlighting the Code of Conduct, aimed at ensuring a professional, ethical and responsible commitment from the Group and everyone belonging to it in the course of their activities, as a basic element of the business culture.

ⓘ More information in chapter *G1. Business conduct* and in section *B. Statement on due diligence [GOV-4]* of this Report.

3. Calculation of indicators and results

Having assessed the eligibility and alignment of the activities identified, the corresponding indicators (Turnover, CapEx, and OpEx) were calculated for each of them. The process of calculating these key performance indicators involves analysing the Group's consolidated information, excluding intercompany transactions, bearing in mind the adjustments made in the consolidation process, using a single source of information to avoid considering the same item twice, and checking the traceability and accuracy of the information.

These indicators represent the proportion of the Group's turnover, investments in assets and operating expenditure, that adheres to, whether in the form of eligibility or alignment, the requirements outlined in the Taxonomy. To construct the numerators of the three key performance indicators, the corresponding items identified as eligible or aligned as per the Taxonomy are considered. With regard to the denominators:

- **Turnover:** the denominator includes consolidated revenue reported in Inditex's Consolidated Annual Accounts (*Note 4*).
- **CapEx:** the denominator includes new additions (including those derived from business combinations, where these exist) of property, plant and equipment, other intangible assets and rights of use (based on IFRS16), set out in Notes 14, 15 and 16 of Inditex's Consolidated Annual Accounts.
- **OpEx:** the denominator includes the expenses associated with research and development, building renovation measures, short-term leases and maintenance or repairs and others that ensure the proper functioning of the assets and that have been reported as Operating Expenses in Inditex's Consolidated Annual Accounts (*Note 6*).

The results obtained for each of these key performance indicators are shown below, alongside the respective conclusions.

Turnover

In line with the above, and consistent with the previous financial year, no items of turnover have been identified that could be considered eligible as per the current Taxonomy framework. As a result, eligible revenue is considered to be approximately 0% in 2025.

CapEx

The Inditex Group considers eligible items previously described in section 2. The percentage investment in environmentally sustainable activities in 2025 (6.0%) decreased with respect to that reported in 2024 (7.8%). The difference between the two results lies mainly in the investment gap of the items linked to the construction of logistics centres.

OpEx

Consistent with the foregoing, the criterion for calculating OpEx is unchanged with respect to the previous year. Consequently, eligible OpEx is observed to be approximately 0% of the Inditex Group's total OpEx in 2025.

2025					Breakdown by environmental objectives of Taxonomy aligned activities										
KPI	**Total**	**Proportion of Taxonomy eligible activities**	**Taxonomy aligned activities**	**Proportion of Taxonomy aligned activities**	**Climate Change Mitigation**	**Climate Change Adaptation**	**Water**	**Circular Economy**	**Pollution**	**Biodiversity**	**Proportion of enabling activities**	**Proportion of transitional activities**	**Not assessed activities considered non-material**	**Taxonomy aligned activities in previous financial year (N-1)**	**Proportion of Taxonomy aligned activities in previous financial year (N-1)**
Turnover	€39,864 M	0%	€0 M	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	€0 M	0%
CapEx	€5,458 M	7.72%	€329 M	6.02%	6.02%	0%	0%	0%	0%	0%	0.05%	0.35%	0%	€411 M	7.79%
OpEx	€1,623 M	0%	€0 M	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	€0 M	0%

CapEx

2025					Environmental objective of Taxonomy-aligned economic activities						Category		
Economic Activities	**Code**	**Taxonomy eligible KPI (Proportion of Taxonomy eligible CapEx)**	**Taxonomy aligned KPI (monetary value of CapEx)**	**Taxonomy aligned KPI (Proportion of Taxonomy aligned CapEx)**	**Climate Change Mitigation**	**Climate Change Adaptation**	**Water**	**Circular Economy**	**Pollution**	**Biodiversity**	**Enabling activity**	**Transitional activity**	**Proportion of Taxonomy aligned in Taxonomy eligible**
Electricity generation from wind power	4.3. CCM	0.02%	€1 M	0.02%	0.02%	0%	0%	0%	0%	0%			100%
Renovation of existing buildings	7.2. CCM	1.10%	€19 M	0.35%	0.35%	0%	0%	0%	0%	0%		T	31.89%
Installation, maintenance and repair of renewable energy technologies	7.6. CCM	0.05%	€3 M	0.05%	0.05%	0%	0%	0%	0%	0%	E		100%
Acquisition and ownership of buildings	7.7. CCM	6.54%	€305 M	5.60%	5.60%	0%	0%	0%	0%	0%			85.58%
Sum of alignment per objective		7.72%	€329 M	6.02%	6.02%	0%	0%	0%	0%	0%	0.05%	0.35%	78.06%
Total KPI (CapEx)			**€5,458 M**										

Content indexes

Table of contents required by Directive 2013/34/EU

[IRO-2_02]

Disclosure requirement	Location (chapter)	Location (initial page)
General Disclosures [ESRS 2]	**General Information [ESRS 2]**	**100**
BP. Basis for preparation	BP. Basis for preparation of the Report	**102**
BP-1. General basis for preparation of sustainability statements	BP. Basis for preparation of the Report	102
BP-2. Disclosures in relation to specific circumstances	BP. Basis for preparation of the Report	102
GOV. Governance	GOV. Governance	**104**
GOV-1. The role of the administrative, management and supervisory bodies	A.1. Governing bodies [GOV-1; GOV-2]	104
GOV-2. Information provided to and sustainability matters addressed by the undertaking's administrative, management and supervisory bodies	A.1. Governing bodies [GOV-1; GOV-2]	104
GOV-3. Integration of sustainability-related performance in incentive schemes	A.2. Integration of sustainability in incentive schemes [GOV-3]	106
GOV-4. Statement on due diligence	B. Statement on due diligence [GOV-4]	107
GOV-5. Risk management and internal controls over sustainability reporting	C. Risk management and internal controls over sustainability reporting [GOV-5]	107
SBM. Strategy	SBM. Strategy	**109**
SBM-1. Strategy, business model and value chain	A. Strategy, business model and value chain [SBM-1]	109
SBM-2. Interests and views of stakeholders	B. Stakeholder engagement [SBM-2]	114
SBM-3. Material impacts, risks and opportunities and their interaction with strategy and business model	B. Material impacts, risks and opportunities [IRO-1; SBM-3]	118
IRO. Disclosures on the materiality assessment process	IRO. Impacts, risks and opportunities	**116**
IRO-1. Description of the processes to identify and assess material impacts, risks and opportunities	A. Materiality [IRO-1; IRO-2]	116
	B. Material impacts, risks and opportunities [IRO-1; SBM-3]	118
IRO-2. Disclosure requirements in ESRS covered by the undertaking's sustainability statement	A. Materiality [IRO-1; IRO-2]	116
MDR. Minimum disclosure requirements	MDR-P. Policies	**122**
MDR-P. Policies	MDR-P. Policies	122
	Detailed information. Policies	201
MDR-A. Actions	The actions related to each standard are included throughout the Report. Unless otherwise stated, no material resources have been identified as being associated with the actions described	–
MDR-M. Metrics	The metrics related to each standard are included throughout the Report	–
MDR-T. Targets	The targets related to each standard are included throughout the Report	–
Environmental information [ESRS E]	**E. Environmental information [ESRS E]**	**123**
E1. Climate change	E1. Climate change	**125**
E1. GOV-3. Integration of sustainability-related performance in incentive schemes	A.1. Policies related to climate change [E1-2]	106
E1-1. Transition plan for climate change mitigation	A.2. Transition plan for climate change [E1-1]	125
E1. SBM-3. Material impacts, risks and opportunities and their interaction with strategy and business model	E. Risks and opportunities due to climate change [IRO-1; SBM-3]	134
E1. IRO-1. Description of the processes to identify and assess material climate-related impacts, risks and opportunities	B. Material impacts, risks and opportunities [IRO-1; SBM-3]	118
	E. Risks and opportunities due to climate change [IRO-1; SBM-3]	134
E1-2. Policies related to climate change mitigation and adaptation	A.1. Policies related to climate change [E1-2]	125
E1-3. Actions and resources in relation to climate change policies	C. Actions related to climate change [E1-3]	129

Disclosure requirement	Location (chapter)	Location (initial page)
E1-4. Targets related to climate change mitigation and adaptation	B. Targets related to climate change [E1-4]	128
E1-5. Energy consumption and mix	D.1. Energy consumption and mix [E1-5]	132
E1-6. Gross Scopes 1, 2, 3 and total GHG emissions	D.2. GHG emissions [E1-6]	133
E1-7. GHG removals and GHG mitigation projects financed through carbon credits	The Company does not use carbon credits to finance GHG mitigation and therefore no disclosures are included in this regard	–
E1-8. Internal carbon pricing	The Company does not apply an internal carbon pricing system and therefore no disclosures are included in this regard	–
E1-9. Anticipated financial effects from material physical and transition risks and potential climate-related opportunities	Not disclosed, subject to phase-in	–
E2. Pollution	E2. Pollution	**137**
E2. IRO-1. Description of the processes to identify and assess material pollution-related impacts, risks and opportunities	B. Material impacts, risks and opportunities [IRO-1; SBM-3]	118
E2-1. Policies related to pollution	A.1. Policies related to pollution [E2-1]	137
E2-2. Actions and resources related to pollution	B. Actions related to pollution [E2-2]	138
E2-3. Targets related to pollution	Specific targets related to pollution are not available. Further information on monitoring the effectiveness of policies and actions, as well as on the level of ambition for assessing related progress, can be found in sections E2-1 and E2-2. [E2.MDR-T_14-19]	–
E2-4. Pollution of air, water and soil	C.1. Pollution of air, water and soil [E2-4]	140
E2-5. Substances of concern and substances of very high concern	C.2. Substances of concern and substances of very high concern [E2-5]	141
E2-6. Anticipated financial effects from pollution-related impacts, risks and opportunities	Not disclosed, subject to phase-in	–
E3. Water and marine resources	E3. Water	**142**
E3. IRO-1. Description of the processes to identify and assess material water and marine resources-related impacts, risks and opportunities	B. Material impacts, risks and opportunities [IRO-1; SBM-3]	118
E3-1. Policies related to water and marine resources	A.1. Policies related to water [E3-1]	142
E3-2. Actions and resources related to water and marine resources	C. Actions related to water [E3-2]	143
E3-3. Targets related to water and marine resources	B. Targets and metrics related to water [E3-3; E3-4]	143
E3-4. Water consumption	B. Targets and metrics related to water [E3-3; E3-4]	143
E3-5. Anticipated financial effects from water and marine resources-related impacts, risks and opportunities	Not disclosed, subject to phase-in	–
E4. Biodiversity and ecosystems	E4. Biodiversity and ecosystems	**145**
E4-1. Transition plan and consideration of biodiversity and ecosystems in strategy and business model	The Company does not have a Biodiversity Transition Plan and therefore no disclosures in this regard are included	–
E4. SBM-3. Material impacts, risks and opportunities and their interaction with strategy and business model	B. Material impacts, risks and opportunities [IRO-1; SBM-3]	118
E4. IRO-1. Description of processes to identify and assess material biodiversity and ecosystem-related impacts, risks and opportunities	B. Material impacts, risks and opportunities [IRO-1; SBM-3]	118
E4-2. Policies related to biodiversity and ecosystems	A.1. Policies related to biodiversity and ecosystems [E4-2]	145
E4-3. Actions and resources related to biodiversity and ecosystems	C. Actions related to biodiversity and ecosystems [E4-3]	146
E4-4. Targets related to biodiversity and ecosystems	B. Targets and metrics related to biodiversity and ecosystems [E4-4; E4-5]	146
E4-5. Impact metrics related to biodiversity and ecosystems change	B. Targets and metrics related to biodiversity and ecosystems [E4-4; E4-5]	146
E4-6. Anticipated financial effects from biodiversity and ecosystem-related risks and opportunities	Not disclosed, subject to phase-in	–
E5. Resource use and circular economy	E5. Resource use and circular economy	**149**
E5. IRO-1. Description of the processes to identify and assess material resource use and circular economy-related impacts, risks and opportunities	B. Material impacts, risks and opportunities [IRO-1; SBM-3]	118
E5-1. Policies related to resource use and circular economy	A.1. Policies related to resource use and circular economy [E5-1]	149

Disclosure requirement	Location (chapter)	Location (initial page)
E5-2. Actions and resources related to resource use and circular economy	C. Actions related to resource use and circular economy [E5-2]	151
E5-3. Targets related to resource use and circular economy	B. Targets related to resource use and circular economy [E5-3]	149
E5-4. Resource inflows	D.1. Resource inflows [E5-4]	152
E5-5. Resource outflows	D.2. Resource outflows [E5-5]	153
E5-6. Anticipated financial effects from resource use and circular economy-related impacts, risks and opportunities	Not disclosed, subject to phase-in	–
Disclosure pursuant to article 8 of Regulation (EU) 2020/852 (Taxonomy Regulation)	Taxonomy Regulation	155
	Disclosure pursuant to article 8 of Regulation (EU) 2020/852 (Taxonomy Regulation)	228
Social information [ESRS S]	**S. Social information [ESRS S]**	**156**
S1. Own workforce	S1. Own workforce	**158**
S1. SBM-2. Interests and views of stakeholders	B. Stakeholder engagement [SBM-2]	114
S1. SBM-3. Material impacts, risks and opportunities and their interaction with strategy and business model	B. Material impacts, risks and opportunities [IRO-1; SBM-3]	118
S1-1. Policies related to own workforce	A.1. Policies related to our people [S1-1]	158
S1-2. Processes for engaging with own workers and workers' representatives about impacts	B.9. Processes for engaging with own workforce [S1-2]	172
S1-3. Processes to remediate negative impacts and channels for own workers to raise concerns	B.8. Processes to manage impacts on our people [S1-3; S1-4]	172
S1-4. Taking action on material impacts on own workforce, and approaches to mitigating material risks and pursuing material opportunities related to own workforce, and effectiveness of those actions	B. Management of impacts related to our people [S1-2; S1-3; S1-4; S1-6; S1-8; S1-9; S1-10; S1-12; S1-13; S1-14; S1-15; S1-16]	160
S1-5. Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities	Specific targets related to own workforce are not available. Further information on monitoring the effectiveness of policies and actions, as well as on the level of ambition for assessing related progress, can be found in sections S1-1 y S1-4. [S1.MDR-T_14-19]	–
S1-6. Characteristics of the undertaking's employees	B.1. About us [S1-6]	160
S1-7. Characteristics of non-employee workers in the undertaking's own workforce	Not material	–
S1-8. Collective bargaining coverage and social dialogue	B.4. Social relations [S1-8]	167
S1-9. Diversity metrics	B.2. Diversity and inclusion [S1-4; S1-9; S1-12]	163
S1-10. Adequate wages	B.3. Equal pay and remuneration policy [S1-10; S1-16]	166
S1-11. Social protection	Not disclosed, subject to phase-in	–
S1-12. Persons with disabilities	B.2. Diversity and inclusion [S1-4; S1-9; S1-12]	163
S1-13. Training and skills development metrics	B.6. Developing talent and training [S1-4; S1-13]	169
S1-14. Health and safety metrics	B.7. Health, safety and well-being [S1-4; S1-14]	170
S1-15. Work-life balance metrics	B.5. Work-life balance [S1-15]	168
S1-16. Compensation metrics (pay gap and total compensation)	B.3. Equal pay and remuneration policy [S1-10; S1-16]	166
S1-17. Incidents, complaints and severe human rights impacts	A.2. Grievance mechanism: the Ethics Line [G1-1; G1-4; S1-17]	189
S2. Workers in the value chain	S2. Workers in the value chain	**175**
S2. SBM-2. Interests and views of stakeholders	B. Stakeholder engagement [SBM-2]	114
S2. SBM-3. Material impacts, risks and opportunities and their interaction with strategy and business model	B. Material impacts, risks and opportunities [IRO-1; SBM-3]	118
S2-1. Policies related to value chain workers	A.1. Policies related to value chain workers [S2-1]	175
S2-2. Processes for engaging with value chain workers about impacts	C.1. Processes for engaging with value chain workers [S2-2]	176
S2-3. Processes to remediate negative impacts and channels for value chain workers to raise concerns	C.2. Processes to remediate negative impacts on value chain workers [S2-3]	177
S2-4. Taking action on material impacts on value chain workers, and approaches to managing material risks and pursuing material opportunities related to value chain workers, and effectiveness of those action	C.3. Actions and metrics related to value chain workers [S2-4]	177
S2-5. Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities	B. Targets related to value chain workers [S2-5]	176

Disclosure requirement	Location (chapter)	Location (initial page)
S4. Consumers and end-users	S4. Consumers	**180**
S4. SBM-2. Interests and views of stakeholders	B. Stakeholder engagement [SBM-2]	114
S4. SBM-3. Material impacts, risks and opportunities and their interaction with strategy and business model	B. Material impacts, risks and opportunities [IRO-1; SBM-3]	118
S4-1. Policies related to consumers and end-users	A.1. Policies related to consumers [S4-1]	180
S4-2. Processes for engaging with consumers and end-users about impacts	B.1. Processes for engaging with consumers [S4-2]	180
S4-3. Processes to remediate negative impacts and channels for consumers and end-users to raise concerns	B.2. Processes to remediate negative impacts on consumers [S4-3]	181
S4-4. Taking action on material impacts on consumers and end-users, and approaches to managing material risks and pursuing material opportunities related to consumers and end- users, and effectiveness of those actions	B.3. Actions and metrics related to consumers [S4-4]	182
S4-5. Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities	Specific targets related to consumers and end-users are not available. Further information on monitoring the effectiveness of policies and actions, as well as on the level of ambition for assessing related progress, can be found in sections S4-1 y S4-4. [S4.MDR-T_14-19]	–
Governance information [ESRS G]	**G. Governance information [ESRS G]**	**185**
G1. Business conduct	G1. Business conduct	**187**
G1. GOV-1. The role of the administrative, supervisory and management bodies	A.1. Corporate culture and business conduct [GOV-1; G1-1]	187
G1. IRO-1. Description of the processes to identify and assess material impacts, risks and opportunities	B. Material impacts, risks and opportunities [IRO-1; SBM-3]	118
G1-1. Corporate culture and business conduct policies and corporate culture	A.1. Corporate culture and business conduct [GOV-1; G1-1]	187
G1-2. Management of relationships with suppliers	B.1. Supply chain management [G1-2]	193
G1-3. Prevention and detection of corruption and bribery	A.3. Prevention and detection of corruption and bribery [G1-3]	191
	The initiatives carried out during the year are part of the company's normal operations and are presented integrated throughout chapter G1. [G1.MDR-A_13-14]	–
G1-4. Confirmed incidents of corruption or bribery	A.2. Grievance mechanism: the Ethics Line [G1-1; G1-4; S1-17]	189
G1-5. Political influence and lobbying activities	A.4. Political influence [G1-5]	193
G1-6. Payment practices	B.2. Payment practices [G1-6]	196
Other entity-specific contents	Other entity-specific contents	**197**
Cybersecurity	C. Cybersecurity	197

Table of contents of information derived from other EU legislation

[IRO-2_01]

Disclosure Requirement and related datapoint	SFDR reference	Pillar 3 reference	Benchmark Regulation reference	EU Climate Law reference	Location (initial page)
ESRS 2 GOV-1. Board's gender diversity paragraph 21 (d)	x		x		*Annual Corporate Governance Report*. Sections: *Overview on Corporate Governance, Board of Directors and Board Committees*
ESRS 2 GOV-1. Percentage of board members who are independent paragraph 21 (e)			x		*Annual Corporate Governance Report*. Section: *Board of Directors*
ESRS 2 GOV-4. Statement on due diligence paragraph 30	x				107
ESRS 2 SBM-1. Involvement in activities related to fossil fuel activities paragraph 40 (d) i	x	x	x		Not applicable
ESRS 2 SBM-1. Involvement in activities related to chemical production paragraph 40 (d) ii	x		x		Not applicable
ESRS 2 SBM-1. Involvement in activities related to controversial weapons paragraph 40 (d) iii	x		x		Not applicable
ESRS 2 SBM-1. Involvement in activities related to cultivation and production of tobacco paragraph 40 (d) iv			x		Not applicable
ESRS E1-1. Transition plan to reach climate neutrality by 2050 paragraph 14				x	125
ESRS E1-1. Undertakings excluded from Paris-aligned Benchmarks paragraph 16 (g)		x	x		126
ESRS E1-4. GHG emission reduction targets paragraph 34	x	x	x		128
ESRS E1-5. Energy consumption from fossil sources disaggregated by sources (only high climate impact sectors) paragraph 38	x				132
ESRS E1-5. Energy consumption and mix paragraph 37	x				132
ESRS E1-5. Energy intensity associated with activities in high climate impact sectors paragraphs 40 to 43	x				132
ESRS E1-6. Gross Scope 1, 2, 3 and total GHG emissions paragraph 44	x	x	x		133
ESRS E1-6. Gross GHG emissions intensity paragraphs 53 to 55	x	x	x		134
ESRS E1-7. GHG removals and carbon credits paragraph 56				x	Not applicable
ESRS E1-9. Exposure of the benchmark portfolio to climate-related physical risks paragraph 66			x		Not disclosed, subject to phase-in
ESRS E1-9. Disaggregation of monetary amounts by acute and chronic physical risk paragraph 66 (a)		x			Not disclosed, subject to phase-in
ESRS E1-9. Location of significant assets at material physical risk paragraph 66 (c)		x			Not disclosed, subject to phase-in
ESRS E1-9. Breakdown of the carrying value of its real estate assets by energy-efficiency classes paragraph 67 (c).		x			Not disclosed, subject to phase-in
ESRS E1-9. Degree of exposure of the portfolio to climate- related opportunities paragraph 69			x		Not disclosed, subject to phase-in

Disclosure Requirement and related datapoint	SFDR reference	Pillar 3 reference	Benchmark Regulation reference	EU Climate Law reference	Location (initial page)
ESRS E2-4. Amount of each pollutant listed in Annex II of the E-PRTR Regulation (European Pollutant Release and Transfer Register) emitted to air, water and soil, paragraph 28	x				140
ESRS E3-1. Water and marine resources paragraph 9	x				142
ESRS E3-1. Dedicated policy paragraph 13	x				Not applicable
ESRS E3-1. Sustainable oceans and seas paragraph 14	x				142
ESRS E3-4. Total water recycled and reused paragraph 28 (c)	x				Not material
ESRS E3-4. Total water consumption in m^3 per net revenue on own operations paragraph 29	x				Not material
ESRS 2- IRO 1 - E4. paragraph 16 (a) i	x				118
ESRS 2- IRO 1 - E4. Paragraph 16 (b)	x				118
ESRS 2- IRO 1 - E4. Paragraph 16 (c)	x				118
ESRS E4-2. Sustainable land / agriculture practices or policies paragraph 24 (b)	x				145
ESRS E4-2. Sustainable oceans / seas practices or policies paragraph 24 (c)	x				145
ESRS E4-2. Policies to address deforestation paragraph 24 (d)	x				145
ESRS E5-5. Non-recycled waste paragraph 37 (d)	x				154
ESRS E5-5. Hazardous waste and radioactive waste paragraph 39	x				154
ESRS 2- SBM3 - S1. Risk of incidents of forced labour paragraph 14 (f)	x				118
ESRS 2- SBM3 - S1. Risk of incidents of child labour paragraph 14 (g)	x				118
ESRS S1-1. Human rights policy commitments paragraph 20	x				158
ESRS S1-1. Due diligence policies on issues addressed by the fundamental International Labour Organisation Conventions 1 to 8, paragraph 21			x		158
ESRS S1-1. Processes and measures for preventing trafficking in human beings paragraph 22	x				158
ESRS S1-1. Workplace accident prevention policy or management system paragraph 23	x				158
ESRS S1-3. Grievance/complaints handling mechanisms paragraph 32 (c)	x				172
ESRS S1-14. Number of fatalities and number and rate of work related accidents paragraph 88 (b) and (c)	x		x		171
ESRS S1-14. Number of days lost to injuries, accidents, fatalities or illness paragraph 88 (e)	x				172
ESRS S1-16. Unadjusted gender pay gap paragraph 97 (a)	x		x		167
ESRS S1-16. Excessive CEO pay ratio paragraph 97 (b)	x				167
ESRS S1-17. Incidents of discrimination paragraph 103 (a)	x				191
ESRS S1-17. Non-respect of UNGPs on Business and Human Rights and OECD paragraph 104 (a)	x		x		191
ESRS 2- SBM3 – S2. Significant risk of child labour or forced labour in the value chain paragraph 11 (b)	x				178
ESRS S2-1. Human rights policy commitments paragraph 17	x				175
ESRS S2-1. Policies related to value chain workers paragraph 18	x				175

Disclosure Requirement and related datapoint	SFDR reference	Pillar 3 reference	Benchmark Regulation reference	EU Climate Law reference	Location (initial page)
ESRS S2-1. Non-respect of UNGPs on Business and Human Rights principles and OECD guidelines paragraph 19	x		x		191
ESRS S2-1. Due diligence policies on issues addressed by the fundamental International Labour Organisation Conventions 1 to 8, paragraph 19			x		175
ESRS S2-4. Human rights issues and incidents connected to its upstream and downstream value chain paragraph 36	x				191
ESRS S3-1. Human rights policy commitments paragraph 16	x				Not material
ESRS S3-1. Non-respect of UNGPs on Business and Human Rights, ILO principles or and OECD guidelines paragraph 17	x		x		Not material
ESRS S3-4. Human rights issues and incidents paragraph 36	x				Not material
ESRS S4-1. Policies related to consumers and end-users paragraph 16	x				180
ESRS S4-1. Non-respect of UNGPs on Business and Human Rights and OECD guidelines paragraph 17	x		x		191
ESRS S4-4. Human rights issues and incidents paragraph 35	x				191
ESRS G1-1. United Nations Convention against Corruption paragraph 10 (b)	x				Not applicable
ESRS G1-1. Protection of whistle- blowers paragraph 10 (d)	x				Not applicable
ESRS G1-4. Fines for violation of anti-corruption and anti-bribery laws paragraph 24 (a)	x		x		191
ESRS G1-4. Standards of anti- corruption and anti-bribery paragraph 24 (b)	x				191

Table of contents required by Act 11/2018

Information requested by Act 11/2018	Materiality	Pages of the Report where response is given and/or direct response	Reporting criteria: ESRS
General information			
A brief description of the business model that includes its business environment, its organisation and structure	Material	109-114	SBM-1
Markets in which it operates	Material	109-110	SBM-1
Organisation's objectives and strategies	Material	92; 94; 109-110; 113-114	SBM-1 MDR-T
Main factors and trends that may affect its future development	Material	92; 94; 116-121	SBM-3 IRO-1 IRO-2
Reporting framework used	Material	102	BP-2
Materiality principle	Material	116-121	SBM-3 IRO-1 IRO-2
Environmental issues			
Management approach: description and results of policies relating to these issues, as well as the main risks related to these issues related to the group's activities	Material	113-114; 118-122; 125; 129-131; 134-136; 142-149; 151-152; 201-203	SBM-1 SBM-3 IRO-1 MDR-P MDR-A E1-2 E1-3 E2-1 E2-2 E3-1 E3-2 E4-2 E4-3 E5-1 E5-2
Detailed general information			
Detailed information on the current and foreseeable effects of the company's activities on the environment and, where applicable, health and safety	Material	125-127; 137-138; 182-183	E1-1 E2-1 S4-4
Environmental assessment or certification procedures	Material	The Environmental Management System is implemented in almost all of our corporate headquarters, factories, and own logistics centres, except for two ironing centres that are in the certification process. The Environmental Management System complies with the ISO 14001 standard. Additionally, information on the certification standards of our assets and the environmental audits carried out in our supply chain is reported on pages 130 and 195, respectively.	E1-3 G1-2
Resources dedicated to the prevention of environmental risks	Material	The monitoring and proper implementation of the Environmental Management System is overseen by a team of 31 people, who also handle the prevention of environmental risks associated with these facilities. Additionally, information on actions with linked financial resources is reported throughout the Report.	E1-3 E4-3
Application of the principle of precaution	Material	125-126; 134-138; 146-148	E1-1 E2-1 E4-3
Amount of provisions and guarantees for environmental risks	Material	Considering the nature of our own operations, we do not have any environmental liabilities, expenses, assets, provisions, or contingencies (including tanks or deposits) that could be significant in relation to the equity, financial position, and results of our Company. For this reason, no specific breakdowns are included in this Report. During the 2025 and 2024 financial years, no significant fines or penalties were recorded for violations of applicable environmental regulations.	–

Information requested by Act 11/2018	Materiality	Pages of the Report where response is given and/or direct response	Reporting criteria: ESRS
Pollution			
Measures to prevent, mitigate or repair emissions which severely affect the environment; taking into account any form of atmospheric pollution specific to an activity	Not material (in own operations)	In our own operations, atmospheric emissions other than GHG emissions are not considered material. These may originate from the combustion equipment in our logistics centres, such as heating boilers and steam boilers, and are subject to periodic inspections and verifications conducted by authorized control bodies. This ensures that our atmospheric emissions of gases such as carbon monoxide (CO), nitrogen oxides (NOx), and sulphur dioxide (SO_2) remain within the established limits. Regarding the value chain, relevant information is included on pages 138-140.	MDR-A E2-2
Including noise and light pollution	Not material	The atmospheric emissions of noise and light pollution are not considered material in own operations. However, to reduce noise levels associated with the distribution and supply of our products during nighttime hours, we have a Unloading Equipment Protocol in place.	–
Circular economy and waste prevention and management			
Prevention, recycling and reuse measures, and other forms of recovery and disposal of waste	Material	149-154	MDR-A E5-2 E5-3 E5-5
Actions to fight against food waste	Not material	Not applicable	–
Sustainable use of resources			
Water consumption and water supply according to local limitations	Not material (in own operations)	Water consumption in our own operations is not considered material. In 2025, water consumption in our facilities—including corporate offices, factories, logistics centers, and stores—was 1,998,478 m^3 (1,965,253 m^3 in 2024). In relative terms, this amounted to 207 litres/m^2 in 2025 (210 litres/m^2 in 2024). In our own operations, water supply for both processes and consumption in all centres comes from public and authorized supply networks. Additionally, all water supply originates from areas with low or no water stress. Regarding the value chain, relevant information is included on page 143.	E3-3 E3-4
Consumption of raw materials and measures taken to improve the efficiency of their use	Material	150-153	MDR-A E5-2 E5-3 E5-4
Direct and indirect energy consumption	Material	The direct and indirect energy consumption is included on page 132. Scope 3 also includes emissions associated with the transportation of the products we market. In 2025 emissions related to upstream transportation—inbound and outbound—corresponded to an energy consumption of 3,996,690 MWh and 4,551,379 MWh, respectively (4,095,652 MWh and 4,593,842 MWh in 2024). Additionally, the estimated electricity consumption of franchised stores was 287,915 MWh and business travel consumption amounted to 117,538 MWh (276,828 MWh and 141,234 MWh in 2024).	E1-5
Measures taken to improve energy efficiency	Material	129-131	MDR-A E1-3
Use of renewable energies	Material	129-132	E1-3 E1-5
Climate change			
Greenhouse gas emissions generated as a result of the company's activities, including the use of the goods and services it produces	Material	133-134	E1-6
Measures taken to adapt to the consequences of climate change	Material	125-127; 129-131	MDR-A E1-1 E1-3
Voluntary reduction targets set for the medium and long term to reduce greenhouse gas emissions and the means implemented for this purpose	Material	125; 128-129	MDR-T E1-1 E1-4
Biodiversity protection			
Measures taken to preserve or restore biodiversity	Material	146-148	MDR-A E4-3
Impacts caused by the activities or operations in protected areas	Material	118-121; 146-148	IRO-1 SBM-3 E4-3

Information requested by Act 11/2018	Materiality	Pages of the Report where response is given and/or direct response	Reporting criteria: ESRS
Social issues concerning staff			
Management approach: description and results of policies relating to these issues, as well as the main risks related to these issues related to the group's activities	Material	110; 118-122; 158-159; 163-166; 169-172; 201-204	SBM-1 SBM-3 IRO-1 MDR-P MDR-A S1-1 S1-4 S1-9 S1-12 S1-13 S1-14
Employment			
Total number and distribution of employees by country, gender, age and job classification	Material	110; 160-163; 165-166	SBM-1 S1-6 S1-9
Total number and distribution of employment contract modalities and annual average of permanent contracts, temporary contracts and part-time contracts by gender, age and job classification	Material	162-163	S1-6
Number of dismissals by gender, age and job classification	Material	In 2025, there were 5,405 dismissals (5,058 in 2024). Of the total, the gender distribution was as follows: 3,545 women (66%), 1,696 men (31%), 5 non-binary people (0.09%) and 159 people with other/unspecified gender (3%). In 2024, the distribution was 3,389 women (67%), 1,632 men (32%), 1 non-binary (0.02%) and 36 other/unspecified (0.71%). By professional classification, 87% were in specialist positions, 7% in managerial positions, and the remaining 6% in executive roles (86%, 7% and 7% respectively, in 2024). By age group, 62% were under 30 years old, 35% were between 30 and 50 years old, and the remaining 3% were over 50 years old (61%, 37%, and 2%, respectively, in 2024). The reported distribution is consistent with our workforce composition for both reporting periods.	S1-6
Average salaries and their evolution broken down by gender, age and job classification or equal value	Material	166-167	S1-16
Wage gap, equal or average remuneration of jobs in the society	Material	166-167	S1-16
Average remuneration of directors and officers, including variable remuneration, allowances, indemnities, payment to long-term savings pension schemes and any other payment broken down by gender	Material	The total remuneration of the Board of Directors in 2025 was 14,537 thousand of euros (14,248 thousand of euros in 2024). The average annual remuneration accrued by the 23 members of Senior Management at the end of the 2025 reporting period (21 in 2024) broken down by gender, is as follows (in thousands of euros): – Men: 5,827 (5,594 in 2024) – Women: 5,215 (4,855 in 2024) – Total: 5,642 (5,357 in 2024) More information in section *Board of Directors* of the *Annual Corporate Governance Report* and in the *Annual Report on Remuneration of Directors*.	GOV-3 S1-16
Implementation of policies to disconnect from work	Material	168-169	S1-15
Number of employees with disabilities	Material	166	S1-12
Organisation of work			
Organisation of working hours	Material	167-169; 173	S1-2 S1-8 S1-15
Number of hours of absenteeism	Material	In the 2025 reporting period, the total number of absenteeism hours due to common illness, corresponding to 97.6% of the Group's employees —including all logistics and store employees worldwide, as well as office employees in Spain—, amounted to 12,992,186 hours (12,468,147 hours in 2024).The total number of hours worked during the 2025 reporting period, covering 92.3% of the Group's employees —including logistics and store employees worldwide —, amounted to 176,544,472 hours (92.1% of employees and 178,585,730 hours in 2024).	–
Measures aimed at facilitating work-life balance and promoting the shared and responsible exercise of these rights by both parents	Material	168-169; 171	MDR-A S1-4 S1-15

Information requested by Act 11/2018	Materiality	Pages of the Report where response is given and/or direct response	Reporting criteria: ESRS
Health and safety			
Occupational health and safety conditions	Material	170-172; 204	MDR-P S1-4 S1-14
Work-related accidents, in particular their frequency and severity, as well as occupational diseases; broken down by gender	Material	170-172	S1-14
Labour Relations			
Organisation of social dialogue including procedures for informing, consulting and negotiating with staff	Material	172-174	S1-2 S1-3
Mechanisms and procedures the company has to promote the involvement of workers in the management of the company, in terms of information, consultation and participation	Material	172-174	S1-2 S1-3
Percentage of employees covered by a collective bargaining agreement by country	Material	167-168	S1-8
Assessment of collective bargaining agreements, particularly in the field of health and safety at work	Material	167-168; 171-174	S1-2 S1-8 S1-14
Training			
Policies implemented in the field of training	Material	158-159; 169-170	MDR-P S1-1 S1-4 S1-13
Total number of training hours by occupational category	Material	169-170	S1-13
Universal accessibility			
Universal accessibility for people with disabilities	Material	158; 165-166; 182	S1-1 S1-4 S1-12 S4-4
Equality			
Measures taken to promote equal treatment and equal opportunities between women and men	Material	164-166	MDR-P MDR-A S1-4 S1-9
Equality plans, measures taken to promote employment, protocols against sexual and gender-based harassment	Material	158-159; 163-166; 168-169; 173; 201; 203	MDR-P MDR-A S1-1 S1-2 S1-4 S1-9 S1-15
Policy against all types of discrimination and, where applicable, diversity management	Material	158-159; 201; 203	MDR-P S1-1
Respect for human rights			
Management approach: description and results of policies relating to these issues, as well as the main risks related to these issues related to the group's activities	Material	114; 118-121; 158-180; 182-184; 189-191; 201-204	SBM-1 SBM-3 IRO-1 MDR-P MDR-A S1-1 S1-4 S1-17 S2-1 S2-4 S4-1 S4-4 G1-1 G1-4
Application of due diligence procedures			
Application of due diligence procedures in the field of human rights and prevention of the risks of human rights violations and, where applicable, measures to mitigate, manage and repair potential abuses committed	Material	107; 114; 189-192	SBM-1 GOV-4 S1-17 G1-1 G1-3 G1-4
Allegations of cases of human rights violations	Material	189-191	S1-17 G1-1 G1-4

Information requested by Act 11/2018	Materiality	Pages of the Report where response is given and/or direct response	Reporting criteria: ESRS
Measures implemented to promote and comply with the provisions of the ILO fundamental conventions relating to respect for freedom of association and the right to collective bargaining; eliminating discrimination in employment and occupation; the elimination of forced or compulsory labour; the effective abolition of child labour	Material	Inditex's Code of Conduct upholds the right to freedom of association and collective bargaining. This Code applies to all of the Group's operations. Likewise, the Code of Conduct for Manufacturers and Suppliers also establishes this right, applying to all of the Group's suppliers. The Compliance Program for the Code of Conduct for Manufacturers and Suppliers of Inditex assesses compliance with workers' freedom of association. The Compliance Program for the Code of Conduct for Manufacturers and Suppliers of Inditex prohibits child labour and applies to all of the Group's operations and suppliers. The Compliance Program for the Code of Conduct for Manufacturers and Suppliers of Inditex prohibits forced labour and applies to all of the Group's operations and suppliers. Additionally, related information is included on pages: 158-159; 167-168; 172-180; 201-207.	MDR-P IRO-1 SBM-3 S1-1 S1-2 S1-8 S2-1 S2-4 S4-1
Fight against corruption and bribery			
Management approach: description and results of policies relating to these issues, as well as the main risks related to these issues related to the group's activities	Material	118-121; 187-192	GOV-1 SBM-3 IRO-1 MDR-P MDR-A G1-1 G1-3 G1-4
Measures adopted to prevent corruption and bribery	Material	187-192	MDR-P G1-1 G1-3 G1-4
Measures to fight money laundering	Material	187-192	MDR-P G1-1 G1-3 G1-4
Contributions to foundations and non-profit entities	Material	111; 114-115	—
Information on the company			
Management approach: description and results of policies relating to these issues, as well as the main risks related to these issues related to the group's activities	Material	118-121; 175-180; 182-184; 193-196	SBM-3 IRO-1 MDR-P MDR-A S2-1 S2-4 S4-1 S4-4 G1-2
Company commitments to sustainable development			
The impact of the company's activity on employment and local development	Material	177-179	MDR-A S2-4
The impact of the company's activity on local populations and on the territory	Material	177-179	MDR-A S2-4
Relations maintained with local community actors and the modalities of dialogue with them	Material	114-115; 177-179	SBM-2 MDR-A S2-4
Partnership or sponsorship actions	Material	115; 131; 140; 144; 146-148; 152; 166; 177-179; 184	–
Subcontracting and suppliers			
Inclusion of social, gender equality and environmental matters in the procurement policy	Material	107; 113-114: 122; 175-179; 193-196; 201-207	GOV-4 SBM-1 MDR-P MDR-A S2-1 S2-4 G1-2
Consideration of its social and environmental responsibility in relations with suppliers and subcontractors	Material	122; 150; 175-179; 193-196; 201-207	MDR-P MDR-A MDR-T E5-3 S2-1 S2-2 S2-4 G1-2
Monitoring and audit systems and their results	Material	193-196	–

Information requested by Act 11/2018	**Materiality**	**Pages of the Report where response is given and/or direct response**	**Reporting criteria: ESRS**
Consumers			
Measures for consumer health and safety	Material	137-139; 180; 182-184	MDR-A E2-1 E2-2 S4-1 S4-4
Claims systems, complaints received and their resolution	Material	181-182	S4-3
Tax information			
The benefits obtained country by country	Material	224-227	–
Tax on profits paid	Material	224-227	–
Public subsidies received	Material	226	–
Other significant information			
Taxonomy Regulation Requirements	Material	155; 228-232	Regulation (EU) 2020/852 and related Delegated Regulations (EU).

Independent verification report

Shape the future
with confidence

Ernst & Young, S.L.
C/ Raimundo Fernández Villaverde, 65
28003 Madrid

Tel: 902 365 456
Fax: 915 727 238
ey.com

INDEPENDENT LIMITED ASSURANCE REPORT ON THE CONSOLIDATED STATEMENT OF NON-FINANCIAL INFORMATION AND SUSTAINABILITY INFORMATION

(Translation of a report originally issued in Spanish. In the event of discrepancy, the Spanish-language version prevails.)

To the shareholders of Industria de Diseño Textil, S.A.:

Conclusion of limited assurance

In accordance with article 49 of the Commercial Code, we have performed a limited verification engagement on the Consolidated Statement of Non-Financial Information ("NFIS") for the year ended January 31, 2026 (hereinafter, year 2025), of Industria de Diseño Textil, S.A. (the "Entity") and subsidiaries (the "Group"), which is part of the Group's Consolidated Directors Report.

The content of the NFIS includes additional information to that required by prevailing mercantile regulation in respect of non-financial information, specifically the Sustainability Information prepared by the Group for the year ended January 31, 2026 (hereinafter, the "Sustainability Information") in accordance with Directive (EU) 2022/2464 of the European Parliament and of the Council of 14 December 2022, as regards corporate sustainability reporting (the "CSRD"). The Sustainability Information was also subject to limited verification.

Based on the procedures applied and the evidence obtained, nothing has come to our attention that causes us to believe that:

a) The Group's NFIS for the year ended January 31, 2026 has not been prepared, in all material respects, in accordance with the contents required by prevailing mercantile regulation and the criteria selected in European Sustainability Reporting Standards ("ESRS"), as well as other criteria described as explained for each subject matter in the "Table of contents required by Act 11/2018" of the NFIS.

b) The Sustainability Information, taken as a whole, has not been prepared, in all material respects, in accordance with the sustainability reporting framework applied by the Group and identified in section "BP. Basis for preparation of the Report [BP-1; BP-2]", including:

- That the description of the process for identifying the Sustainability Information to be disclosed included in section "IRO. Impacts, risks and opportunities" is consistent with the process implemented and that it enables the identification of the material information to be disclosed in accordance with the requirements of ESRS.
- Compliance with ESRS.
- Compliance of the disclosure requirements included in section "Taxonomy Regulation" of the section on the environment in the Sustainability Information with the provisions of Article 8 of Regulation (EU) 2020/852 of the European Parliament and of the Council of 18 June 2020, on the establishment of a framework to facilitate sustainable investment.

Domicilio Social: Calle de Raimundo Fernández Villaverde, 65. 28003 Madrid - Inscrita en el Registro Mercantil de Madrid, tomo 9.364 general, 8.130 de la sección 3ª del Libro de Sociedades, folio 68, hoja nº 87.690-1, inscripción 1ª. C.I.F. B-78970506.

A member firm of Ernst & Young Global Limited.

Basis of conclusion

We have performed our limited assurance engagement in accordance with generally accepted professional standards applicable in Spain and specifically with the guidelines contained in the Guidelines 47 (revised) and 56 (revised) issued by the Spanish Institute of Chartered Accountants on non-financial information assurance engagements and considering the contents of the note issued by the Spanish Accounting and Auditing Institute (ICAC) on December 18, 2024 (the "generally accepted professional standards").

The procedures performed in a limited assurance engagement are less in extent than for a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is lower than the assurance that would have been obtained had a reasonable assurance engagement been performed.

Our responsibilities under those regulations are further described in the *Practitioner's responsibilities* section of our report.

We have complied with the independence and other ethics requirements of the International Code of Ethics for Professional Accountants (including international standards on independence) of the International Ethics Standards Board for Accountants (IESBA Code), which is based on the fundamental principles of integrity, objectivity, professional competence and due care, confidentiality, and professional behavior.

Our firm applies International Standard on Quality Management (ISQM) 1, which requires us to design, implement, and operate a system of quality management including policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

We believe that the evidence obtained is sufficient and appropriate to provide a basis for our conclusion.

Responsibilities of the Directors

The preparation of the NFIS included in the Group's Consolidated Directors Report is the responsibility of the Directors of Industria de Diseño Textil, S.A. The NFIS has been prepared in accordance with the content required by prevailing mercantile regulation and the criteria selected in ESRS, as well as other criteria described as explained for each subject matter in the "Table of contents required by Act 11/2018" of the NFIS.

This responsibility also includes the design, implementation, and maintenance of such internal control as considered necessary to ensure that the NFIS is free of material misstatement, whether due to fraud or error.

The Directors of Industria de Diseño Textil, S.A. are also responsible for defining, implementing, adapting, and maintaining the management systems from which the necessary information for preparing the NFIS is obtained.

In relation to the Sustainability Information, the entity's Directors are responsible for developing and implementing a process for identifying the information to be included in the Sustainability Information in accordance with the CSRD, the ESRS and Article 8 of Regulation (EU) 2020/852 of the European Parliament and of the Council, of 18 June 2020, and for disclosing information about this process in the Sustainability Information itself in section "IRO. Impacts, risks and opportunities". This responsibility includes:

- Understanding the context in which the Group carries out its activities and business relationships, as well as its stakeholders, in relation to the Group's impact on people and the environment.
- Identifying the actual and potential impacts (both negative and positive), as well as risks and opportunities that could affect, or could reasonably be expected to affect, the Group's financial position, financial performance, cash flows, access to financing, or cost of capital in the short, medium or long term.
- Assessing the materiality of the identified impacts, risks and opportunities.
- Making assumptions and estimates that are reasonable under the circumstances.

The Directors are also responsible for the preparation of the Sustainability Information, which includes the information identified by the process, in accordance with the sustainability reporting framework used, including compliance with the CSRD, the ESRS, and compliance of the disclosure requirements included in section "Taxonomy Regulation" of the section on the environment in the Sustainability Information with the provisions of Article 8 of Regulation (EU) 2020/852 of the European Parliament and of the Council, of 18 June 2020, on the establishment of a framework to facilitate sustainable investment.

This responsibility includes:

- Designing, implementing and maintaining such internal control as the Directors consider relevant to enable the preparation the Sustainability Information that is free from material misstatement, whether due to fraud or error.
- Selecting and applying appropriate methods for the presentation of Sustainability Information and the basis of assumptions and estimates that are reasonable, considering the circumstances, about specific disclosures.

Inherent limitations in the preparation of the information

In accordance with ESRS, the entity's Directors are required to prepare forward-looking information on the basis of assumptions and hypotheses, which must be included in the Sustainability Information, about potential future events and possible future actions, if any, that the Group could take. Actual results may differ significantly from estimated results, as the reference is to the future and future events frequently do not occur as expected.

In determining the disclosures in the Sustainability Information, the entity's Directors interpret legal and other terms that are not clearly defined and that may be interpreted differently by others, including the legal conformity of such interpretations, and, accordingly, are subject to uncertainty.

Practitioner's responsibilities

Our objectives are to plan and perform the verification engagement to obtain limited assurance about whether the NFIS and Sustainability Information are free from material misstatement, whether due to fraud or error, and to issue a limited assurance report that includes our conclusions. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this information.

As part of a limited assurance engagement, we exercise professional judgment and maintain professional skepticism throughout the engagement. We also:

- Design and perform procedures to assess whether the process for identifying the disclosures to be included in the NFIS and Sustainability Information is consistent with the description of the process followed by the Group and enables, where appropriate, the identification of the material information to be disclosed as required in the ESRS.

- Perform risk procedures, including obtaining an understanding of internal control relevant to the engagement, to identify disclosures where material misstatements are more likely to arise, whether due to fraud or error, but not for the purpose of providing a conclusion on the effectiveness of the Group's internal control.

- Design and perform procedures responsive to disclosures in the NFIS and Sustainability Information where material misstatements are likely to arise. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

Summary from the work performed

A limited assurance engagement involves performing procedures to obtain evidence as a basis for our conclusions. The nature, timing and extent of procedures selected depend on professional judgment, including the identification of disclosures where material misstatements are likely to arise, whether due to fraud or error, in the NFIS and Sustainability Information.

Our work consisted of making inquiries of management and of the Group's various business units and components that participated in the preparation of the NFIS and Sustainability Information, reviewing the processes used for compiling and validating the information presented in the NFIS and Sustainability Information, and applying certain analytical procedures and performing tests of details on a sample basis as described below:

For verification of the NFIS:

- Holding meetings with Group personnel to obtain an understanding of the business model, the policies and management approaches applied, and the main risks related to these matters and to gather the information needed to perform the independent assurance work.

- Analyzing the scope, relevance and completeness of the content of the NFIS for the year 2025 based on the materiality assessment performed by the Group and described in section "IRO. Impacts, risks and opportunities" of the NFIS, considering the content required in prevailing mercantile regulation.

- Analyzing the processes used to compile and validate the data presented in the NFIS for the year 2025.

- Reviewing the disclosures relating to the risks, policies and management approaches applied with respect to the material matters presented in the NFIS for the year 2025.

- Checking, through sample testing, the information underlying the content of the NFIS for the year 2025 and whether it has been adequately compiled based on data provided by information sources.

For verification of the Sustainability Information:

- Making inquiries of Group personnel:

  - To understand the business model, the policies and management approaches applied and the main risks related to these matters and to gather the information needed to perform the independent assurance work.

  - To know the source of the information used by Management (e.g., interaction with stakeholders, business plans and documents on strategy) and review the Group's internal documentation on its process.

- Obtaining, through inquiries of Group personnel, insight into the entity's processes for gathering, validation, and presenting information relevant for the preparation of its Sustainability Information.

- Assessing whether the evidence obtained in our procedures on the process implemented by the Group for determining the disclosures to be included in the Sustainability Information is consistent with the description of the process included in that information, as well as assessing whether that process implemented by the Group enables identification of the material information to be disclosed in accordance with the requirements of the ESRS.

- Assessing whether all the information identified in the process implemented by the Group for determining the disclosures to be included in the Sustainability Information is effectively included.

- Evaluating whether the structure and presentation of the Sustainability Information is consistent with ESRS and the rest of the sustainability reporting framework applied by the Group.

- Performing inquiries of relevant personnel and analytical procedures on the disclosures in the Sustainability Information, considering those where material misstatements are likely to arise, whether due to fraud or error.

- Performing, as appropriate, substantive procedures through sampling of selected disclosures in the Sustainability Information, considering those where material misstatements are likely to arise, whether due to fraud or error.

- Obtaining, as appropriate, reports issued by accredited independent third parties accompanying the Consolidated Directors Report in response to the requirements of European regulations and, in relation to such information and in accordance with generally accepted professional standards, verification, exclusively, of the accreditation of the practitioner and that the scope of the report issued corresponds to that required by European regulations.

- Obtaining, as appropriate, the documents containing the information incorporated by reference, the reports issued by auditors or practitioners on such documents and, in accordance with generally accepted professional standards, verification, exclusively, that in the document to which the information incorporated by reference refers, the requirements described in ESRS for the incorporation by reference of information in the Sustainability Information are met.

- Obtaining a representation letter from the Directors and Management regarding the NFIS and Sustainability Information.

Other information

The Management is responsible for the other information. The other information comprises the consolidated financial statements and the rest of the information included in the Consolidated Directors Report but does not include either the auditors' report on the consolidated financial statements or the assurance reports issued by accredited independent third parties required by European Union law on specific disclosures contained in the Sustainability Information and attached to the Consolidated Directors Report.

Our verification report does not cover the other information and we do not express any form of verification conclusion on it.

Our responsibility in connection with our engagement to verify the Sustainability Information is to read the other information identified and consider whether it is materially inconsistent with the Sustainability Information or the knowledge we have obtained during the verification engagement that could indicate material misstatements in the Sustainability Information.

ERNST & YOUNG, S.L.

(Signature on the original in Spanish)

Hildur Eir Jónsdóttir

March 11, 2026

Report on Internal Control Systems (ICFR)

Shape the future
with confidence

Ernst & Young, S.L.
C/ Raimundo Fernández Villaverde, 65
28003 Madrid

Tel: 902 365 456
Fax: 915 727 238
ey.com

AUDITOR´S REPORT ON THE "INFORMATION RELATED TO THE SYSTEM OF INTERNAL CONTROL OVER FINANCIAL REPORTING (ICFR)"

Translation of a report and information originally issued in Spanish. In the event of discrepancy, the Spanish-language version prevails

To the Directors of Industria de Diseño Textil, S.A.:

In accordance with the request from the Board of Directors of Industria de Diseño Textil, S.A. (hereinafter the Entity) and our engagement letter dated February 12, 2026, we have performed certain procedures on the ICFR information of the 2025 Annual Corporate Governance Report of Industria de Diseño Textil, S.A., which summarizes the internal control procedures of the Entity in relation to the annual financial information.

The Board of Directors is responsible for adopting the appropriate measures in order to reasonably guarantee the implementation, maintenance and supervision of an adequate internal control system as well as developing improvements to that system and preparing and establishing the content of the accompanying ICFR related information attached.

It should be noted that irrespective of the quality of the design and operability of the internal control system adopted by the Entity in relation to its annual financial information, it can only provide reasonable, rather than absolute assurance with respect to the objectives pursued, due to the inherent limitations to any internal control system.

In the course of our audit work on the financial statements and pursuant to the Technical Auditing Standards, the sole purpose of our assessment of the Entity´s internal control was to enable us to establish the nature, timing and extent of the audit procedures to be applied to the Entity´s financial statements. Therefore, our assessment of the internal control performed for the purposes of the audit of the financial statements was not sufficiently extensive to enable us to express a specific opinion on the effectiveness of the internal control over the regulated annual financial information.

For the purpose of issuing this report, we exclusively performed the specific procedures described below and indicated in the Guidelines on the Auditors' report relating to information on the Internal Control over Financial Reporting of Listed Companies, published by the Spanish National Securities Market Commission (CNMV) on its website, which establishes the work to be performed, the minimum scope thereof and the content of this report. Given that the scope of these procedures was limited and substantially less than that of an audit or a review of the internal control system, we do not express an opinion on the effectiveness thereof, or its design or operating effectiveness, in relation to Entity's annual financial information for 2025 described in the ICFR related information attached. Consequently, had we performed additional procedures to those established by the Guidelines mentioned above or had we carried out an audit or a review of the internal control over the regulated annual financial reporting information, other matters might have come to our attention that would have been reported to you.

Domicilio Social: Calle de Raimundo Fernández Villaverde, 65. 28003 Madrid - Inscrita en el Registro Mercantil de Madrid, tomo 9.364 general, 8.130 de la sección 3ª del Libro de Sociedades, folio 68, hoja nº 87.690-1, inscripción 1ª. C.I.F. B-78970506.

A member firm of Ernst & Young Global Limited.

Likewise, since this special engagement does not constitute an audit of the financial statements in accordance with prevailing audit regulations in Spain, we do not express an audit opinion in the terms provided for therein.

The procedures performed were as follows:

1. Read and understand the information prepared by the Entity in relation to the ICFR - which is provided in the Annual Corporate Governance Report disclosure information included in the Consolidated Directors' Report- and assess whether such information addresses all the required information which will follow the minimum content required relating to the description of the ICFR, as per the model established by CNMV Circular nº 5/2013 dated June 12, 2013 and subsequent amendments, the most recent one being CNMV Circular 3/2021 of September 28, 2021 (hereinafter, the CNMV Circulars).

2. Make enquiries of personnel in charge of preparing the information described in point 1 above in order to: (i) Obtain an understanding of the process followed in its preparation; (ii) Obtain information which will allow us to assess whether the terminology used is adapted to the definitions provided in the reference framework; (iii) Obtain information on whether the control procedures described are implemented and in use by the Entity.

3. Review the explanatory documentation supporting the information described in point 1 above, which should basically include that which is provided directly to those responsible for preparing the ICFR descriptive information. In this respect, the aforementioned documentation includes related reports prepared by the Internal Audit Department, senior management, and other internal and external experts providing support to the Audit and Compliance Committee.

4. Compare the information described in point 1 above with our knowledge of Entity's ICFR obtained as a result of performing the external audit procedures within the framework of the audit of the financial statements.

5. Read the minutes of the meetings held by the Board of Directors, Audit and Compliance Committee and other Entity committees in order to assess the consistency between the ICFR issues addressed therein and the information provided in point 1 above.

6. Obtain the representation letter related to the work performed, duly signed by the personnel in charge of preparing the information discussed in point 1 above.

As a result of the procedures performed, no inconsistencies or issues were observed that might have an impact on ICFR related information.

This report was prepared exclusively within the framework of the requirements stipulated in article 540 of the Consolidated text of the Corporate Enterprises Act and CNMV Circulars on ICFR description in Annual Corporate Governance Reports.

ERNST & YOUNG, S.L.

(Signed on the original version In Spanish)

Hildur Eir Jónsdóttir

March 11, 2026

ANNUAL CORPORATE GOVERNANCE REPORT (ACGR) **2025**



INDITEX

Index

Overview on Corporate Governance 259

External and internal regulatory framework 264

Ownership Structure 265

Shareholders and General Meeting of Shareholders 271

Board of Directors 277

Board Committees 301

Related party and intra-group transactions 322

Enterprise Risk Management (ERM) 327

Financial information and statutory audit 342

Internal control and risk management systems relating to financial reporting (ICFR) 345

Other corporate governance information 353

Overview on Corporate Governance

At a glance

Inditex has in place a Corporate Governance System comprising a series of bodies, rules, procedures and mechanisms to guarantee that the directors and the executive management, who are responsible for the governance of the Company, carry out their duties in a diligent, ethical and transparent manner, and are accountable for their activity, which is subject to verification and control, both internal and external. At the same time, it ensures that no one holds decision-making power within the Company that is not subject to checks and balances, and that no shareholder receives privileged treatment over other shareholders.

As indicated in section G hereof ("Degree of compliance with corporate governance recommendations"), at present, Inditex's Corporate Governance System fully complies with regulatory requirements under applicable regulations and with the recommendations set out in the Good Governance Code (**'CBG'**).published by the Spanish National Securities Market Commission ("**CNMV**").

Compliance with Recommendations

Complies	Not applicable	Doesn't comply
60	4	0

Main milestones in the year

Inditex reviews and updates its Corporate Governance System on an ongoing basis to ensure that it is aligned at all times with applicable best practices. The following corporate governance enhancements have been implemented during 2025:

/ **Reinforcement of the governance structure and the strategic oversight ability with the formation of the new International Advisory Board**, which shores up technical and expert support to the governing bodies and the executive management in highly complex matters with a cross-cutting impact, including geopolitics and other global issues and risks, contributing to a better decision-making and a forward-looking business view.

/ **Continuous progress in our commitment to sustainability:** one of Inditex distinguishing features is that sustainability and ethical principles are at the core of our corporate governance system. We have made significant headway in 2025 by **reinforcing the responsibilities of the Sustainability Committee in the field of diversity and inclusion,** and of the Sustainability and Inclusion Advisory Committee (formerly, the Social Advisory Board), as well, with the appointment of experts in the field thus ensuring an expert and independent oversight, aligned with regulatory expectations and those of the main ESG standards.

  In addition, throughout 2025, the Sustainability Committee has overseen the progress in the sustainability strategy and practices defined in the sustainability road map and the level of compliance therewith, to ensure their achievement.

/ **Use of formal and objective yardsticks in the procedures for the selection and appointment of directors,** with the **Nomination Committee** playing a major role in assessing profiles. The election of **Mr Roberto Cibeira Moreiras** as proprietary director, approved at the Annual General Meeting held on 15 July 2025, is embedded in an orderly and transparent board refreshment process, in keeping with the Board's commitment to a balanced membership, in which factors including diversity, experience and complementary skill sets were considered, in line with best corporate governance practices.

/ **Update and reinforcement of the internal regulatory framework,** to **ensure that it is always aligned with regulatory requirements, supervisory authorities' expectations and applicable best practices.**

  In this regard, the update of the Terms of Reference of Board Committees is highlighted, **to extend to them the principles and recommendations** applicable to the Audit and Compliance Committee set out in CNMV's Technical Guide 1/2024 on audit committees at public interest entities ("**Technical Guide1/2024**"), as well as the **introduction of specific coordination mechanisms** among Board Committees and with other Group Committees when they share competencies in the same areas.

/ **Enhancing the effective and comprehensive oversight of the main risks,** ensuring the appropriate identification, assessment and follow-up of strategic, operational, financial, regulatory and sustainability risks, in line with the governance and control framework of the Group.

In this context, the Audit and Compliance Committee (also **"ACC"**) has played a key role in enhancing the Board of Directors' oversight function, **arranging its work agenda around the analysis of the Group's risk map,** in an environment marked by high levels of uncertainty and volatility. This approach has enabled a **continuous, systematic and forward-looking oversight of the relevant risks, thereby strengthening the quality of the Board's decision-making process.**

Likewise, during 2025, against a **backdrop of swift technological progress and growing exposure to digital risk, the Company has expressly included within the ACC's oversight scope, cybersecurity and the technological framework of the Group,** in line with the expectations of supervisory authorities and best international practices. This enhanced oversight includes monitoring the technological governance model, the associated control systems and operating resilience, contributing to a responsible management of technology risks and the protection of assets, information and interests of shareholders and wider stakeholders.

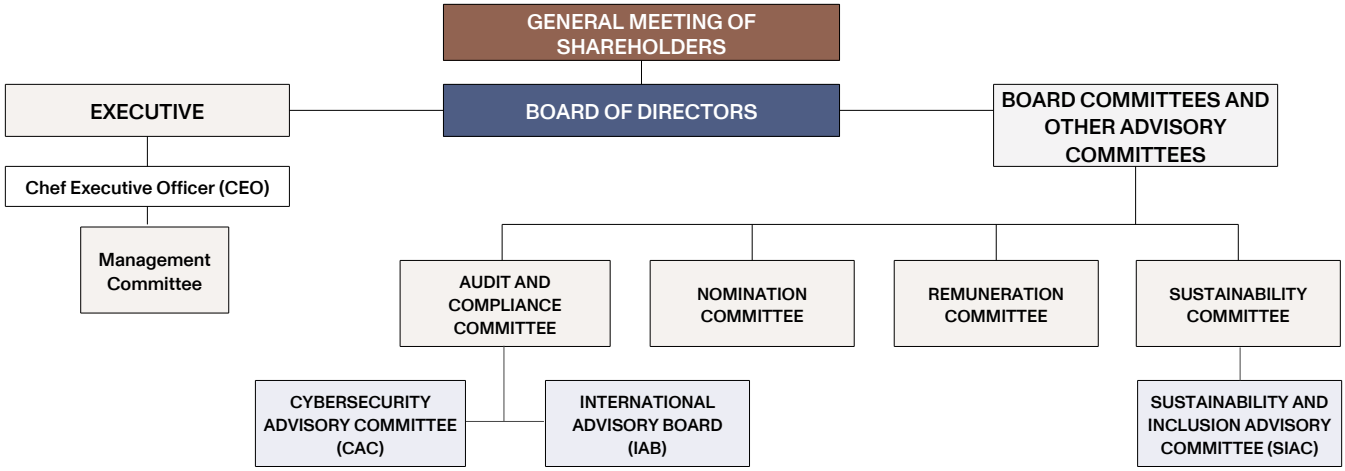
/ This comprehensive approach to risk oversight evidences Inditex' commitment to a solid, wise and long-term oriented corporate governance framework, that embeds risk management as a core element of business sustainability and value creation.

External recognition:

This sustained effort reinforces Inditex's commitment to best practices and the highest corporate governance standards. As a result of this ongoing work, in 2025, **AENOR's Good Governance Certification was renewed with the highest rating.**

Likewise, in **June 2025, Inditex was also recognised at the *Eurosharehholders Awards,*** in recognition of the Company's *"strong commitment to equal treatment for all shareholders"* and its *"exemplary standards in accessibility, comprehensive disclosures and corporate governance transparency"*. This award underscores our commitment to maximising shareholder participation at the General Meeting of Shareholders as well as our culture of integrity and transparency.

Main Features Of Our Corporate Governance Structure



General Meeting of Shareholders

The General Meeting of Shareholders duly convened and with a quorum present in accordance with statutory requirements and the provisions of the Articles of Association and its own Terms of Reference, is the supreme and sovereign body of expression of the will of the Company.

/ Shareholder participation is maximised through the conduct of hybrid general meetings.

/ Strong shareholder engagement and trust in the Group's management:

- High participation: attendance quorum: c.89% of the share capital with voting rights over the past 3 years.
- Broad consensus: on average, 99% of votes for over the past 3 years.

Board of Directors

Except for the matters reserved to shareholders at the General Meeting of Shareholders, the Board of Directors is the highest decision-making, supervisory and monitoring body of the Company, as it is entrusted with its direction, administration, management and representation, delegating as a general rule the Company's daily management and operations to the CEO and the executive management.

The Management Committee, which was set up in 2021 to support the CEO in the discharge of his duties, comprises the main officers of both business and corporate areas of the Group, to collectively address the global strategy, innovation and digital transformation, corporate culture and sustainability. The Management Committee ensures a joint decision-making environment within the executive management, based on a cross-functional business perspective.

Inditex's governance structure is led by the Board of Directors which focuses its activity on its general oversight duty. This includes setting the overall direction of the organisation, its strategy and approving the policies of the Company, overseeing the management bodies, assessing executive performance, making the most significant decisions for the Company and liaising with shareholders.

The main indicators of diversity within the Board of Directors as at 31 January 2026 are shown below:

PLURAL, EXPERT and INDEPENDENT Board:

/ Balance among directorship types, with a vast majority of non-executive directors.

/ Independence is reinforced despite the existence of a controlling shareholder:

- 50% of the board are independent directors.
- Separation of the roles of non-executive Chair/ CEO.
- The role of the Lead Independent Director is maintained.

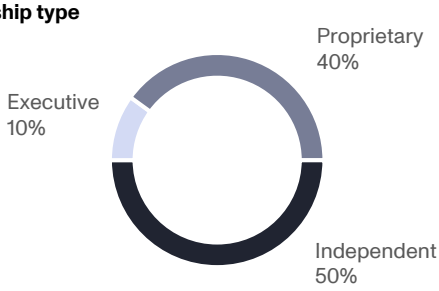
/ Equal representation of men and women on the Board.

/ Strong female leadership: The Board of Directors and two out of the four Board Committees are chaired by women.

Gender



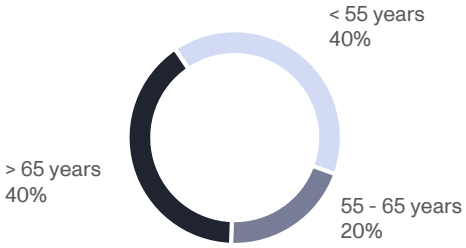
Directorship type



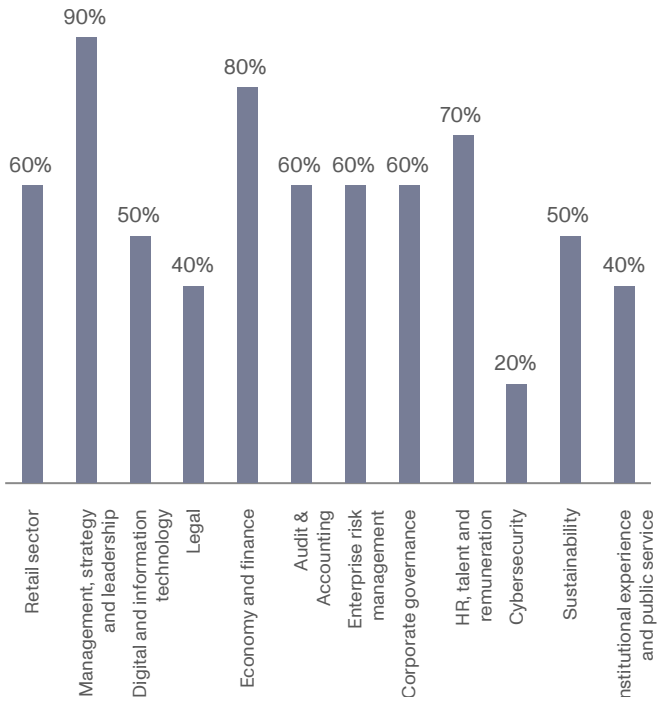
/ Diversity in terms of competencies, personal skills, knowledge, professional experience across different industries and sectors, gender, age and origin.

/ 100% of the directors have **international** education or **experience,** 80% have a **background in senior executive management** and 90% have education or experience in the field of **risk management, finance or strategy.**

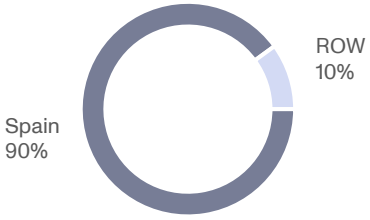
Age



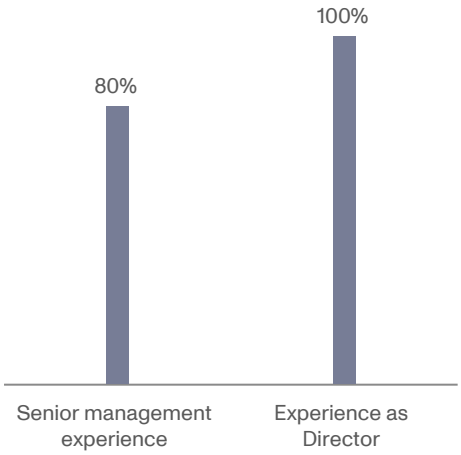
Skills



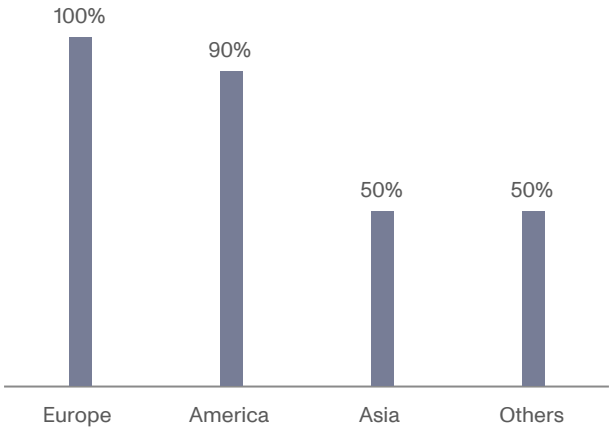
Geographic origin



Senior management/ Board experience



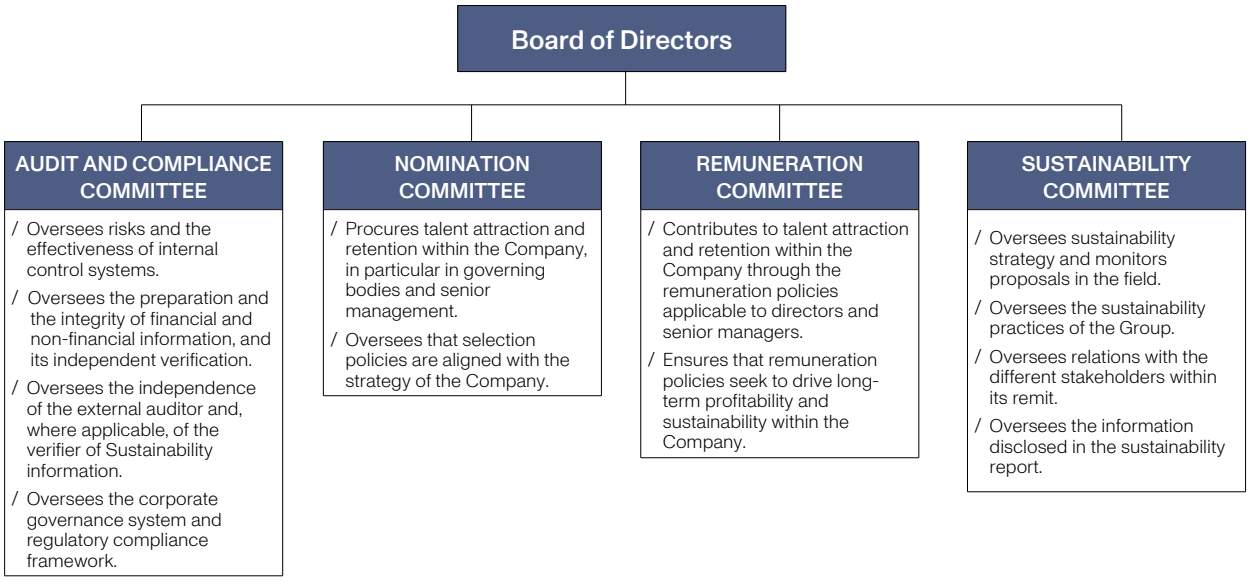
International experience



Board Committees

To perform its oversight duty, the Board is supported by several dedicated Committees. Board Committees only comprise non-executive directors, the vast majority of whom are independent.

Board Committees are: the Audit and Compliance Committee, the Nomination Committee, the Remuneration Committee and the Sustainability Committee. This latter was set up in 2019, making Inditex one of the first IBEX35 companies to have such a committee.



Board Committees regularly report to the Board and coordinate their work to ensure a comprehensive view of the risk the Group faces and of its performance. In addition, cross membership is in place, so that the most relevant matters are addressed in a consistent and coordinated manner.

Each Board Committee has its own Terms of Reference, which are duly updated, functional independence and access to external resources to perform their duties.

It should be noted that in recent years, Inditex has continued to make a significant effort to consolidate its governance structure, aimed at ensuring appropriate and robust risk oversight. To this end, it has strengthened the scope of expert, independent and strategic advice, through the establishment of advisory committees, which provide the Board with advice through its Committees.

Advisory Committees

Inditex's Advisory Committees are highly qualified consultative bodies composed of renowned experts in their respective fields. Their primary mission is to provide advice, forward-looking analysis and recommendations to the Board of Directors, through its Committees, and to the Company's executive management, on various matters which are, from time to time, of the highest relevance and priority for the Company.

The Audit and Compliance Committee is supported and advised by (i) the Cybersecurity Advisory Committee ("CAC"), set up in 2023, and (ii) the International Advisory Board ("IAB"), established this year to address global issues. In turn, the Sustainability Committee is supported and advised by the Sustainability and Inclusion Advisory Committee ("SIAC"), originally established in 2002 with its former name of Social Advisory Board.

The existence of these Advisory Committees makes it possible to obtain (i) a comprehensive view of certain key matters, (ii) the ability to anticipate emerging threats, risks and opportunities that may affect the Group's operations and/or critical processes, and to assess their potential impact, and, ultimately, (iii) to enhance the informed decision-making.

These advisory bodies enhance the Board's ability to anticipate trends and risks. It also enables Inditex to align its governance framework with the most exacting international standards and with its stakeholders' expectations.

International Advisory Board (IAB)

Advisory and consultative body on global matters, including geopolitics, international economics and other issues such as demographics and emerging social trends.

It provides support and advice to the Board of Directors through the Audit and Compliance Committee and to Inditex's executive management, to ensure the proper performance of their risk oversight and management duties in these fields and enhance anticipation and informed decision-making process.

Cybersecurity Advisory Committee (CAC)

Advisory body in the field of information security, in particular, cybersecurity.

It provides support and advice in this field to the Board of Directors through the Audit and Compliance Committee, and to the executive management to ensure an effective protection system for the Group's information.

Sustainability and Inclusion Advisory Committee (SIAC)

Advisory body in the field of sustainability, diversity and inclusion.

It advises the Board through the Sustainability Committee, and the executive management in such fields, to enhance sustainability oversight at the highest level and ensure consistency between the Group's strategy, its policies and public commitments.

Takeaways

Our robust corporate governance system, aligned with national and international best practices, reflects our commitment to business growth combined with the highest governance standards.

Overall, our corporate governance framework seeks to strengthen the trust of our stakeholders, in particular, of our shareholders. We will continue to move forward in this direction by further developing risk oversight mechanisms, our culture of integrity and transparency and our commitment to advancing the sustainability of our business as the foundation for Inditex's continuity and future success.

The corporate governance system of the Company is addressed in this Annual Corporate Governance Report for the year ended 31 January 2026 of Industria de Diseño Textil, S.A. (**"Inditex"** or the **"Company"**), which has been prepared in free and single format approved under Rule no. 6 of CNMV's Circular 5/2013, of 12 June that sets forth the standard form of the annual corporate governance report of listed public limited companies, saving banks and other entities that issue securities admitted to trading on official securities markets. Notwithstanding the foregoing, this Report meets the minimum content requirements and the statistic appendix set out in Circular 3/2021, of 28 September, which amends Circular 5/2013, as well as in Section 540 of the Spanish Companies Act ("**Companies Act**" or "**LSC**") and remaining applicable regulations.

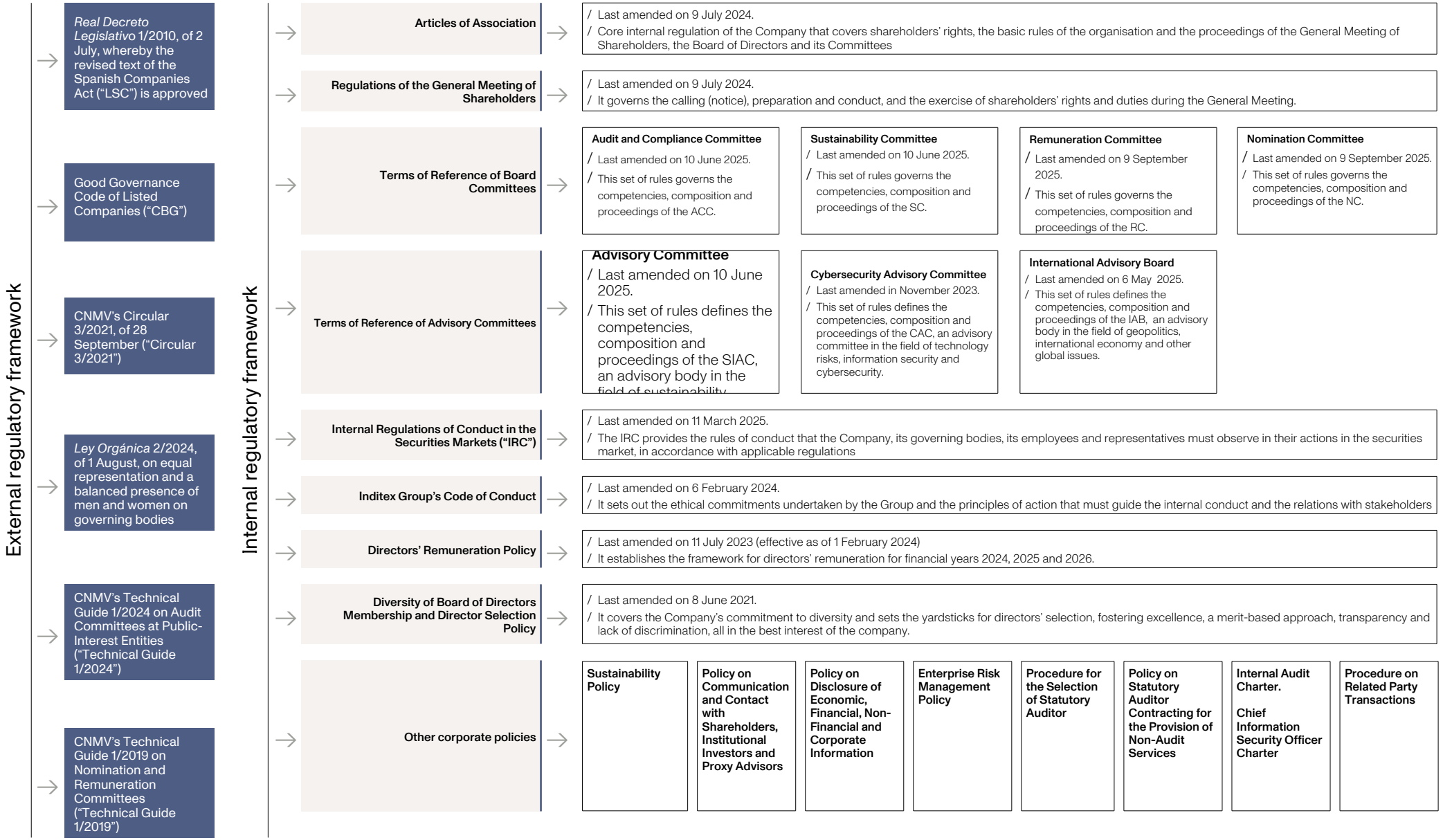
This Annual Corporate Governance Report, which has been approved by the Board of Directors at its meeting held on 10 March 2026, is an integral part of the Consolidated Directors' Report. It will be released as other relevant information contemporaneously with the Annual Report on Remuneration of Directors.

ⓘ Available:

/ On Inditex's website --> Investors --> Corporate Governance --> Reports and Regulations.

/ On CNMV's website.

External and internal regulatory framework



Ownership Structure

The shareholding structure combines family control and a wide, stable and engaged international investor base.
Shares of a single class carrying equal rights.
The Company is not aware of any shareholders' agreements or concerted actions among its shareholders.
There are no defensive measures in place against takeover bids.
Immaterial treasury shareholding.

Share capital (A.1, A.12, A.13 & A.14)

SHARE CAPITAL	No. SHARES	No. VOTING RIGHTS	LATEST CHANGE IN SHARE CAPITAL
93,499,560	3,116,652,000	3,116,652,000	20/07/2000

/ Inditex's share capital amounts to 93,499,560 euros. It is divided into 3,116,652,000 shares, each with a par value of 0.03 euros. All shares are of the same class and series and are fully subscribed and paid up.

/ All company shares carry the same voting and economic rights. There are no other voting rights for shareholders - beyond the restrictions set out in Section 83.1 LSC-, nor are there any statutory or by-laws restrictions on the acquisition or transfer of shares.

/ No measures have been adopted to neutralise a takeover bid by virtue of the provisions of Act 6/2007.

There is no provision in the Articles of Association of double loyalty voting, and therefore, no allocation of this type of voting rights.

There are no restrictions that could hinder the acquisition of control through the purchase of shares on the market.

There are no measures to neutralise takeover bids.

The share capital has not been subject to change in 2025.

Share price performance information

Inditex is listed on all four Spanish Stock Exchanges: Madrid, Barcelona, Bilbao and Valencia.

The Company has not issued any shares that are not traded on a regulated EU market.

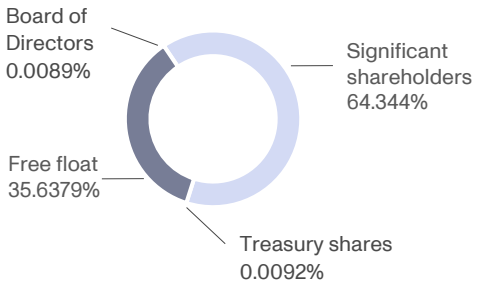
Inditex has been listed on all four Spanish Stock Exchanges since 23 May 2001 and has been part of the selective IBEX35 index since July 2001.

Its shares are represented by the book-entry method. In accordance with Section 497 LSC, Inditex has engaged the services of Sociedad de Gestión de Sistemas de Registro, Compensación y Liquidación de Valores, S.A. (Iberclear) *(Spanish Central Securities Depositary in charge of the Register of Securities and the Clearing and Settlement of all trades*) to provide the daily share ownership notification service.

In addition, Inditex has been part of the EuroStoxx 50 index since September 2011, the MSCI index since November 2001, the Dow Jones Sustainability Index since September 2002 and the FTSE4Good index since October 2002.

Shareholding structure

Inditex shareholding structure combines stability, family control and a wide and stable international investor base.



Significant shareholders (A.2 & A.8)

The Company has a controlling shareholder: Mr Amancio Ortega Gaona, its founder, indirect shareholder and beneficial owner through two companies: Pontegadea Inversiones, S.L.and Partler Participaciones, S.L.U, which exercise joint control over the Company.

Inditex has not received any notices regarding any significant movements in shareholding structure over the year.

According to the Company's Shareholders Register, significant direct or indirect shareholders as at 31 January 2026, including directors with a significant shareholding, were:

	% of voting rights attached to the shares (including votes for loyalty)		% of voting rights through financial instruments		% of total voting rights	From the total number of voting rights attributed to the shares, indicate, where appropriate, the additional votes attributed corresponding to the shares with a loyalty vote	
Name or company name of shareholder	**Direct**	**Indirect**	**Direct**	**Indirect**		**Direct**	**Indirect**
Mr Amancio Ortega Gaona	-	59.294%	-	-	59.294%	-	-
Ms Sandra Ortega Mera	-	5.053%	-	-	5.053%	-	-

Indirect shareholding breakdown:

Name or company name of the indirect owner	**Name or company name of the direct owner**	**% of voting rights attached to the shares (including votes attached to loyalty shares)**	**% of voting rights through financial instruments**	**% of total voting rights**	**From the total number of voting rights attached to the shares, indicate, where appropriate, the additional votes attached to loyalty shares**	
Mr Amancio Ortega Gaona	Pontegadea Inversiones, S.L.	50.010%	—	50.010%	—	—
	Partler Participaciones, S.L.U. [1]	9.284%	—	9.284%	—	—
Ms Sandra Ortega Mera	Rosp Corunna Participaciones Empresariales, S.L.	5.053%	—	5.053%	—	—

[1] Partler 2006, S.L. holds 100 % of its share capital. In turn, this company is controlled by Mr Ortega.

Directors' shareholding (A.3)

As at 31 January 2026, the overall % of voting rights held by members of the Board of Directors and voting rights represented therein amounts to 59.3029 %.

Excluding directors who are significant shareholders, the percentage of voting rights attached to shares held by members of the Board of Directors amounts to 0.0089%, as follows:

	% Voting rights attached to shares		% Voting rights through financial instruments		% Total voting rights	From the total number of voting rights attached to shares, indicate, where appropriate, the additional votes attached to shares with a loyalty vote	
Name or company name of director	**Direct**	**Indirect**	**Direct**	**Indirect**		**Direct**	**Indirect**
Ms Marta Ortega Pérez	0.0014 %	-	-	-	0.0014 %	-	-
Mr Óscar García Maceiras	0.0038 %	-	-	-	0.0038 %	-	-
Ms Flora Pérez Marcote	0.0027 %	-	-	-	0.0027 %	-	-
Mr Roberto Cibeira Moreiras [1]	0.0000 %	-	-	-	0.0000 %	-	-
Mr José Luis Durán Schulz	0.0001 %	-	-	-	0.0001 %	-	-
Mr Rodrigo Echenique Gordillo	0.0006 %	-	-	-	0.0006 %	-	-
Bns Denise Patricia Kingsmill	-	-	-	-	-	-	-
Ms Pilar López Álvarez	0.0002 %	-	-	-	0.0002 %	-	-
Ms Belén Romana García [2]	0.0000 %	-	-	-	0.0000 %	-	-
TOTAL	**0.0089 %**				**0.0089 %**		

[1] Mr Roberto Cibeira Moreiras holds 1,500 shares representing a 0.000048% stake in the Company's share capital.

[2] Ms Belén Romana holds 1,518 shares representing a 0.000049% stake in the Company's share capital.

Treasury stock (A.9 & A.10)

285,232
direct shares

0.0092%
Share capital

The Company's treasury stock is immaterial and does not have a significant impact on the control structure.

As at 31 January 2026, Inditex's treasury stock represents 0.0092% of the share capital, equivalent to 285,232 treasury shares (held directly).

A significant change in the treasury share position has taken place during the year. As at 31 January 2025, the Company owned 1,905,846 treasury shares, representing 0.061% of the share capital.

This change originates in the settlement of the incentive for the second cycle (2022-2025) of the 2021-2025 Long Term Incentive Plan (LTIP), addressed to members of the executive management and other employees of the Group, which took place in the first quarter of 2025. The portion of the incentive settled in shares was released to the participants of the Plan using treasury shares held by the Company as at the date of release. The total number of shares released was 1,620,614, representing 0.052% of the share capital.

During 2025 the Company did not acquire any treasury shares, nor it approved any share buyback programmes.

However, subsequent to the year end, the Board of Directors has approved at its meeting held on 4 February 2026 a new Share Buy-Back Programme, for the purposes of meeting its share award obligations to certain members of the executive management, including the executive directors and other Group employees, arising from the first and the second cycles of the 2023-2027 LTIP (approved at the AGM held on 11 July 2023), and from the first and the second cycles of the 2025-2029 LTIP (approved at the AGM held on 15 July 2025). The Programme will be implemented meeting the legal price and volume requirements set out in the market abuse regulations, in accordance with the following terms:

/ **Maximum number of shares:** up to 3,000,000 shares, representing 0.096% of the share capital as at the date of its announcement.

/ **Maximum monetary amount**: 180,000,000 euros.

/ **Implementation**:

- Share acquisition shall be carried out in two tranches: The first tranche, comprising 1,600,000 shares, shall be carried out between 5 February 2026 and 31 March 2026. The second tranche, comprising 1,400,000 shares, shall be carried out between 1 May 2026 and 30 June 2026. Shares must be acquired outside the closed periods relating to the release of the annual results for the year ended 31 January 2026 and the release of the results for the first quarter of 2026.

- Through an independent Broker (BBVA).

This Share Buy-Back Programme was duly announced to CNMV and to the market through the relevant other relevant information disclosure. As at the date of this Report, the Programme is underway pursuant to the terms and conditions approved by the Board of Directors and in accordance with applicable regulations.

The Share Buy-Back Programme has been approved pursuant to the authorisation for the acquisition of treasury shares granted at the AGM held on 11 July 2023, which remains in effect, subject to the following terms:

/ **Method of acquisition:** once or on several occasions, by any means permitted by law.

/ **Maximum number of shares to be acquired:** shares with a par value which, together with those already held directly or indirectly by the Company, do not exceed 10% of the share capital.

/ **Purpose:** among others, the release of shares to employees or directors of the Company, either directly, or further to the exercise of option rights they may be entitled to under corporate remuneration plans. Likewise, the shares acquired pursuant to this authorisation may be used, in whole or in part, for disposal or cancellation, as well as for the execution of potential corporate or business transactions or decisions, or for any other purposed permitted by statute.

/ **Duration of the authorisation:** five (5) years from the date of the resolution.

ⓘ The full text of the resolution passed is available on Inditex's website: Inditex --> Investors --> Corporate Governance --> Annual General Meeting --> 2023 AGM – Resolutions.

Free float (A.11)

The remainder of the share capital is in the hands of a broad base of institutional and minority shareholders, with an estimated free float of approximately 35.6379 % of the share capital[63],which ensures an adequate level of share liquidity and fosters market discipline.

Relationship between significant shareholders, the Company and members of the Board of Directors (A.4-A.6)

The significant shareholders above identified have a family relationship. The Company has not received notice of any commercial, contractual or corporate relationship between significant shareholders that are relevant or which do not arise from the ordinary course of business. Specifically, Ms Sandra Ortega Mera is the daughter of Mr Amancio Ortega Gaona.

To conduct its physical retail activity in accordance with the Group's commercial strategy, based on its positioning in prime locations and strategic areas, Inditex and the companies in its Group have lease agreements over commercial properties owned by its significant shareholders: Pontegadea Inversiones, S.L., Partler Participaciones, S.L.U, and Rosp Corunna Participaciones Empresariales, S.L., and/or any company in their respective groups).

In addition, at present the Group company engaged in the construction and refurbishment of its stores, is carrying out the works relating to the construction and commissioning of 7 all-around care centres to cater to the dependent elderly people in the Autonomous Community of Galicia, which are being promoted by certain entities related to Mr Ortega Gaona.

To ensure the transparency of such transactions:

/ They have been approved by Inditex's Board of Directors, following a report from the Audit and Compliance Committee, which reviewed a number of valuation reports issued by independent experts to establish that such transactions are market appropriate and fair and reasonable from the perspective of the Company and of shareholders other than the related party.

/ The transactions have been disclosed in the annual report on related party transactions for the relevant year that the Company issues every year in accordance with Recommendation 6 CBG.

/ Details of the nature of these lease agreements, the significant shareholder they are associated with for aggregation purposes, in accordance with the provisions of Section 529*tervicies* LSC, and the amounts accrued during the year (and the corresponding balances), are included in the Notes to the Consolidated Annual Accounts.

Other than the aforementioned lease agreements and refurbishment and construction works, there have been no other commercial, contractual or corporate relationships of a relevant nature between significant shareholders and the Company, or that do not arise in the ordinary course of business.

Ms Marta Ortega Pérez, member and Chair of Inditex's Board of Directors and Ms Flora Pérez Marcote, a proprietary director, are the daughter and spouse, respectively of Mr Amancio Ortega Gaona. Mr Ortega Gaona, Ms Ortega Pérez and Ms Pérez Marcote serve on the Board of Directors of Inditex and of Partler Participaciones S.L.U.

Mr Roberto Cibeira Moreiras, was appointed as proprietary director at the Annual General Meeting held in 2025 at the request of the controlling shareholder, Mr Ortega Gaona, to represent him on the Board. Mr Cibeira is the CEO of both Pontegadea Inversiones, S.L. and Partler Participaciones, S.L.U. , on whose boards he serves.

Below is a breakdown of the relationships and positions held by the members of the Board of Directors in the entities that are significant shareholders of Inditex (or that form part of the group of significant shareholders):

[63] For these purposes, the % of the share capital owned by significant shareholders and members of the Board of Directors and represented by treasury shares, is not included.

Name or company name of related director or representative	Name or company name of related significant shareholder	Company name of the group company of the significant shareholder	Description of relationship/position
Mr Amancio Ortega Gaona	PONTEGADEA INVERSIONES, S.L.	PONTEGADEA INVERSIONES, S.L.	Chair
	PONTEGADEA INVERSIONES, S.L.	PONTEGADEA INMOBILIARIA, S.L.U.	Chair
	PARTLER PARTICIPACIONES, S.L.U.	PARTLER 2006, S.L.	Chair
	PARTLER PARTICIPACIONES, S.L.U.	PARTLER PARTICIPACIONES, S.L.U.	Chair
Ms Marta Ortega Pérez	PONTEGADEA INVERSIONES, S.L.	PONTEGADEA INVERSIONES, S.L.	Director
	PARTLER PARTICIPACIONES, SLU	PARTLER 2006, S.L.	1st Deputy Chair
	PARTLER PARTICIPACIONES, S.L.U.	PARTLER PARTICIPACIONES, S.L.U.	1st Deputy Chair
Mrs Flora Pérez Marcote	PONTEGADEA INVERSIONES, S.L.	PONTEGADEA INVERSIONES, S.L.	1st Deputy Chair
Mr Roberto Cibeira Moreiras	PONTEGADEA INVERSIONES, S.L.	PONTEGADEA INMOBILIARIA, S.L.U.	1st Deputy Chair
	PONTEGADEA INVERSIONES, S.L.	PONTEGADEA INVERSIONES, S.L.	2nd Deputy Chair and CEO
	PONTEGADEA INVERSIONES, S.L.	PONTEGADEA INMOBILIARIA, S.L.U.	2nd Deputy Chair and CEO
	PONTEGADEA INVERSIONES, S.L.	PONTEGADEA ESPAÑA, S.L.U.	Chair
	PONTEGADEA INVERSIONES, S.L.	ESPARELLE 2016, S.L.	Chair and CEO
	PONTEGADEA INVERSIONES, S.L.	PONTEGADEA DIECIOCHO, S.L.	Chair and CEO
	PONTEGADEA INVERSIONES, S.L.	SOBRADO FORESTAL 2014, S.L.	Chair and CEO
	PONTEGADEA INVERSIONES, S.L.	PONTEGADEA LUXEMBOURG Sarl	Director
	PONTEGADEA INVERSIONES, S.L.	PONTEGADEA RE LUXEMBOURG Sarl	Director
	PONTEGADEA INVERSIONES, S.L.	PONTEGADEA SHAREHOLDINGS LUXEMBOURG Sarl	Director
	PONTEGADEA INVERSIONES, S.L.	PONTEGADEA FRANCE S.A.S.	Chair
	PONTEGADEA INVERSIONES, S.L.	PONTEGADEA REAL ESTATE S.A.S.	Chair
	PONTEGADEA INVERSIONES, S.L.	LAFAYETTE DM SAS	Chair
	PONTEGADEA INVERSIONES, S.L.	PRIMA CINQUE S.p.A.	Chair
	PONTEGADEA INVERSIONES, S.L.	PONTEGADEA LOGISTICS ITALY Srl	Chair
	PONTEGADEA INVERSIONES, S.L.	PONTEGADEA ITALY Srl	Chair
	PONTEGADEA INVERSIONES, S.L.	PONTEGADEA IRELAND Ltd	Director
	PONTEGADEA INVERSIONES, S.L.	FIF PROPERTY IRELAND 1 Ltd.	Director
	PONTEGADEA INVERSIONES, S.L.	PONTEGADEA RE IRELAND Ltd.	Director
	PONTEGADEA INVERSIONES, S.L.	PG REAL ESTATE INTERESTS Ltd.	Director
	PONTEGADEA INVERSIONES, S.L.	PONTEGADEA INMOBILIARIA S.A de C.V.	Chair
	PONTEGADEA INVERSIONES, S.L.	PONTEGADEA CANADA Inc.	Chair
	PONTEGADEA INVERSIONES, S.L.	PG COMPASS CANADA Inc.	Chair
	PONTEGADEA INVERSIONES, S.L.	PONTEGADEA KOREA Inc.	Director
	PONTEGADEA INVERSIONES, S.L.	PONTEGADEA RE CANADA Inc.	Chair
	PONTEGADEA INVERSIONES, S.L.	PONTEGADEA LOGISTICS GERMANY GmbH	Director
	PONTEGADEA INVERSIONES, S.L.	PONTEGADEA NETHERLANDS Sarl	Director
	PONTEGADEA INVERSIONES, S.L.	VERTOBIS Sarl	Director
	PONTEGADEA INVERSIONES, S.L.	LUX 10 Sarl	Director
	PONTEGADEA INVERSIONES, S.L.	PONTE GADEA USA AND SUBSIDIARIES	Chair
	PARTLER PARTICIPACIONES, S.L.U.	PARTLER 2006, S.L.	2nd Deputy Chair and CEO
	PARTLER PARTICIPACIONES, S.L.U.	PARTLER PARTICIPACIONES, S.L.U.	2nd Deputy Chair and CEO
	PARTLER PARTICIPACIONES, S.L.U.	FONGADEA RECOLETOS 7-9, S.L.	Chair

Name or company name of related director or representative	Name or company name of related significant shareholder	Company name of the group company of the significant shareholder	Description of relationship/position
	PARTLER PARTICIPACIONES, S.L.U.	PONTE GADEA PORTUGAL - INVESTIMENTOS IMOBILIARIOS E HOTELEIROS S.A.	Chair
	PARTLER PARTICIPACIONES, S.L.U.	PONTEGADEA AMOREIRAS - SOCIEDADE IMOBILIARIA S.A.	Chair
	PARTLER PARTICIPACIONES, S.L.U.	PROHERRE INTERNACIONAL SOCIEDADE INMOBILIARIA LDA.	Director
	PARTLER PARTICIPACIONES, S.L.U.	PARTLER LOGISTICS GERMANY Sarl	Director
	PARTLER PARTICIPACIONES, S.L.U.	ALMACK Ltd.	Director
	PARTLER PARTICIPACIONES, S.L.U.	ALMACK LOGISTICS Ltd.	Director
	PARTLER PARTICIPACIONES, S.L.U.	BOXER US Inc	Chair

Shareholders' agreements (A.7)

The Company has not received any notices regarding the making of shareholders' agreements nor is it aware of any arrangement concerning the exercise of voting rights by shareholders.

Takeaways

Overall, the shareholding structure described above allows to combine stability and continuity of control, typical of a long-term family shareholding, with a significant presence of international institutional investors. This shareholder base has resulted in the design and implementation of a robust corporate governance system, the fostering of ongoing dialogue with investors, and orienting the Company's management towards the creation of sustainable long-term value.

Shareholders and General Meeting of Shareholders

Accurate and transparent communication with shareholders, investors and wider stakeholders.
Hybrid general meetings and maximisation of shareholder participation.
No minimum number of shares is required to attend and vote.
Consistently high attendance quorum.
Strong shareholder support in the voting results.
Broad support from proxy advisors.

Dialogue and communication with shareholders, investors and proxy advisors

Ongoing dialogue and communication with our stakeholders (shareholders, investors and third parties with an interest in Inditex's business) are key to the corporate governance system of the Company, as a tool to build their confidence in the long term and get to know and consider their expectations.

Inditex has in place two policies that develop the provisions of the Articles of Association, the Regulations of the General Meeting of Shareholders and the Terms of Reference of the Board of Directors and the Audit and Compliance Committee. Such policies address information transparency as a strategic objective that the Company pursues in its relations with shareholders, investors, financial analysts, proxy advisors and other third parties with an interest in the business of the Group.

Policy on Communication and Contact with Shareholders, Institutional Investors and Proxy Advisors

It addresses the principles, permanent channels and procedures through which ongoing dialogue with such stakeholders is conducted.

Policy on Disclosure of Economic, Financial, Non-Financial and Corporate Information

It establishes a framework for action for the Company to manage and disclose economic-financial, non-financial and corporate information observing the regulations on market abuse.

Both Policies are informed by the following principles:

/ Commitment to accurate, symmetric and accessible disclosures (*fair disclosure*),

/ promoting the equal treatment of all shareholders, and

/ promoting informed participation in corporate affairs.

Such principles reflect our commitment to **protecting shareholders' rights and legitimate interests (including, of minority shareholders)** and **making effective channels available to them** so as to remain informed of and monitor the Company's activities **on equal terms.**

Communication channels and tools

Disclosures to the market and to CNMV

Being a listed company, Inditex submits to CNMV all material information concerning the Company and/or its shares in the form of disclosure of inside information and other relevant information, as the case may be, fully complying with the *fair disclosure* principle.

Corporate website

In order to ensure stable and ongoing communication, the Company has designated its corporate website (*www.inditex.com*), which is permanently updated, as its primary official channel of communication with shareholders, investors, and the markets at large.

Through its corporate website, the Company makes available to shareholders and investors the relevant information required for decision-making. It provides extensive financial, sustainability and corporate governance information and documentation, as well as access to the records and the public information filed with CNMV.

The Company's corporate website includes a specific Corporate Governance subsection within the Investors section, which contains the most relevant information relating to the Company's corporate governance framework. The structure of such subsection is as follows:

(i) "Shareholder structure", with updated information on the share capital,

(ii) "Annual General Meeting", with information and documentation related to the AGMs held since 2019,

(iii) "Board of Directors", with information about members of the Board of Directors and its Committees, and

(iv) "Reports of regulations", which outlines the most significant internal regulations of the Company (Articles of Association, Regulations of the General Meeting of Shareholders, Terms of Reference of the Board and its Committees) as well as the main transparency reports (including the Annual Corporate Governance Report, the Annual Report on Remuneration of Directors and the Sustainability Report).

In addition, results presentations to investors and analysts that take place throughout the year on the occasion of the results releases, are broadcasted live via the corporate website. Likewise, the Company makes available on its corporate website the Results Release published on the occasion of the results presentations, a full transcript of the meeting and a copy of such presentations.

The Company makes available such information in Spanish and English languages, ensuring equal access and simultaneous disclosure to all stakeholders.

Direct communication and ongoing dialogue

On the other hand, to address questions and requests for information in a direct and bespoke manner, the Company has **specific contact channels**, including the Investor Relations Department and the Individual Shareholder Department.

The contact details for both the Investor Relations and the Individual Shareholder Department are available on the Company's corporate website (Information-Contact).

In addition to these permanent shareholder communication channels, the Company establishes, when the notice calling the General Meeting is posted, a specific mailbox intended to facilitate the exercise of shareholders' rights to information and participation in relation to agenda items and any other matters in respect of which enquiries may be legally submitted.

Last, the Investor Relations Department annually coordinates and ensures the organisation of several roadshows at which results are presented to shareholders and investors in the main financial capitals worldwide, and organises visits by shareholders and investors to Inditex's facilities.

Activity with shareholders and investors throughout the year



5 Roadshows in different global financial centres



over 800 requests from individual shareholders have been addressed



205 meetings with investment firms



37 analysts provide coverage on the Company

Annual General Meeting

The General Meeting of Shareholders is the Company's highest governing body. It is governed by the provisions of LSC, the Articles of Association and the Regulations of the General Meeting of Shareholders. Both sets of rules are available on the corporate website.

In accordance with applicable regulations, the Board of Directors calls the Annual General Meeting to be held within the first six months of the closing of each financial year, in order to at least review the company's management, approve, where applicable, the annual financial statements of the previous year and resolve on the distribution of the year's income or loss.

Competencies (B.7)

Inditex has not established in its Articles of Association or in the Terms of Reference of the governing bodies, the obligation to submit for approval to the General Meeting of Shareholders any decisions, other than those established in the applicable regulations, including those that might entail an acquisition, disposal or contribution to another company, of essential assets or other similar corporate transactions. Consequently, **the General Meeting of Shareholders has no powers other than those conferred under the Spanish Companies Act (LSC)**.

ⓘ Section 6 of the Regulations of the General Meeting of Shareholders sets out the competencies of such governing body

Quorum and majorities (B.1, B.2 & B.3)

QUORUM REQUIRED	
Articles 18.1 of the Articles of Association and Section 16 of the Regulations of the General Meeting of Shareholders	
1st call	A quorum shall be present at the General Meeting on first call when shareholders attending in person or by proxy represent at least **50% of the subscribed voting stock.**
2nd call	Generally, a quorum will be present at the General Meeting irrespective of the share capital present or represented, except when it has been called to decide on the matters set out in Section 194 LSC, in which case at least 25% of the subscribed voting stock shall be required to attend.

The Articles of Association require for a quorum to be present at the General Meeting of Shareholders on first call, a higher quorum than that provided in LSC The LSC requires the presence of only 25% of the share capital. Specifically, under the Articles of Association, the same quorum is applied as that required by statute for certain particularly significant resolutions (those set out in Section 194 LSC).

This qualified quorum under the Articles of Association cannot be considered a restriction on Company control as it is required only to hold the General Meeting on first call. To hold the General Meeting on second call, the quorums provided for in statute shall suffice.

MAJORITIES	
Article 20 of the Articles of Association and Section 25 of the Regulations of the General Meeting of Shareholders	
General rule applicable to passing of resolutions at the General Meeting of Shareholders	**As a general rule, resolutions shall be passed by a simple majority of the votes** (more votes for than against of the share capital present or represented at the meeting).
Amendment to the Articles of Association and other resolutions covered in section 194 LSC	**Absolute majority of the votes** if more than 50% of the share capital is present or represented, or **vote for of two-thirds** of the share capital present or represented at the meeting where, on second call, shareholders representing at least 25% of the subscribed stock with voting rights are present or represented, without reaching 50%.

Regarding the **majorities required for the passing of resolutions, there are no differences between the regime set out in Inditex's internal regulations and that established in the Spanish Companies Act.** In all cases, the majorities required pursuant to statute depending on the nature of the resolutions submitted to shareholders at the General Meeting, apply.

Accordingly, pursuant to the Articles of Association and the Regulations of the General Meeting of Shareholders, the General Meeting of Shareholders is responsible for approving any amendment to the Articles of Association, with the sole exception of the authority reserved to the Board of Directors to resolve on a change of address of the registered office within Spanish territory, in accordance with Section 285.2 LSC, as the Articles of Association do not provide otherwise.

Format and participation (B.4)

Since 2020, the Company has held **hybrid AGMs**, combining physical and remote shareholder attendance. This system has contributed to a broader and more equitable shareholder attendance and participation, and has been recognised as a best practice by leading proxy advisors and other minority shareholders associations.

As a result of such hybrid format and the actions taken to enhance shareholder engagement, the Company has steadily recorded **attendance data** of **89% of the share capital**, above the average attendance data of IBEX35 companies.

Attendance data at the last three AGMs are shown in the following table:

	Attendance data				
			% absentee voting		
AGM Date	% physically present	% present by proxy	Electronic voting	Others	Total
11-07-2023	0.02 %	86.83 %	0 % [1]	2,10 % [1]	88.95 %
Of which float	0.02 %	22.49 %	0 %	2.10 %	24.61 %
09-07-2024	0.02 %	89.09 %	0 % [2]	0,53 % [2]	89.65 %
Of which float	0.01 %	24.74 %	0 %	0.53 %	25.29 %
15-07-2025	0.01 %	89.08 %	0 % [3]	0,31% [3]	89.42 %
Of which float	0.00 %	24.73 %	0 %	0.31 %	25.05 %

[1] 355 shareholders cast absentee vote through distance communication means, by post, or electronic vote.
[2] 248 shareholders cast absentee vote through distance communication means, by post, or electronic vote.
[3] 313 shareholders cast absentee vote through distance communication means, by post, or electronic vote.

Strong shareholder support

Resolutions submitted to shareholders at the AGM have been passed with, on average, **99% of votes for** over the last three years, which shows a high level of shareholder confidence in the Company's management.

Even in respect of those items that recorded the lowest approval levels, support remained highly significant, as detailed below in the section on the AGM 2025.

In addition, the leading proxy advisors have consistently issued **favourable recommendations** with respect to the proposals submitted to shareholders at the AGM.

Shareholders' rights (B.6 & B.8)

Right to information (B.8)

As provided in Sections 197 and 520 LSC and in the Regulations of the General Meeting of Shareholders, **the Company ensures the effective exercise of shareholders' right to information, both before and during the General Meeting of Shareholders.**

Documentation made available to shareholders relating to the General Meeting of Shareholders
As indicated above, a specific subsection dedicated to Corporate Governance is available in the Investors section on the corporate website. Such subsection includes the most relevant corporate governance information of the Company.

From the moment the notice calling the Annual General Meeting is announced, the Company makes available to shareholders without interruption on the corporate website (Investors - Corporate Governance - Annual General Meeting) and at the registered office the documentation required to conduct the meeting, both documents relating to the agenda, as well as instructions and requirements to attend and participate at the meeting. Shareholders may also request the delivery or shipment, free of charge, of all such documentation.

On the other hand, pursuant to the provisions of Section 539.2 LSC, the Company makes available on the corporate website an **Electronic Shareholder Forum** , which may be accessed by any shareholder and/or association of shareholders duly qualified. This is a supplementary measure that fosters communication between shareholders and facilitates the exercise of their rights before the General Meeting is conducted.

Request of information or clarifications before the meeting
From the date the notice calling the AGM is announced until the 5th day (inclusive) prior to the date scheduled for the AGM to be held, shareholders can request in writing from the Board of Directors any information or clarification they may deem necessary or raise in writing the questions deemed appropriate regarding: (i) agenda items; (ii) the information made available to the public released by the Company to CNMV since the date of the last AGM and (iii) the auditor's reports on the individual annual accounts and director's report of the Company and on the consolidated annual accounts and director's report of the Inditex Group.

Valid written requests for information and the answers from the Board of Directors made before the AGM, are published on the corporate website. This enhances transparency.

Request of information or clarifications during the meeting
Shareholders or their appointed proxies attending the meeting physically or remotely may also request information or clarifications on: (i) agenda items, (ii) the information made available to the public released by the Company to CNMV and (iii) the auditor's reports.

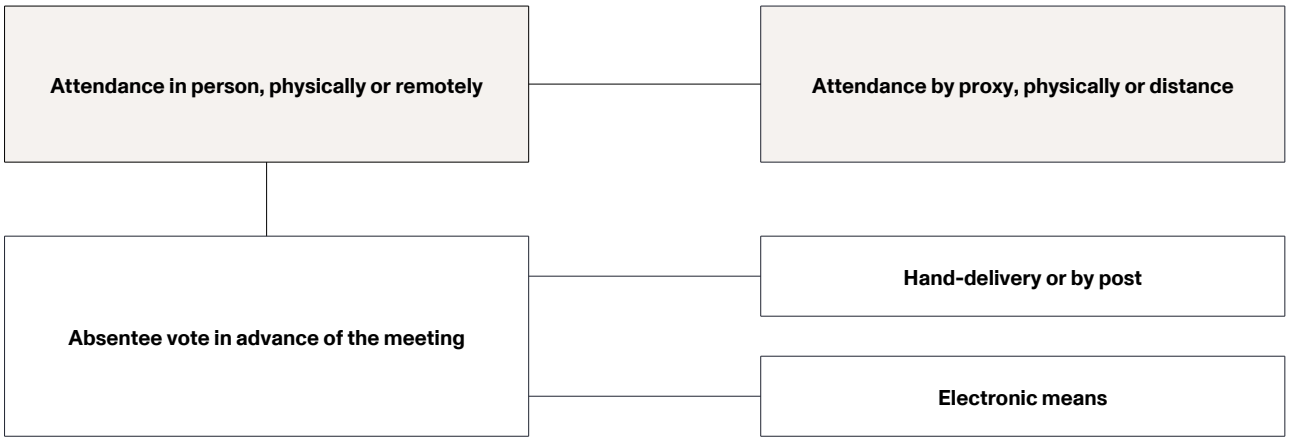
Valid requests for information or clarifications made by attendees are read out loud and answered during the AGM, or answered in writing within the seven calendar days of conclusion of the AGM.

Right to attend and participate (B.6)

Shareholders who have **any number of shares** registered in their name in the book entry registers at least 5 days prior to the date scheduled for the meeting, and who remain the holders of such shares until the Meeting is held and are up to date in the payment of calls on unpaid capital, are eligible to attend the General Meeting. **Therefore, no minimum shareholding threshold is required under the Company's Articles of Association that affects the right to attend or to cast an absentee vote. The holding of a single share is sufficient to attend the General Meeting and to vote.**

The Company ensures the effective exercise of shareholders' right to attend and **promotes their active, orderly and secure participation in the General Meeting, incorporating technological solutions that enhance transparency, accessibility and equal treatment, aligning the exercise of such right with best corporate governance recommendations.**

Means of attendance and participation at the AGM



In addition, the Company takes specific measures to facilitate access to the venue and participation during the meeting to shareholders with reduced mobility, and provides supporting services to visually and/or hearing impaired shareholders, including sign language interpretation and audio description services, to ensure their effective participation on equal terms.

Economic rights

As described in section A. "Ownership Structure" above, the structure of the Company's share capital is fairly simple, as it is entirely represented by ordinary shares of the same class and series.

All Company shares carry the same voting and economic rights (in accordance with the principle of "one share one vote" and "one share, one dividend"). There are no shares carrying enhanced economic rights or preferential dividend entitlements, nor are there any other provisions in the Articles of Association that alter proportionality in profit distribution. Consequently, the Company's dividend policy applies uniformly and on a non-discriminatory basis to all shareholders.

Shareholder remuneration policy

The dividend distribution proposals submitted each year by the executive management to the Board of Directors, and subsequently to shareholders for approval at the General Meeting are based on a policy in place since 2019 consisting of a payout ratio of 60% of net profit. This dividend policy confirms the Company's priority of maintaining a balance between providing an attractive remuneration to shareholders and retaining resources to reinvest and continue growing, while preserving solvency and maintaining a strong balance sheet. All of which contributes to maintaining financial discipline and effective capital allocation control.

In line with this policy, at the 2025 AGM, Inditex shareholders ratified the distribution of a dividend of €1.68 gross per share, composed of an ordinary dividend of €1.13 gross per share and a bonus dividend of €0.55 gross per share. Dividend was distributed in two equal payments: shareholders with a right to dividend were paid €0.84 gross per share on 2 May 2025 as interim ordinary dividend, and €0.84 gross per share on 3 November 2025 as final ordinary and bonus dividend (€0.29 gross per share ordinary dividend and €055 gross per share bonus dividend).

AGM 2025

Inditex's Annual General Meeting for 2025 was held on 15 July 2025 on first call, in an **hybrid format**, with shareholders and appointed proxies attending physically at the Company's registered office, with others attending remotely via the platform made available for such purposes on Inditex corporate website.

The notice of the AGM 2025 was duly published in the Official Gazette of the Companies Register, in several newspapers, on the corporate website (Investors – Corporate Governance – Annual General Meeting 2025) and on CNMV's website. The notice included the agenda and the remaining information required under applicable regulations.

In order to facilitate informed shareholder attendance and participation, the Company made available, from the date the notice of the AGM was published, a comprehensive set of documentation, accessible for inspection at the registered office and permanently available on the corporate website (Investors – Corporate Governance – Annual General Meeting).

Resolutions and voting results (B.5)

In the course of the Annual General Meeting held on 15 July 2025, **shareholders approved all agenda items submitted to them, in line with the proposals raised by the Board of Directors.**

In addition, as detailed below, the voting results reflect strong shareholder support for the Company's management and for the proposals submitted by the Board of Directors, with high percentages of votes for on the majority of the items submitted to them for approval.

Resolutions	VOTES FOR		VOTES AGAINST		ABSTENTION	
	Number of shares	% of the share capital present or represented [1]	Number of Shares	% of the share capital present or represented [1]	Number of shares	% of the share capital present or represented [1]
1. Approval of the individual annual accounts and grant of discharge to the directors:						
1.a. Approval of the annual accounts and directors' report of Industria de Diseño Textil, S.A. (Inditex, S.A.) for the year ended 31 January 2025.	2,778,956,530	99.7144 %	3,070,455	0.1102 %	4,887,661	0.1754 %
1.b. Grant of discharge to the directors relating to the year ended 31 January 2025.	2,753,879,712	98.8146 %	28,363,062	1.0177 %	4,671,872	0.1676 %
2. Approval of the consolidated annual accounts and directors' report of the Inditex Group for the year ended 31 January 2025.	2,781,997,540	99.8236 %	29,445	0.0011 %	4,887,661	0.1754 %
3. Approval of the Consolidated Statement on Non-financial Information and Sustainability Information for the year ended 31 January 2025	2,777,063,397	99.6465 %	6,653,458	0.2387 %	3,197,791	0.1147 %
4. Distribution of 2024 financial year's income or loss and dividend distribution	2,783,849,298	99.89 %	2,832,980	0.1017 %	232,368	0.0083 %
5. Election of Mr Roberto Cibeira Moreiras to the Board of Directors as proprietary director.	2,762,741,911	99.1326 %	23,875,655	0.8567 %	297,080	0.0107 %
6. Re-election of Ernst & Young, S.L. as statutory auditor of the Company and its Group for the year ended 31 January 2026.	2,785,659,410	99.955 %	1,020,113	0.0366 %	235,123	0.0084 %
7. Approval of a long-term incentive plan in cash and in shares addressed to members of the management, including executive directors, and other employees of the Inditex Group	2,766,096,666	99.253 %	20,514,950	0.7361 %	303,030	0.0109 %
8. Advisory vote on the Annual Report on Remuneration of Directors for the year ended 31 January 2025.	2,734,476,295	98.1184 %	43,693,288	1.5678 %	8,745,063	0.3138 %
9. Granting of powers to implement resolutions.	2,786,656,801	99.9907 %	1,920	0.0001 %	255,925	0.0092 %
10. Information to shareholders at the AGM on the amendment to the Board of Directors' Regulations.	N/A	N/A	N/A	N/A	N/A	N/A

[1] Percentage of the total votes cast, taking into account abstentions (voting quorum).

ⓘ More information about the detail of the resolutions passed and voting results in the section Investors - Corporate Governance - Annual General Meeting (AGM 2025).

Board of Directors

Description of Inditex's Board of Directors

/ High percentage of independent directors: **50% of board members are independent**, a very high percentage in a company with a controlling shareholder, advancing corporate governance recommendations.

/ Separation of roles: non-executive Chair and executive management. This separation enhances the balance of powers and the independence of the Board: **non-executive** Chair (a woman) and one **executive director**, the CEO.

/ The role of the Lead Independent Director (LID) is maintained: this represents an **additional safeguard of independence** versus shareholding concentration, and a liaison role for non-executive directors and shareholders.

/ Diversity of profiles and female leadership: Inditex's Board of Directors is plural, expert and independent, with a high level of knowledge and skills to ensure the proper discharge of its duties within the Company, both individually and collectively.

/ In addition, **gender parity has been reached on the Board, marked by female leadership:** two Board Committees are chaired by women, and the Board of Directors is chaired by Ms Marta Ortega Gaona.

Composition and diversity (C.1.1, C.1.2, C.1.3, C.1.4, C.1.5, C.1.6, C.1.8, C.1.9, C.1.10, C.1.11, C.1.12, C.1.21 & C.1.29)

Size (C.1.1)

Pursuant to the provisions of Article 23 of the Articles of Association and Section 6 of its Terms of Reference, Inditex's **Board of Directors shall comprise no fewer than five (5) and no more than twelve (12) members**. Its exact number shall be determined by the General Meeting of Shareholders.

The range set out in the Articles of Association is consistent with Recommendation 13 CBG, which provides for a board size of between five (5) and fifteen (15) members in order to ensure an effective and participatory operation

The current number of board members - ten (10) - is deemed to be appropriate to combine efficiency, agility and quality of debate with the breadth and diversity of profiles and competencies required to address the challenges that Inditex faces.

5/12	10
Minimum and maximum number of directors in the Articles of Association	**No. of directors determined by the General Meeting of Shareholders**

Composition (C.1.2)

Inditex's Annual General Meeting held on 15 July 2025 approved the election of Mr Roberto Cibeira Moreiras to the Board as new proprietary director, to replace Mr José Arnau Sierra who, at the conclusion of his term of office, had announced his decision to step down from the Board. Mr Arnau retired after the conclusion of such AGM.

Mr Arnau, a proprietary director, had been re-elected to the Board, where he held the position of Deputy Chair, for the last time on 13 July 2021. He also served on all Board Committees: (i) the Executive Committee (until its winding-up), (ii) the Audit and Compliance Committee, (iii) the Nomination Committee, (iv) the Remuneration Committee, and (v) the Sustainability Committee.

In line with the policy of appointing professionals of recognised standing to serve on the Company's Board Committees, in view of Mr Cibeira's experience and professional career, he was appointed as an ordinary member of the Audit and Compliance, Nomination, Remuneration and Sustainability Committees.

In 2025, no other director removal has occurred, whether through resignation or by resolution of the General Meeting before the conclusion of the relevant term of office.

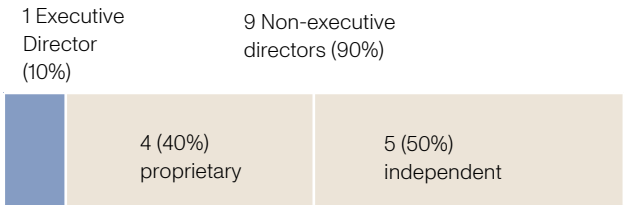
The table below shows the composition of Inditex's Board of Directors as at 31 January 2026 and as at the date of this report:

Name or company name of director	Directorship type	Position on the board	Date first appointed to the board	Date of last appointment	Election procedure
Ms Marta Ortega Pérez	Proprietary	Non-Executive Chair	01/04/2022 [1]	12/07/2022	AGM
Mr Óscar García Maceiras	Executive	CEO	29/11/2021 [2]	12/07/2022	AGM
Mr Amancio Ortega Gaona	Proprietary	Ordinary member	12/06/1985	11/07/2023	AGM
Ms Flora Pérez Marcote	Proprietary	Ordinary member	09/07/2024	-	AGM
Mr Roberto Cibeira Moreiras	Proprietary	Ordinary member	15/07/2025	-	AGM
Mr José Luis Durán Schulz	Independent	Ordinary member	14/07/2015	11/07/2023	AGM
Mr Rodrigo Echenique Gordillo	Independent	Ordinary member and Lead Independent Director	15/07/2014	12/07/2022	AGM
Bns Denise Patricia Kingsmill	Independent	Ordinary member	19/07/2016	09/07/2024	AGM
Ms Pilar López Álvarez	Independent	Ordinary member	17/07/2018	12/07/2022	AGM
Ms Belén Romana García	Independent	Ordinary member	09/07/2024	-	AGM
Total number of directors					**10**

[1] Ms Marta Ortega Pérez was co-opted to the Board of Directors as proprietary director and appointed as (non-executive) Chair thereof further to a resolution passed by the Bboard of Directors on 29 November 2021, effective as of 1 April 2022. Her appointment was ratified further to a resolution passed at the AGM on 12 July 2022.

[2] Mr Óscar García Maceiras was co-opted to the Board of Directors as executive director and CEO further to a resolution passed by the Board of Directors on 29 November 2021. His appointment was ratified further to a resolution passed at the AGM on 12 July 2022.

Directorship types (C.1.3 & C.1.8)



In accordance with Section 7 of the Board of Directors' Regulations, non-executive directors represent a broad majority of board seats. Only one director has **executive functions:** Mr Óscar García Maceiras, the CEO (1 out of 10).

In turn, in accordance with the provisions of the Board of Directors' Regulations, the number of **independent directors** (5: Mr Durán, Mr Echenique, Bns. Denise Patricia Kingsmill, Ms López and Ms Romana) represents 50% of all board seats, fully complying with Recommendation 17 CBG according to which independent directors should account for at least half of all board seats. This is the case notwithstanding the fact that the Company has a shareholder who indirectly holds the majority of the share capital. In such circumstance, the applicable rule is that at least a third of all the directors should be independent.

Meanwhile, the ratio of **proprietary directors** to non-executive directors (4 out of 9) does not exceed the proportion between the stake of the shareholders represented by such directors and the remainder of the share capital, as provided in Recommendation 16 CBG.

Ms Marta Ortega Pérez, Mr Amancio Ortega Gaona, Ms Flora Pérez Marcote and Mr Roberto Cibeira Moreiras are non-executive proprietary directors. They represent 40% of board seats. All of them represent shareholder Mr Amancio Ortega Gaona. The relationship between Ms Marta Ortega Pérez, Ms Flora Pérez Marcote and Mr Amancio Ortega Gaona is addressed in the "Ownership structure" section.

No proprietary directors have been appointed at the request of shareholders with less than a 3% equity interest, nor formal requests for Board representation have been received or addressed from shareholders holding an interest equal to or greater than that of other shareholders already represented on the Board, since no shareholders are in a comparable position that would warrant the application of this proportionality principle.

No directorship type other than those mentioned above exist. Nor is there direct employee representation within the Company's management, governing or supervisory bodies, as this is not required under applicable Spanish law or corporate governance recommendations, unlike in certain other jurisdictions, nor is it a common market practice among comparable Spanish companies.

Dedication, incompatibilities and independence (C.1.3, C.1.10, C.1.11 & C.1.12)

The Board of Directors considers the appropriate level of commitment of its members to be an essential element for the proper discharge of its supervisory, strategic and oversight functions. In accordance with the provisions of the Board Regulations, directors are required to devote sufficient time to prepare for meetings, attend in person the meetings of the Board and of the Committees on which they serve, participate actively in deliberations and carry out the specific duties entrusted to them.

For these purposes, the Nomination Committee assesses, prior to the appointment or re-election of directors, the time and commitment required for the proper performance of the role, considering the number and nature of any other professional positions or responsibilities held by the candidate. In addition, the Board's Annual Work Programme includes an estimate of the minimum time commitment expected, calculated on the basis of the Schedule of meeting dates and agenda of business to be transacted, experience from previous years and the matters included on the annual agenda. This allows to anticipate and verify the effective availability of directors.

In this regard, Section 22.3 of the Board of Directors' Regulations provides that **no director who simultaneously serves on the board of four listed companies other than the Company may be proposed or appointed as a director.** This is an additional safeguard to ensure an appropriate level of commitment and to prevent situations of overboarding.

None of Inditex's directors hold managerial positions or serve on the governing body of any company within the Inditex Group.

Likewise, the Board of Directors' Regulations and the internal regulations of the Company provide for a **framework of incompatibilities, duties of loyalty and prevention of conflicts of interest.** Accordingly, directors are bound to report any situation which may compromise their independence, abstain from taking part in matters where a conflict of interest exists and, where applicable, tender their resignation to the Board when circumstances provided for in its Terms of Reference arise.

Based on the information provided by directors, the positions held by Inditex directors in other companies are listed in the table below, together with information on other paid activities:

Identity of the director or representative	Company name of listed or unlisted company	Position	Paid or unpaid
Ms Marta Ortega Pérez	Pontegadea Inversiones, S.L.	Director	Paid
	Partler 2006, S.L.	First Deputy Chair	Paid
	Pontegadea GB2020, S.L.	Director	Paid
	Partler Participaciones, S.L.U.	First Deputy Chair	Unpaid
	Fundación Amancio Ortega Gaona	First Deputy Chair	Unpaid
	Fundación MOP.- The MOP Foundation	Chair	Unpaid
	Real Patronato de la Galería de Colecciones Reales	Trustee	Unpaid
Mr Amancio Ortega Gaona	Pontegadea Inversiones, S.L.	Chair	Paid
	Pontegadea Inmobiliaria, S.L.U	Chair	Paid
	Partler 2006, S.L.	Chair	Paid
	Pontegadea GB2020, S.L.	Chair	Paid
	Partler Participaciones, S.L.U.	Chair	Unpaid
	Fundación Amancio Ortega Gaona	Trustee	Unpaid
Ms Flora Pérez Marcote	Pontegadea Inversiones, S.L.	First Deputy Chair	Paid
	Pontegadea Inmobiliaria, S.L.U.	First Deputy Chair	Paid
	Pontegadea GB2020, S.L.	First Deputy Chair	Paid
	Fundación Amancio Ortega Gaona	Chair	Unpaid
	Fundación MOP.- The MOP Foundation	Trustee	Unpaid

Identity of the director or representative	Company name of listed or unlisted company	Position	Paid or unpaid
Mr Roberto Cibeira Moreiras	Pontegadea Inversiones, S.L.	Second Deputy Chair and CEO	Paid
	Pontegadea Inmobiliaria, S.L.U.	Second Deputy Chair and CEO	Paid
	Partler 2006, S.L.	Second Deputy Chair and CEO	Paid
	Pontegadea GB2020, S.L.	Second Deputy Chair and CEO	Paid
	Pontegadea España, S.L.U.	Chair	Unpaid
	Partler Participaciones, S.L.U	Second Deputy Chair and CEO	Unpaid
	Esparelle 2016, S.L.	Chair and CEO	Unpaid
	Pontegadea Dieciocho, S.L.	Chair and CEO	Unpaid
	Sobrado Forestal 2014, S.L.	Chair and CEO	Unpaid
	Pontegadea France, S.A.S.	Chair	Unpaid
	Prima Cinque, S.p.a.	Chair	Unpaid
	PG Real Estate Interests, Ltd.	Director	Unpaid
	Pontegadea Inmobiliaria, S.A. de CV	Chair	Unpaid
	Pontegadea Canadá, Inc.	Chair	Unpaid
	PG Compass Canada	Chair	Unpaid
	Pontegadea Korea, Inc.	Director	Unpaid
	Ponte Gadea USA, Inc.	Chair	Unpaid
	Hills Place, Sarl.	Director	Unpaid
	Pontegadea UK, Ltd.	Director	Unpaid
	Almack, Ltd.	Director	Unpaid
	Ponte Gadea Portugal – Investimentos Imobiliários e Hoteleiros, S.A.	Chair	Unpaid
	Pontegadea Amoreiras – Sociedade Imobiliária, S.A.	Chair	Unpaid
	Proherre Internacional- Sociedade Imobiliária, Lda.	Director	Unpaid
	Pontegadea Luxembourg Sarl	Director	Unpaid
	Pontegadea Real Estate, S.A.S.	Chair	Unpaid
	Byzantium Acquisition MidCo I B.V. (Q-Park)	Director	Unpaid
	Fongadea Recoletos 7-9, S.L.	Chair	Unpaid
	Boxer US Inc	Chair	Unpaid
	Pontegadea Ireland Ltd	Director	Unpaid
	Pontegadea RE Canada Inc.	Chair	Unpaid
	FIF Property Ireland 1	Director	Unpaid
	Telxius Telecom SA	Chair and Deputy Secretary	Unpaid
	Lafayette DM SAS	Chair	Unpaid
	Pontegadea Logistics Italy S.r.l.	Chair	Unpaid
	Pontegadea Italy S.r.l	Chair	Unpaid
	Pontegadea RE Luxembourg	Director	Unpaid
	Pontegadea Logistics Germany GmbH	Director	Unpaid
	Pontegadea Shareholdings Luxembourg	Director	Unpaid
	Almack Logistics Ltd.	Director	Unpaid
	Pontegadea RE Ireland Ltd.	Director	Unpaid
	Fundación Amancio Ortega Gaona	Trustee	Unpaid
	Pontegadea Netherlands Sarl	Director	Unpaid
	LUX 10 Sarl	Director	Unpaid
	VertBois Sarl	Director	Unpaid
	Partler Logistics Germany Sarl	Director	Unpaid

Identity of the director or representative	Company name of listed or unlisted company	Position	Paid or unpaid
	Pontegadea RE UK Ltd	Director	Unpaid
	PD Ports Limited	Director	Unpaid
	Tomoncia SLU	Sole Director	Unpaid
Mr Óscar García Maceiras	Fundación Fad Juventud	Trustee	Unpaid
Mr José Luis Durán Schulz	Value Retail Management	CEO	Paid
	JLD Advise S.A.	Consultant	Paid
Mr Rodrigo Echenique Gordillo	Banco Santander Portugal	Independent Director	Paid
	Fundación Banco Santander	Chair	Unpaid
	Fundación del Teatro Real	Trustee	Unpaid
	Fundación Escuela Superior de Música Reina Sofia	Trustee	Unpaid
	Fundación ProCNIC	Trustee	Unpaid
	Real Patronato de la Galería de las Colecciones Reales	Trustee	Unpaid
	Banco Santander	Advisor	Paid
Ms Pilar López Álvarez	Vodafone Group Services Ltd	Chief Financial Officer	Paid
Ms Belén Romana García	Banco Santander	Non-executive director	Paid
	Bolsas y Mercados Españoles	Non-executive director	Paid
	SIX Group AG	Non-executive director	Paid
	SIX Digital Exchange AG	Non-executive director	Paid
	SDX Trading AG	Non-executive Chair	Paid
	Werfen SA	Non-executive Chair	Paid
	Artá Capital SGEIC SA	Senior advisor	Paid
	IE Leadership and Foresight Hub	Academic Director	Paid

No independent director receives from the Company, or from its Group, any amount or benefit of any kind other than their remuneration as a director and, except in the cases detailed below, none has, nor has had during the past year, a business relationship with the Company or its Group, whether in their own name or as a significant shareholder, director, or senior manager of an entity engaged or which has been engaged in such relationship.

As detailed in the table above, certain directors of the Company hold positions/perform duties in other entities (and units) belonging to corporate groups with which Inditex is engaged, or has been engaged, in business relationships (including financial ones).

/ **Mr Rodrigo Echenique Gordillo** is an advisor to Banco de Santander and serves as an independent director in its Portuguese subsidiary. During 2025, he also served as independent director of Banco Santander Chile.

/ **Ms Pilar López Álvarez** has been CFO at Vodafone Group Services since December 2025. She previously held a senior executive role at Microsoft, as VP of the strategic partnership with the London Stock Exchange Group (LSEG).

/ **Ms Belén Romana García** is an independent director at Banco Santander, SIX Group AG and at several of its subsidiaries, including Bolsas y Mercados Españoles (BME).

For the purposes of the provisions of Section 529*duodecis*(4)(e)LSC., **the Board of Directors has considered that none of the above referred situations compromise the independence of its members** since, from the perspective of the Company, they are not deemed to be significant or relevant business relationships.

Additionally, for the purposes of the provisions of Section 229 LSC and Section 33.1 of the Board of Directors' Regulations which govern conflicts of interest and related parties, the Board considers that all such situations are adequately managed, since, among other things, **directors concerned do not take part, nor have taken part in the past in the negotiation or the execution of the relevant agreements** (as they do not exert either a significant influence on the line of business of the company with which Inditex has a business relationship), and, where applicable, internal rules on communication and abstention apply, where appropriate.

Based on the foregoing, the current composition of the Board is deemed to fully meet the criteria of independence and commitment required under applicable regulations and good governance recommendations.

Biographies, competencies and diversity (C.1.3, C.1.4, C.1.5, C.1.6, C.1.11, C.1.12, C.1.14 & C.2.2)

1) EXECUTIVE DIRECTORS



Mr Óscar García Maceiras

Chief Executive Officer (CEO) since November 2021.

Mr Óscar García Maceiras holds a degree in Law from Universidade da Coruña and a PhD in Law from Universidad CEU San Pablo.

He is Abogado del Estado [*Spanish State Attorney*], a position he held from 2001 to 2005 in his home town (A Coruña).

In 2005 he joined Banco Pastor, first as Chief Legal Officer and later as its General Counsel and Board Secretary.

In 2012 he was named Deputy Secretary of the Board and Head of Corporate Legal Department at Banco Popular. That same year, he was appointed Managing Director of Corporate Development and Legal Affairs at SAREB, Spain's management company for assets arising from bank restructuring, as well as its General Counsel and Board Secretary.

In 2016 he joined Banco Santander as Group General Counsel and Deputy Secretary of the Board of Directors. In 2021 he joined Inditex as General Counsel and Secretary of the Board of Directors, a position he held until his appointment as the Group's CEO.

He was appointed as a director by the Board of Directors in the meeting held on 29 November 2021, effective immediately, and ratified at the Annual General Meeting held on 12 July 2022.

He is direct holder of 118,329 Company shares.

2) PROPRIETARY DIRECTORS



Ms Marta Ortega Pérez

Non-executive Chair since April 2022. Proprietary director, representing the Company's founder, Mr Amancio Ortega Gaona.

Ms Marta Ortega Pérez has developed her entire professional career within the Inditex Group, which she joined in 2007 after she graduated in International Business from Regent's University London. In her early years with the Company she held roles across several international destinations and business areas, later joining the Zara Woman design and product development team. In recent years she has focused on defining Zara's brand and product strategy. In addition, she serves on the Boards of Directors of Pontegadea Inversiones, S.L. and Partler Participaciones, S.L.U., both of them significant shareholders of Inditex.

Ms Marta Ortega, daughter of Mr Amancio Ortega Gaona, founder and controlling shareholder of Inditex and of Ms Flora Pérez Marcote –both of whom serve on this Board of Directors–, has been a trustee of the Board of Trustees of Fundación Amancio Ortega Gaona (Amancio Ortega Gaona Foundation) since 2015, and its First Deputy Chair since 2023. She also chairs the Fundación MOP - MOP Foundation since its establishment in 2022 with the mission of promoting artistic, cultural and educational activities.

She was appointed as a director by the Board of Directors in the meeting held on 29 November 2021, effective as of 1 April 2022, and ratified at the Annual General Meeting held on 12 July 2022.

She is direct holder of 42,511 Company shares.



Mr Amancio Ortega Gaona

Founder.

Mr Amancio Ortega Gaona began his business career in the textile manufacturing sector in 1963. In 1972 he founded Confecciones Goa, S.A., the first garment-making factory of Inditex and 3 years later he founded Zara España, S.A., the first retailing company of the Group. He was Inditex's Chairman from the date of incorporation until 2011. He currently chairs the Boards of Directors of Pontegadea Inversiones S.L. and Partler 2006 S.L.

He was re-elected to the Board of Directors at the Annual General Meetings held on 30 June 1990, 31 July 1995, 20 July 2000, 15 July 2005, 13 July 2010, 14 July 2015, 16 July 2019 and 11 July 2023.

Mr Ortega is the controlling shareholder of the Company where he owns 1,848,000,315 shares through Pontegadea Inversiones S.L. and Partler Participaciones, S.L.U.



Ms Flora Pérez Marcote

Proprietary director since July 2024, representing the Company's founder, Mr Amancio Ortega Gaona.

With a vast professional experience in fashion and retail, Ms Flora Pérez Marcote has spent her entire career within the Inditex Group with responsibilities in areas relating to both design and production. She also has extensive experience as company director and director in other entities. She has served on the board of several companies within the Inditex Group since 1992.

Until her election as a director, she had served on Inditex's Board of Directors as legal representative of Pontegadea Inversiones, S.L since 2005. She previously was the legal representative of Gartler, S.L., a former proprietary director of Inditex. Likewise, she has been a trustee on the Board of Trustees of Amancio Ortega Gaona Foundation since March 2003, and a trustee on the Board of Trustees of MOP Foundation since its establishment in 2022.

Ms Pérez is the First Deputy Chair of Pontegadea Inversiones, S.L., Inditex's significant shareholder and the spouse of Mr Amancio Ortega Gaona, indirect owner of a 59.294% stake in Inditex's share capital through Pontegadea Inversiones, S.L. and Partler Participaciones, S.L.U.

She was elected as a director at the Annual General Meeting held on 9 July 2024.

She is direct holder of 83,342 Company shares.



Mr Roberto Cibeira Moreiras

Proprietary director since July 2025, representing the Company's founder, Mr Amancio Ortega Gaona.

The CEO of Pontegadea Group, Mr Roberto Cibeira Moreiras holds a degree in Business Studies (majoring in Finance) from Universidade de Santiago de Compostela and a PDD from IESE. He began his professional career at the audit firm Arthur Andersen where he became the head of its office based in A Coruña. He was responsible for audit and consulting services for the financial sector as well as advisory services on debt instruments in international markets. He has been a member of the ROAC since 2001. He joined Pontegadea in 2003 as Head of International Real Estate and Financial Investments. From 2010 to 2013, he served on the Board of Directors of NH Hoteles as legal representative of Pontegadea.

He was appointed CEO of Pontegadea in 2016. Throughout his career at Pontegadea, he has participated in a large number of real estate investment transactions across different countries, as well as corporate and private equity deals, primarily in the field of renewable energy generation, as well as in financial investments in companies with relevant sustainability strategies. He has also participated in multiple financing structuring transactions.

He serves on the Board of Directors of the subsidiaries of Pontegadea and of its main investee companies.

He became a trustee on the Board of Trustees of Amancio Ortega Gaona Foundation in 2020.

He was appointed as a director at the Annual General Meeting held on 15 July 2025.

He is direct holder of 1,500 Company shares.

3) NON-EXECUTIVE INDEPENDENT DIRECTORS



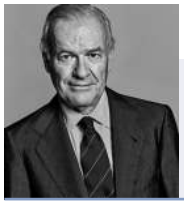
Mr José Luis Durán Schulz
Independent director since July 2015.

Mr José Durán Schulz holds a degree in Economics and Business Administration from ICADE. From 1987 to 1990, he was an auditor at Arthur Andersen. In 1991, he joined Carrefour Group, where he held the following positions: Head of Management Control for Spain, Europe and Latin America (1991-1997); Chief Financial Officer for Spain (1997-2001); Group Chief Financial Officer (2001-2005) and Group Chair and Chief Executive Officer (2005-2008).

In July 2009, he joined Maus Frères Group, based in Switzerland, where he served as Chief Executive Officer of Lacoste, Executive Chairman of Gant and Board member of Aigle, S.A. until January 2015. He was member of the Governance, Remuneration and Nomination Committee at Unibail-Rodamco, and a member of its Board of Directors until 4 October 2015. He served as an independent director and member of the Audit Committee of Orange until 30 June 2017. At present, he is the CEO of Value Retail Management.

Mr Durán was appointed as a director at the Annual General Meeting held on 14 July 2015 and re-elected at the Annual General Meetings held on 16 July 2019 and 11 July 2023.

He is direct holder of 3,747 Company shares.



Mr Rodrigo Echenique Gordillo
Independent director since July 2014.

Mr Rodrigo Echenique Gordillo holds a degree in Law from Universidad Complutense de Madrid and is a State Attorney.

At present, he is the Chair of Fundación Banco Santander and a member of the Board of Directors of Banco Santander Portugal.

He is a trustee on the Board of Trustees of Fundación Consejo España-EEUU, Deputy-Chair of the Board of Trustees of Teatro Real, a trustee on the Board of Trustees of Escuela Superior de Música Reina Sofía, of Real Patronato Galería Colecciones Reales and of Fundación ProCNIC.

From 1987 to 2020, he served on the Board of Directors of Banco Santander, S.A. He has been CEO, Deputy Chairman and Executive Director of Banco Santander, S.A., Chair of Santander España and of Banco Popular, and a member of the Board of Santander Chile. He also served as Deputy Chairman of Banco Banif, S.A., and Chairman of Allfunds Bank and SPREA. He has served on the Board of Directors of Santander Investment. He has been an ordinary member of the Board of Directors of several industrial and financial companies: Ebro Azúcares y Alcoholes, S.A., Industrias Agricolas, S.A., SABA, S.A. and Lar, S.A.

Mr Echenique chaired the Social Advisory Board of Universidad Carlos III de Madrid. In addition, he served, first as a member and then as the Chairman of the Advisory Board of Accenture, S.A., Lucent Technologies, Quercus and Agrolimen, S.A. He has been the Chairman of Vallehermoso, S.A., Vocento, S.A., NH Hotels Group, Metrovacesa, S.A. and Merlin Properties, SOCIMI, S.A.

He was appointed as a director at the Annual General Meeting held on 15 July 2014 and re-elected at the Annual General Meetings held on 17 July 2018 and 12 July 2022.

He is direct holder of 20,000 Company shares.



Bns. Denise Patricia Kingsmill
Independent director since July 2016.

In 2000 she was awarded a CBE for services to Employment Law and Competition. In June 2006, Baroness Kingsmill was appointed to the House of Lords as a Labour Peer.

After a 20 year legal career she became deputy chair of the former Competition Commission between 1996 and 2004. She has 5 honorary Doctorates from universities in the United Kingdom.

Baroness Kingsmill has been a Chair/member of the Remuneration committees of many international companies. As a lawyer she has advised in relation to remuneration schemes. In 2001 she was invited by the Government to head a task force looking at women's employment and remuneration in the UK.

In 2003 she was appointed Chair of the Department of Trade and Industry's Accounting for People task force. She headed a second Government enquiry ("Accounting for People") into how companies should evaluate and measure the contribution of their work forces and specifically as to how they should communicate their progress in this area of "Human Capital Management" to all their stakeholders (www.accountingforpeople.gov.uk). In 2013 she was the co-chair of the Design Commission report into Design and Public Services ("Re-starting Britain").

Until May 2018, Baroness Kingsmill was the Chair of Monzo Bank and a Member of the Supervisory Board of E. ON SE. She is currently a member of the International Advisory Board of IESE Business School. She was appointed a UK representative on the NATO Parliamentary Assembly.

Baroness Kingsmill has been an adviser to a number of international companies and has been a non-executive director of various British, European and American boards, including International Consolidated Airlines Group, S.A. and Telecom Italia.

A diverse and varied career spanning fashion and design, the law and regulation, as well as politics and people have given Baroness Kingsmill a unique perspective on the contemporary boardroom.

Baroness Kingsmill was appointed as a director at the Annual General Meeting held on 19 July 2016 and re-elected at the Annual General Meetings held on 14 July 2020 and 9 July 2024.



Ms Pilar López Álvarez
Independent director since July 2018.

Ms Pilar López Álvarez has a Bachelor of Science in Business Administration and a Major in Finance from ICADE. She has worked in a variety of roles at J.P. Morgan in Madrid, London and New York (1993-1999). She joined Telefónica in 1999, where she held the following positions: Head of Management Planning and Control (1999-2001), Financial Controller in Telefónica Móviles (2001-2006), Strategy Director in Telefónica de España (2006-2007), Chief Financial Officer of O2 Plc., based in the UK (2007-2011) and for Telefónica Europa based in Madrid (2011-2014), and Head of the Operational Simplification Program of Grupo Telefónica (2014-2015).

She has served as Supervisory Board member of Telefónica Czech Republic AS (2007-2014), and as Vice Chair of the Supervisory Board of Telefónica Deutschland Holding AG (2012-2015). She was a member of the Board of Tuenti Technologies and non-executive director of Ferguson Plc (2013-2018). She was a trustee on the Board of Trustees of Fundación ONCE and a member of the Board of Directors of Asociación para el Progreso de la Dirección (APD).

She joined Microsoft in 2015 as CEO in Spain. In 2021, she was appointed VP Sales, Marketing, Ops (COO) at Microsoft Western. For the last two years in such company, she was VP of the strategic partnership entered into with LSEG (London Stock Exchange Group) to architect the transformation of capital markets globally. In December 2025, she joined Vodafone Plc as Group Chief Financial Officer (CFO).

Ms López was appointed as a director at the Annual General Meeting held on 17 July 2018 and re-elected at the Annual General Meeting held on 12 July 2022.

She is direct holder of 7,000 Company shares.



Ms Belén Romana García
Independent director since July 2024.

Ms Belén Romana holds a degree in Economics and Business Administration from Universidad Autónoma de Madrid. She is also a State Economist for Spain.

She is an independent director of Santander Group, where she chairs the Nomination Committee. and is a member of the Executive Committee, Risk Supervision Committee, Regulation and Compliance Committee, Audit Committee and Innovation and Technology Committee. She is also non-executive (independent) Chair of Santander Insurance, S.L.

She is also an independent member of the Board of Directors of SIX Group AG and its subsidiary Bolsas y Mercados Españoles, Sociedad Holding de Mercados y Sistemas Financieros, S.A.U. and the non-executive Chair of its other subsidiary, SIX Digital Exchange AG. Furthermore, she is an independent director of Werfen, S.A.; senior adviser to Artá Capital; and academic director of the IE Leadership & Foresight Hub Programme.

Ms Romana was formerly director general of Economic Policy, director general of the Treasury of the Spanish Ministry of Economy, and director at Banco de España and the CNMV. She was also a director at the Instituto de Crédito Oficial and other entities on behalf of the Ministry of Economy. She served as non-executive director at Banesto, Acerinox and Ageas (Belgium), advisory board member at Fundación Rafael del Pino and Executive Chair of Sociedad de Gestión de Activos Procedentes de la Reestructuración Bancaria, S.A. (SAREB). She also served as non-executive director of Aviva PLC and Aviva Italia Holding S.p.A. She has also been co-Chair of the board of trustees of The Digital Future Society and advisory board member at Inetum and TribalData.

She was appointed as director at the Annual General Meeting held on 9 July 2024

She is direct holder of 1,518 Company shares.

Diversity Policy and applicable principles (C.1.5)

Inditex Group has a **Diversity of Board of Directors Membership and Director Selection Policy** since 2015, amended for the last time on 8 June 2021 (the "**Board Diversity and Director Selection Policy**"), which guides governing bodies in the process of appointment, ratification and re-election of directors. Such Policy complies with and adopts CBG's recommendations and the guidelines set out in Technical Guide 1/2019, and is informed by the following principles:

(i) Favouring diversity and the pursuit of excellence within the Board of Directors;
(ii) a merit-based approach as a cornerstone of the director selection process, which must in all cases be conducted without discrimination;
(iii) meeting shareholders' interest; and
(iv) transparency of the director selection process.

Pursuant to section 5.1.1 of the Board Diversity and Director Selection Policy and Section 7.3 of its Terms of Reference, efforts will be made to ensure that the Board has a diverse composition, combining individuals with in-depth knowledge of the Group, its business and the retail sector in general, with others who contribute other background, skills and experience from different fields and industries, in order to achieve an appropriate balance for its effectiveness and optimal functioning.

In addition, the Group also relies on a **Diversity and Inclusion Policy**, mandatory at all levels within the organisation, including for Senior Management and the Board of Directors, and on the **Code of Conduct** of the Inditex Group and its implementing regulations, which reject discrimination in any form or shape and enshrine the principles of respect, dignity and justice, diversity and unique cultural background.

Board skills matrix and professional profiles (C.1.3)

The current composition of the Board of Directors reflects this diversity-driven approach. To ensure that the Board's composition remains aligned with the challenges and opportunities for the Company in the short, medium and long term, Inditex prepares and regularly updates a board skills matrix, broken down below.

This matrix maps the professional profile of directors and helps to identify the individual and/or collective competencies required. As such, it is a highly useful tool for identifying the criteria and priorities to be followed in the process for the selection and/or re-election of directors, as explained in greater detail in the following section.

	Ms Marta Ortega Pérez	Mr Óscar García Maceiras	Mr Amancio Ortega Gaona	Ms Flora Pérez Marcote	Mr Roberto Cibeira Moreiras	Mr José Luis Durán Schulz	Mr Rodrigo Echenique Gordillo	Bns. Denise Patricia Kingsmill	Ms Pilar López Álvarez	Ms Belén Romana García
Directorship type										
Executive		x								
Proprietary	x		x	x	x					
Independent						x	x	x	x	x
Diversity										
Age										
< 55 years	x	x			x				x	
55 - 65 years						x				x
> 65 years			x	x			x	x		
Geographic origin										
Spain	x	x	x	x	x	x	x		x	x
Rest of Europe										
ROW								x		
International experience /education										
Europe	x	x	x	x	x	x	x	x	x	x
America	x	x	x		x	x	x	x	x	x
Asia	x	x	x		x	x				
Others	x	x	x		x				x	
Gender										
Female	x			x				x	x	x
Male		x	x		x	x	x			
Previous experience										
Senior management experience	x	x	x		x	x	x		x	x
Experience as Director	x	x	x	x	x	x	x	x	x	x
Experience/Competences										
Sector Retail	x		x	x		x	x	x		
Management, strategy and leadership	x	x	x		x	x	x	x	x	x
Digital and information technology		x			x			x	x	x
Legal		x			x		x	x		
Economy and finance	x	x			x	x	x	x	x	x
Audit/ Accounting					x	x	x	x	x	x
Enterprise risk management		x			x	x	x		x	x
Corporate governance	x	x	x		x		x			x
HR, talent and remuneration	x	x	x		x	x	x	x		
Cybersecurity								x	x	
Sustainability	x	x			x			x		x
Institutional experience and public service		x					x	x		x
Tenure										
0-3 years					x					x
4 -11 years	x	x		x		x	x	x	x	
12 years or more			x							

According to such matrix, the Board is composed of directors who combine knowledge and experience about the Group, its business and the retail sector in the main and fashion retail - in particular in the product, design, innovation and brand image area - with others that have education, competencies, background and experience in other fields and industries.

A **very significant number** of directors have served on other boards and held **senior executive positions.** As a result, the Board as a whole, possesses the appropriate balance of skills and experience required in areas such as business management, leadership and the definition and oversight of strategy, enabling it to perform its duties effectively.

In addition to core competencies in **economics, finance, management, leadership and business strategy** -which continue to have a significant weight within the Board as a whole - the board skills matrix demonstrates strong coverage in areas such as **enterprise risk management, audit and accounting, corporate governance, human resources, talent management** and **remuneration policies,** as well as a meaningful level of **institutional and public service** experience. Likewise, a relevant number of directors bring professional experience in the **digital and information technologies** field, as well as in **legal and sustainability** matters.The Board also includes directors with expertise in areas of increasing relevance, such as **cybersecurity**, enhancing its ability to oversee emerging risks in the current operating environment.

With the latest appointment to the Board of Directors, its collective expertise has been further enhanced in critical areas such as finance and accounting, audit and high-level risk oversight, as well as in business management.

Inditex board members have, collectively, **extensive and well-established international experience**, with professional careers developed in Europe, America, Asia and other markets worldwide, having held C-suite roles in multinational companies present in different markets.

Considering the foregoing, the composition of the Board of Directors is appropriate for the performance of its duties and the quality and efficiency of its functions, favouring diversity and the appropriate balance of experience, knowledge and skills that enrich the decision-making process and contribute plural points of view to the debate.

Gender diversity on the Board (C.1.4, C.1.5 & C.1.6)

In accordance with the Board of Directors' Regulations, the Terms of Reference of the Nomination Committee and the Board Diversity and Director Selection Policy, the Nomination Committee shall ensure an appropriate composition and a diverse membership on the Board and its Committees, in particular, in terms of gender, setting representation targets for the least represented gender and providing guidance on how to reach them.

In this context, the Nomination Committee takes specific actions to prevent any implicit bias in selection processes and encourage a balanced presence of women and men on the Board:

Action	Application
Board Diversity and Director Selection Policy	Current and updated
Use of structured and transparent processes:	
/ Board Skills Matrix	Regular update
/ Prior assessment and definition of the required profiles, competencies and skills	Systematic
/ Support from external expert advisors	Where applicable
/ Objective evaluation of candidates' fitness for the position and conflicts	Systematic

As a result of such measures and the targets set, **gender balance of board members** was reached in 2023, with **five (5) female directors** and **five (5) male directors**, exceeding the targets set out in both Recommendation 15 CBG and in *Ley Orgánica* 2/2024, of 1 August, on equal representation and a balanced presence of women and men, transposing Directive (EU) 2022/2381, of 23 November 2022, on improving the gender balance among directors of listed companies. **This 50% percentage is maintained in 2025**, standing above the minimum 40% target set in applicable regulations and above the IBEX35 average.

The number of female directors in the past five years is shown in the table below:

	Number of female directors					% of total director of each type				
	FY2025	FY2024	FY2023	FY2022	FY2021	FY2025	FY2024	FY2023	FY2022	FY2021
Executive	—	—	—	—	—	— %	— %	— %	— %	— %
Proprietary	2	2	2	2	1	50 %	50 %	50 %	50 %	33 %
Independent	3	3	3	3	3	60 %	60 %	60 %	60 %	50 %
Affiliate	—	—	—	—	—	— %	— %	— %	— %	— %
Total	5	5	5	5	4	50 %	50 %	50 %	45 %	36 %

In addition, the Company demonstrates strong female leadership, with a woman filling the position of **non-executive Chair** of the highest governing body, and **two women chairing Board Committees**.

Promotion of gender diversity also extends to the composition of Board Committees and Senior Management, encouraging the presence of a significant number of women in managerial roles.

Board positions (C.1.9, C.1.21 & C.1.29)

Since 2022, the Board has been structured around a **non-executive Chair, a position held by a woman,** and an **executive management led by the CEO**. This separation of roles enhances the balance of powers and the independence of the Board. This measure is aligned with an international corporate governance trend, particularly in Europe, where listed companies are recommended to separate the roles of Chair and CEO, assigning such positions to different people.

Chair of the Board of Directors

Pursuant to Section 8 of the Board of Directors' Regulations, in addition to the duties conferred by statute and in the Articles of Association, the Chair of the Board shall have the following functions:

Scope	Functions
Guiding the Board	Lead and coordinate the proceedings of the Board.
Agenda and planning	Prepare and submit to the Board for discussion the Schedule of meeting dates and business to be transacted.
Coordination with Committees	Promote the ongoing development of the Board's skills and ensures effective coordination with its Committees.
Institutional leadership	Organise activities and liaise with the Chairs of Board Committees.
Directors' training	Define and review refresher and continuous education programmes for directors.

No specific requirements are laid down in the internal regulations of the Company other than those relating to directors to be appointed as Chair of the Board of Directors.

CEO (C.1.9)

The CEO, Mr Óscar García Maceiras, has been delegated a broad range of powers which, as a general rule, he may exercise jointly and severally and independently, except for those powers involving the assumption of commitments or the disposition of funds above a specified threshold. In such case, the executive director must act jointly with another individual who, by virtue of any legal title, has also been granted the relevant power.

In any case, the prior resolution of the Board of Directors will be required in the event of transactions, actions or agreements which: (i) entail the acquisition, disposal or encumbrance of real property of the Company, or of any manner of industrial or intellectual property rights of the Company or of shares or interests held by the Company, above a cetain thresold; or which (ii) regardless of their nature, entail the assumption of payment commitments above a certain threshold. Certain types of financial or treasury transactions, actions or agreements are excepted from the requirement of a resolution of the Board, as the joint action mentioned above will suffice.

The requirement for joint action and/or a prior resolution by the Board of Directors shall not apply to transactions, actions or agreements which, irrespective of their amount, are entered into or executed between companies within the Inditex Group. For these purposes, Inditex Group companies shall mean those companies, whether Spanish or foreign, in which Inditex — either directly or indirectly through other investee companies — holds at least 50% of the share capital. In such cases, the CEO may act individually, in the name and on behalf of the Company, irrespective of the amount of the relevant transaction.

Last, as resolved by the Board of Directors at the meeting held on 4 February 2026, the CEO has been delegated the authority to carry out any actions required for the full implementation of the Share Buyback Programme approved by the Board of Directors at that meeting.

As explained in the "Ownership structure - Treasury Stock" section of this Report, the purpose of this Programme is to acquire the treasury shares necessary to cover the requirements of the first and second cycles of the 2023–2027 LTIP (approved at the AGM held on 11 July 2023), as well as the first and second cycles of the 2025–2029 LTIP (approved at the AGM held on 15 July 2025).

Lead Independent Director

Despite no longer having an executive Chair, Inditex has maintained the role of **Lead Independent Director (LID)**, as an additional safeguard of independence versus shareholding concentration and a liaison role for non-executive directors and shareholders.

The role of the LID is addressed in Article 23.4 of the Articles of Association, with the following powers:

Scope	Functions
Calling board meetings, agenda and leadership	Request from the Chair of the Board of Directors to call a board meeting and the addition of items to the agenda, where deemed appropriate. Chairing the Board in the absence of the Chair.
Liaising with directors	Liaise with non-executive directors and echo their views and serve as the primary liaison between them and the Chair.
Evaluation	Lead the periodic evaluation of the performance of the Chair of Board.
Relations with shareholders	Be in contact with investors and shareholders to learn of their points of view.
Succession	Coordinate the succession plan of the Chair of the Board.

Mr Rodrigo Echenique Gordillo is the current Lead Independent Director. He also chairs the Remuneration Committee, a fact that further strengthens independence in an area as sensitive as the remuneration policy.

Secretary of the Board of Directors (C.1.29)

The Board of Directors shall, following report from the Nomination Committee, appoint a Secretary, who needs not be a director, in which case they will be entitled to attend and speak but not to vote.

The Secretary plays an essential role in ensuring the smooth running of the Board and the legality and quality of the corporate governance

framework. In accordance with the duties allocated by statute and the provisions of Section 11 of the Board of Directors' Regulations, the Secretary shall have the following powers and duties:

Scope	Powers
Support	Support the Chair in the performance of their duties and contribute to the proper preparation, organisation and conduct of Board and Committees' meetings.
Legality and good governance	Oversee the legality of the Board's actions and ensure compliance with applicable regulations, the Company's Articles of Association, the Board of Directors' Regulations, and corporate governance recommendations.
Legal advice	Provide directors with legal advice on their rights, duties and responsibilities.
Information and documents	Ensure that directors have access to the necessary information and keep the documents and the resolutions passed by the Board and its Committees.
Documents and minutes	Take up the minutes of the meetings and issue certified board resolutions where applicable.
Internal coordination	Facilitate the coordination between the Board, its Committees and Senior Management.

Mr Javier Monteoliva Díez is the current Secretary of the Board of Directors. He is not a member of the Board. He also serves as the **Secretary of all Board Committees,** a fact that contributes to ensure consistency, continuity and uniformity in their proceedings, and an appropriate coordination to prepare their meetings, document their resolutions and observe applicable regulations.

Procedure for selection, appointment, re-election and removal of directors (C.1.16, C.1.19, C.1.22, C.1.23, C.1.36 & C.1.37)

Regulatory framework and principles

The system for the selection, appointment and re-election of members of the Board of Directors is a **formal and transparent procedure,** expressly governed by the provisions of the Articles of Association, the Board of Directors' Regulations and the Terms of Reference of the Nomination Committee. The Board Diversity and Director Selection Policy, fully aligned with CBG and Technical Guide 1/2019, is a key element of the process.

Procedure for selection and appointment (C.1.16, C.1.22 & C.1.23)

Under this Policy, the procedure for the selection, appointment, ratification and re-election of directors begins with a prior analysis of the needs of the Company and the Inditex Group, and of the competencies required on the Board of Directors. The Board of Directors is responsible for carrying out such analysis, on the advice of the Nomination Committee.

The findings of such prior analysis are written up in an explanatory report issued by the Nomination Committee which will be posted on the corporate website together with the notice calling the AGM to which the appointment, ratification or re-election of directors is submitted.

The Board of Directors has its own internal organisation and functioning, including: (i) the co-option of directors to fill vacancies, on the proposal or following a report from the Nomination Committee, and (ii) the appointment, on the proposal or following a report form the Nomination Committee, of internal positions and of members to Board Committees

In turn, the Nomination Committee is responsible for the selection process of prospective directors. In accordance with the Articles of Association, the Board of Directors' Regulations and its Terms of Reference, directors are appointed by the General Meeting of Shareholders or by the Board of Directors, in compliance with applicable laws and the Company's corporate governance rules.

Any proposal for the appointment, ratification or re-election of directors that the Board of Directors submits to the General Meeting of Shareholders, as well as any appointment resolutions passed by the Board of Directors by virtue of its powers of co-option granted by statute, must take place following: (i) a proposal from the Nomination Committee, in the case of independent directors, or (ii) a report from the Nomination Committee, in the case of the other directorship types.

If the Board of Directors departs from the proposals and/or reports from the Nomination Committee, it must state the reasons for its actions and place them on record. The Nomination Committee shall also consider the proposals submitted by other directors.

Any proposal on the election of directors submitted by the Board of Directors to the General Meeting of Shareholders shall be supported by an explanatory report issued by the Board of Directors assessing the qualifications, experience and merits of the proposed candidate; such report shall be attached to the minutes of the board meeting. With regard to the ratification or re-election of directors, the explanatory report shall assess the quality of the director's work and their dedication to office during their tenure as well as their observance of the company's corporate governance rules. In any case, the Nomination Committee shall take into account the need for gradual Board refreshment.

The Company relies on external advisors to conduct a prior analysis of the Company's needs, to assess the competencies required by the Board of Directors and the Group, as well as to search for or evaluate prospective directors and to assess their performance or fitness for the positions. The Nomination Committee is responsible for ensuring the effective independence of such external advisors.

There is no limit as to the age of directors under the internal regulations of the Company. However, prospective directors of the Company shall meet the following requirements at all times: (i) be honest, respectable persons of well-known ability, competence, professional background and experience and merits; (ii) be law-abiding and respectful of good marketing practices both in their lives and professional careers; (iii) be trustworthy professionals; and, (iv) be committed to their duties as directors and available to dedicate sufficient time and efforts to meet their board responsibilities.

Selection of candidates is incumbent on the Nomination Committee. In the process for the selection of prospective directors, those individuals who meet the requirements laid down in the Policy and who, given their profile and qualities favour diversity of knowledge, skills, experiences, origin, age and gender on the Board of Directors, shall be considered, and any implicit bias which might entail any manner of discrimination

and specifically hamper selection of female directors shall be prevented.

Likewise, the Company has included the target for equal representation and balanced presence of women and men on the Board set out in Recommendation 15 CBG and in *Ley Orgánica* 2/2024, of 1 August, in its Board Diversity and Director Selection Policy and in the Terms of Reference of the Nomination Committee. The Company endorsed the commitment to ensure that the number of female directors should account for at least 40% of all board seats.

The Nomination Committee reviews the competencies, knowledge and other occupations of directors as well as the board skills matrix to define the duties and skills required from candidates who have to fill each vacancy, and evaluates the required time and dedication for them to effectively meet their board responsibilities.

Those persons who are involved in any legal grounds of disqualification to be a company director or who fail to meet the requirements set forth by the Company's corporate governance rules to be a director, shall not be eligible to serve on the Board. In particular, neither the Nomination Committee nor the Board of Directors can propose or appoint as a director anyone who serves on the board of more than four listed companies at the same time.

Removal and resignation (C.1.19, C.1.23, C.1.36 & C.1.37)

Directors shall vacate office upon expiry of their term of office, or at any time further to a resolution of the General Meeting of Shareholders.

The Board of Directors may only propose to the General Meeting of Shareholders the removal of an independent director before the expiry of their term of office where a just cause exists, arising from the occurrence of any of the grounds for dismissal or resignation pursuant to applicable regulations or to the Company's corporate governance rules. Said just cause shall be determined by the Board, following a report from the Nomination Committee pursuant to the terms set out in Section 25 of the Board of Directors' Regulations.

In accordance with Recommendations 22 CBG and the provisions of Section 25.2.(d) of the Board of Directors' Regulations, **the Board of Directors may urge its members to offer their resignation, and it will, if appropriate, propose their dismissal to shareholders at the General Meeting of Shareholders, when they are involved in any circumstances affecting them, related or not to their actions within the Company, that may harm its name or reputation or otherwise jeopardise its interests.** In this regard, as provided in Section 34 of the Board of Directors' Regulations, directors are bound to disclose to the Board of Directors, in the shortest delay, such circumstance, where the Company could not otherwise have become aware of them. According to that same Section, directors shall report to the Board any criminal cases in which they are accused, as well as the occurrence of any other procedural milestones.

In 2025, the Board of Directors has not been informed of, nor has it become aware of any situation affecting directors which might harm the Company's name or its reputation.

The Board of Directors may urge its members to offer their resignation and will, if appropriate, propose their dismissal to shareholders at the General Meeting of Shareholders in the following cases:

/ When they cease to hold the executive positions to which their appointment as director was associated.

/ When they are involved in any of the incompatibility or prohibition cases provided for in applicable regulations, the Articles of Association or the Board of Directors' Regulations, including if they would happen to serve on the board of more than four (4) listed companies other than the Company.

/ When they are seriously admonished by the Audit and Compliance Committee for having breached their duties as directors.

/ When the reasons for their appointment cease to exist.

/ With regard to proprietary directors, when the shareholders they represent dispose of their ownership interest in its entirety or reduce it up to a limit that requires the reduction of the number of proprietary directors; and,

/ With regard to independent directors, when they have continuously served on the Board in the Company for 12 years.

Furthermore, where a director vacates their office before the end of their term of office through resignation or further to a resolution of the General Meeting of Shareholders, they should state the reasons for the resignation, or with regard to non-executive directors, their opinion on the reasons for the dismissal resolved by the General Meeting of Shareholders, in a letter that must be addressed to all the members of the Board of Directors. To the extent that this may be relevant for investors, and without prejudice to reporting it in the Annual Corporate Governance Report, the Company, shall announce their departure in the shortest delay with sufficient reference to the reasons or circumstances provided by the director. In addition, in case of independent directors, the Nomination Committee must issue a report with regard to the proposal for their early termination.

As explained in the section headed "Composition and Diversity" above, Mr José Arnau Sierra retired after conclusion of his term of office, complying with all statutory requirements and the provisions of the Articles of Association.

Ascertaining compliance with the policy on composition and diversity (FY 2025) (C.1.7)

In 2025, the Nomination Committee reviewed compliance with the Board Diversity and Director Selection Policy and the findings of such review are written up in a report issued on 9 March 2026.

In this specific review, the Nomination Committee assessed the alignment of the process followed and the decisions adopted by the various corporate bodies with the Policy, culminating in the approval of the appointment of Mr Roberto Cibeira Moreiras as a proprietary director at the AGM held on 15 July 2025.

In this case, since the appointment concerned a proprietary director proposed by the controlling shareholder to replace another proprietary director, the Nomination Committee considered that it was not necessary to initiate an open search process for candidates, without prejudice to having carried out, in due course, a full and independent assessment of the proposed candidate's fitness for the position, in accordance with section 6 of the Policy.

It was established that that the favourable report issued by the Nomination Committee in relation to the proposed appointment of the new director was based on the prior analysis it carried out of the needs of the Company and the Board of Directors itself, the findings of which were written up in an explanatory report approved by the Nomination Committee on 9 June 2025, in accordance with Recommendation 14 CBG and the provisions of the Board Diversity and Director Selection Policy. The NC relied on the Board's Skills Matrix to identify short- and medium-term needs and priorities in terms of the skills and expertise that should be added or shored up within the Board.

The NC highlighted the importance of strengthening financial profiles with extensive experience in risk oversight, in light of the challenges posed by the current complex macroeconomic environment.

For the purpose of conducting an independent assessment of Mr Cibeira's fitness for the position, his professional profile was reviewed considering the aforementioned conclusions. The Committee issued a favourable report on the proposal, considering that the profile of the proposed candidate was aligned with the competencies and skills identified as priorities, and appreciating his proven experience in business management, his expertise in areas such as strategic financial analysis, high-impact decision-making, risk management and the leadership of global teams. In addition, the Committee confirmed the absence of any potential incompatibility and that Mr Cibeira met the availability requirements necessary for the proper discharge of his duties as a director of the Company.

The Committee also established that Mr Cibeira's appointment would not alter the existing balance among the different directorship types, maintaining a broad majority of non-executive directors (9 out of 10) and an appropriate proportion of independent directors (50%), thereby ensuring the existence of effective checks and balances within the Board.

The findings of the Nomination Committee were later ratified by the Board of Directors in its explanatory report dated 10 June 2025, which considered that the proposed appointment of the new proprietary director would contribute to maintaining or enhancing: (i) a high level of professional standing and integrity; (ii) the Company's values, vision, culture and corporate ethics; (iii) diversity within the Board of Directors in terms of knowledge and experience as well as gender, maintaining gender parity on the Board; (iv) a balanced composition between proprietary and independent directors, while retaining a broad majority of non-executive directors; and (v) the gradual board refreshment, facilitating the adaptation of its composition to the Company's specific needs at that time and contributing to a reduction in the average age of directors.

In light of the above, the Board approved the proposal to appoint Mr Cibeira as a new proprietary director and submitted the proposed resolution on his appointment to shareholders at the AGM.

Both the report of the Nomination Committee on board needs — together with its report describing the candidate's skills, experience and merits — as well as the explanatory report of the Board of Directors and the updated Board Skills Matrix, were published on the corporate website together with the notice calling the Annual General Meeting.

In light of the foregoing, the Nomination Committee considered that the process followed and the resolutions adopted in 2025 in relation to the composition, size and structure of the Board of Directors of Inditex have complied with the formal provisions of the Board Diversity and Director Selection Policy since: (i) it ensured that the independent assessment of the proposed candidate was based on a prior analysis of the Company's needs, as described above; and (ii) such assessment was carried out on the basis of the board skills matrix, which served to objectify the process and identify the competencies required.

The Nomination Committee also found that the principles and goals of the Policy were observed since the election of the new proprietary director - following the retirement of another proprietary director - has contributed to maintaining an appropriate membership on the Board of Directors (and on its Committees) and encouraging diversity of backgrounds, skills, experiences, in particular gender on the Board, as such election has not affected the equal representation of male and female directors on the Board.

The main board diversity indicators reflected on the Board Skills Matrix following the appointment of the new board member are available in the section headed "Overview on Corporate Governance" above.

Competencies and proceedings of the Board of Directors (C.1.15, C.1.20, C.1.24, C.1.26 & C.1.35)

Regulatory framework and amendments to its Terms of Reference (C.1.15)

The Board of Directors is governed by the provisions of LSC, the Articles of Association and its Terms of Reference, which were amended for the last time on 10 June 2025 to encompass the latest changes to applicable regulations and guides and recommendations on corporate governance.

A first group of amendments to the Board of Directors' Regulations arises from the need to align its wording with the changes introduced to the Terms of Reference of its Committees, to align them with the recommendations introduced or updated in Technical Guide 1/2024. In addition, the following actions were taken: (i) the competencies of the were updated; (ii) diversity considerations were more explicitly incorporated in relation to both the number of directors and the qualitative composition of the Board itself; and (iii) the regulations governing the composition and proceedings of Committees and Advisory Committees were reinforced, to avoid duplication, clearly defining their respective powers, and coordination their actions where their respective responsibilities overlap in the same matter. The text has also been subject to a technical review, to incorporate editorial improvements and simplify the provisions relating to the general duties of directors.

ⓘ The full text of the Board of Directors' Regulations, as amended, is available on the corporate website (www.inditex.com -> Investors -> Corporate Governance-> Reports and Regulations).

Mission and powers

Except for any matters reserved to shareholders at the General Meeting of Shareholders, **the Board of Directors is the highest decision-making, supervisory and monitoring body of the Company,** as it is entrusted with dictating its direction, administration and management, delegation as a general rule, the daily management and operations of the Company to the executive management, focusing on the general oversight function which includes guiding Inditex's policy, monitoring the management bodies, assessing the officers' management, making the decisions most relevant to the Company and liaising with shareholders. As explained in the section headed "Biographies, competencies and diversity" - Board positions" above, the Board has delegated to the CEO, Mr Óscar García Maceiras, a broad range of powers which, as a general rule, he may exercise jointly and severally, except for those powers involving the assumption of commitments or the disposition of funds above certain thresholds. In such case, he shall act jointly with another individual, or a prior Board resolution should have been passed, in accordance with applicable internal regulations.

It is also incumbent on the Board of Directors to ensure that the Company enforces its social and ethical duties, and its duty to act in good faith in its relations with its employees and with third parties, as well as ensuring that no individuals or small groups of individuals have decision power within the Company that has not been subject to counterweights and controls, ensuring at all times the equal treatment of shareholders.

The Board of Directors performs its functions with a unity of purpose and independence of judgement, in accordance with shareholders' interests, understood as the pursuit of a profitable and sustainable business in the long term that promotes its continuity and the creation of corporate value in the common interest of all shareholders. This should not prevent considering all other legitimate interests, either public or private, that converge in the conduct of any business activity, particularly those of the other "stakeholders" of the Company (employees, customers, suppliers, and the civil society at large). In this context, the Board determines and reviews the business and financial strategies of the Group based on such criterion, striving to achieve a reasonable balance between the proposed initiatives adopted and the risks taken.

Notice and conduct of meetings

In accordance with the provisions of Section 245.3 LSC, Article 25.1 of the Articles of Association and Section 19.1 of its Terms of Reference, the Board of Directors shall meet, at least on a quarterly basis, and upon request of at least, one third of its members. In this latter case, the Chair of the Board shall call a meeting to be held within fifteen (15) days of such request. Where further to a request made to the Chair of the Board of Directors, they would unreasonably fail to call the meeting within one (1) month, directors representing at least one third of the board membership may convene it, stating the agenda in the notice, to be held in the place where the registered office of the company is situate.

As provided in Section 19.2 of the Board of Directors' Regulation, the notice calling ordinary board meetings shall be sent by email or by any other means that gives proof of notice dispatch and receipt, at least three (3) days in advance. The notice shall include the agenda of the meeting and be accompanied by the relevant information duly summarised and prepared.

Unless otherwise stated, Board and Committees' meetings will be held at the Company's registered office. If a remote or hybrid meeting is to be held, this will be indicated in the notice.

Likewise, in accordance with Section 19.5 of its Terms of Reference, the Board can pass written resolutions in lieu of a meeting.

Information, documentation and right to information (C.1.35)

The documentation deemed appropriate to prepare the meetings of the Board and its Committees (agendas, presentations, executive summaries, reports, minutes of previous meetings and any other supporting documents) is made available to directors ahead of each meeting, in real time via Diligent Boards. For greater convenience, each member of the Board of Directors is provided with an iPad with the application installed. This tool enables directors to have permanent access in real time to the documentation.

Additionally, other relevant information for the appropriate performance of their duties is added through the tool (including, without limitation, internal conduct and corporate governance policies, the current composition of the Board of Directors, information about current resolutions on remuneration or analysts' reports which may be useful for directors), in a confidential and secure environment.

The broad scope of directors' right to information is set out in the Board Regulations, which grant them "the widest powers" to garner information about any topic affecting the Company and its subsidiaries, to examine books, records and documents, and to inspect facilities, with this right being channelled through the Chair or the Secretary of the Board. In addition, non-executive directors are entitled to seek, at the Company's expense, the assistance of external experts in matters of particular relevance and complexity. Furthermore, through an induction and refresher programme, directors are ensured access to the knowledge necessary to exercise this right to information effectively.

The exercise of the powers of information shall be channelled through the Chair, the Deputy Chair or (any of the Deputy Chairs, where appropriate), or through the Secretary of the Board of Directors, who shall attend to the requests made by any director, and directly provide them with the information, facilitate contacts with the appropriate spokespersons at the appropriate level in the organisation or establish

such measures as to enable them to conduct the desired examinations on-site.

On the other hand, the annual board evaluation process includes specific questions on the quality of the information made available to directors and on how early in advance it has been received. Additionally, the areas subject to improvement identified in the previous year and the assessment of the directors in respect of the improvement thereof, are regularly followed up. This entails that where directors point out quality of information and/or how in advance they receive it as potential areas subject to improvement, progress can be made regarding submission of information required to prepare the meetings of the Board of Directors and its Committees.

As a result of such evaluations, meetings are currently called seven (7) days in advance of the day scheduled for the meeting to be held, and directors are provided with the relevant information at that time.

Proxy voting and passing of resolutions (C.1.24 & C.1.20)

Where directors cannot attend a meeting, they can **appoint a proxy**. Article 25.3 of the Articles of Association sets forth that **any director can appoint another director as proxy holder in writing for each meeting, including the relevant voting instructions and giving written notice thereof to the Chair of the Board. No maximum number of appointed proxies has been fixed**. It should be noted that non-executive directors can only appoint another non-executive as their proxy .

In order to facilitate proxy voting, a standard proxy appointment form is attached to the Onboarding Programme-Handbook for Board and Committees' Members as an appendix.

Within the Board of Directors, the majorities required to pass resolutions generally comply with the provisions of LSC. Pursuant to Section 20.1 of the Board of Directors' Regulations, a **quorum will be deemed to be present** at a board meeting when at least a **majority of its members** attend in person or by proxy.

In accordance with Section 20.4 of the Board of Directors' Regulations and Article 25.4 of the Articles of Association, resolutions are passed by **absolute majority** of the votes cast by directors attending the meeting. In the event of a tie the Chair has a casting vote. **Qualified majorities other than those provided in statute are only required for the amendment to the Board of Directors' Regulations, which, pursuant to Section 3.4 thereof, require the vote for of two-thirds of the board members present.**

Other work dynamics

To optimise the preparation and conduct of meetings, the agenda included in the notices of meeting clearly distinguishes between items submitted for report, proposal, or approval, and includes an estimate of the time allocated to each item, in order to promote efficient and structured management of the meetings.

In addition, in order to encourage dialogue and the exchange of views among directors in an informal setting complementing the formal sessions, occasional gatherings are organised before or after Board meetings, such as dinners held on the eve of a Board meeting or working lunches following its conclusion.

Directors' training

To further strengthen the Board's collective expertise, the Company has both an induction programme and a continuous training programme in place.

Following their appointment as members of the Board of Directors, the Company provides new directors with an onboarding programme aimed at offering directors a comprehensive and updated overview of the Company, its strategy, culture, values, policies, risks and opportunities.

The programme is tailored to the needs and specific profile of each new director, with the objective of providing them, as soon as possible, with the best possible understanding of the Group and its business model, ensuring the proper discharge of their duties and responsibilities from the outset of their term of office.

This programme generally consists of a combination of in-person and online sessions, both theoretical and/or practical (which may include visits to stores, headquarters of the different commercial formats, distribution centres, etc.), with the participation of managers or experts from different areas of the Company, as well as the external auditors.

Among other documents, directors are provided with a copy of the , "Onboarding Programme – Handbook for Board and Committee Members" which contains practical information regarding directors' duties and attendance at Board and Committees' meetings, information on the background of the other directors and their related parties, their rights and obligations as directors, and information on the composition, proceedings and powers of Board Committees. This Handbook is updated by the General Counsel's Office.

In addition, Inditex has an annual training scheme for members of the Board of Directors, *ITX Board Academy,* designed to ensure ongoing updates and to complement and strengthen their knowledge in relation to current issues (including legislative developments) and matters relevant to the Company.

In 2025, the training scheme for board members whose contents were designed considering their concerns and key elements pointed out in the annual evaluation process, has continued to be developed.

During 2025, members of Inditex's Board of Directors have received training provided by renowned external advisors on the following topics:

(i)	governance in the field of AI,
(ii)	a practical approach for board members on how to demonstrate to an authority the effectiveness of models of criminal risk prevention, and
(iii)	an overview on circularity in fashion: recycling, regulations and innovation, in connection with the Group's regulatory and strategic challenges.

Activity and decision-making: activities report for the year ended 31 January 2025 (C.1.25, C.1.26 & C.1.38)

The Board of Directors held nine (9) meetings in 2025, eight (8) of which had been included in the Corporate Calendar and in the annual Schedule of meeting dates and agenda of business to be transacted in the year (approved in December 2024). An extraordinary unscheduled board meeting was additionally held to address unforeseen matters that, given their relevance and timeliness, required to be seen by the Board.

The main indicators on directors' attendance, whether physical or remote, at the board meetings held throughout 2025 are shown in the table below:

Number of board meetings	9
Number of board meetings held without the chair's presence	0
Number of meetings in which at least 80% of directors were present in person	8
Attendance in person as a % of total votes during the year	90 %
Number of meetings with attendance in person or proxies given with specific instructions, by all directors	9
Votes cast in person and by proxies with specific instructions, as a % of total votes during the year	100 %
No. meetings held by the Lead Independent Directors with the other non-executive directors [1]	1

[1] The meeting was held on 2 December 2025 at the Company's headquarters.

In 2025, the Board of Directors held in-person and hybrid meetings (with some directors attending in person and others remotely). Video conference or conference call systems were used to conduct such hybrid meetings.

In 2025 the Board of Directors met sufficiently often to discharge its duties effectively. Meetings were duly called and varied in duration and directors have devoted, in each case, sufficient time to the consideration and oversight of the matters brought before the Board.

Last, the Company has not entered any material agreements that come into force, are modified or are terminated in the event of a change in control of the company following a public takeover bid.

Main action lines of the Board of Directors in the year

Some of the actions carried out by the Board of Directors in 2025 in the performance of its duties are described below:

1. Financial information, non-financial information and transparency	/ During 2025, the Board of Directors devoted particular attention to the preparation of the individual and consolidated annual financial statements, as well as to the review and approval of the periodic financial information submitted to the market, including quarterly and half-year results. In addition, it oversaw the process for the preparation, verification and consistency of sustainability information, liaising with the Audit and Compliance Committee and the Sustainability Committee, ensuring the quality, integrity and consistency of the information published and its progressive alignment with the new European Sustainability Reporting Standards (ESRS).
2. Strategic guidance and management follow-up	/ The Board continued to perform its role of providing strategic guidance and overseeing management, conducting regular monitoring of the performance of the Group and its prospects and the main factors with strategic impact. In this context, it repeatedly assessed the **macroeconomic, geopolitical and industry** environment, as well as the impact on the business model, the supply chain and the markets where the Group operates, relying on the information provided by the CEO and Senior Managers - including the reports on the activities of Advisory Committees - and, where applicable, on the direct participation of the heads of corporate and business areas.

3. Risk oversight and control systems	/ The Board devoted ongoing attention to the oversight of the Group's principal **financial and non-financial risks**, relying on the work carried out by the Audit and Compliance Committee and on the internal control and risk management systems. Throughout the year, it addressed, among others, regulatory, technology and cybersecurity, sustainability and compliance risks, integrating these analyses into its strategic decision-making process. In addition, based on the **CEO's reports,** the Board regularly assessed developments in the **macroeconomic and geopolitical environment,** including **tariff, trade and customs policies**, tensions in international trade and their potential impact on **the supply chain, costs structure, commercial policy and the Group's operations** in the various markets in which it operates. These considerations were incorporated into its strategic reflection and into the definition of the relevant courses of action. Further, the Board: (i) approved the annual update of the Group's Risk Map and, (ii) resolved to reinforce access by the governing bodies and the executive management to expert and strategic advice on geopolitics and other global issues, through the establishment of the International Advisory Board.
4. Sustainability	/ In the field of sustainability, the Board specifically monitored the sustainability targets and commitments of the Group, periodically reviewing the degree of progress achieved and the main associated challenges. In particular, matters relating to decarbonisation, the supply chain, traceability, waste management and human rights were addressed, as well as monitoring the regulatory framework on sustainability reporting and due diligence, liaising with the Sustainability Committee and with the support of the Audit and Compliance Committee in oversight and verification matters.
5. Senior Management, organisational structure and succession	/ The Board paid particular attention to the organisational structure and the oversight of Senior Management, including succession processes for key positions and the significant changes approved during the year. These analyses were conducted with the support of the Nomination Committee and considering the promotion of internal talent, leadership continuity and the alignment of the organisation with strategic priorities in an increasingly complex environment. For further information on significant changes to Senior Management, please refer to section "*Senior Management and Relationship with the executive management*". Furthermore, following reasoned reports from the Nomination Committee, the Board approved various proposals for the **appointment and renewal of members to the Advisory Committees**. These decisions were adopted on the basis of objective selection criteria—experience and technical expertise in the relevant field, capacity to provide strategic advice, diversity of perspectives (including an international dimension) and, where appropriate, assurance of independence—with the aim of strengthening the external capabilities that support the Board in critical areas such as sustainability, innovation, finance, risk and governance. The composition and regulations of the Advisory Committees have been defined or updated to ensure that their structure, functions and membership are aligned with the Group's needs and with best practices in corporate governance.
6. Remuneration policy and alignment with the strategy	/ In the remuneration sphere, the Board of Directors actively exercised its powers relating to the remuneration of executive directors and Senior Managers, approving, on the proposal of the Remuneration Committee, the payable remunerations, the remuneration yardsticks applicable each year, and the design, follow-up and approval of a new long-term incentive plan (LTIP). The Board ensured at all times that remuneration systems were kept aligned with the Group's strategy, the creation of long-term sustainable value and the integration of financial and sustainability targets. Further, the Board **oversaw and approved the remuneration of the members to the Advisory Committees** ensuring that the proposed amounts were aligned with the **qualification, experience, dedication and accountability** associated with the expert advice duties they discharge, and their consistency with internal practices and with the general corporate governance framework of the Company.
7. Corporate governance and internal regulatory framework	/ The Board spearheaded during the year the review and update of the corporate governance framework, approving amendments to Terms of Reference and corporate policies for the purposes of ensuring their alignment with regulatory developments, corporate governance recommendations and the development of the organisation and oversight structure of the Group. It further approved the main mandatory and recommended transparency reports, including the Annual Corporate Governance Report and the Annual Report on Remuneration of Directors.

8. Corporate transactions and related party transactions	/ The Board authorised certain **real estate and corporate transactions** that sought to optimise the operating structure and the assets portfolio of the Group, without such transactions entailing any material change to the consolidation perimeter or the control structure of the Company. To do so, the Board relied on the necessary information and assessments that enabled it to make informed and wise decisions, with the support, where applicable, of technical reports issued by the executive management. / Related party Transactions: Likewise, the Board paid special attention to the **oversight and approval of related party transactions** entered into by the Company and the Group during the year. In accordance with applicable regulations and the Group's internal regulations, such transactions were subject to the **Board for approval,** following a favourable report from the Audit and Compliance Committee, which established that such transactions were carried out **on an arm's length basis,** were **fair and reasonable** from the Company's perspective and aligned with shareholders' interests, The relevant **corporate governance safeguards** were applied in the process to approve such related party transactions, including the abstention of directors concerned during the deliberation and voting stage, thus ensuring the objectivity, transparency and an appropriate management of any potential conflict of interest.

Senior Management and relationship with the executive management (C.1.14)

As explained in the foregoing section, the Board of Directors has undertaken a general strategic guidance, oversight and control function, to which it pays special attention, delegating the daily management and operations of the Company to the executive management.

In order for directors to have direct access to information on the Group's performance and prospects and other issues that fall within their remit, such as the oversight of risks associated with their activities, in addition to the CEO's reporting, the officers and heads of key departments and business and corporate areas of the Group are invited to attend board meetings, to express their views on certain issues directly related to the performance of their duties. This allows directors to directly ask them for clarifications, insights or opinions in relation to certain agenda items discussed at board meetings.

Those occasionally invited to be in attendance at each board meeting were never present during the deliberation and adoption of resolutions by board members on the relevant items.

Appointment and removal of Senior Managers

The Board closely monitors changes to the management structure, succession planning for key roles and how well the organisation is positioned to meet current and future business challenges, focusing in particular on internal talent development and promotion. This allows the Board to anticipate in an orderly manner future needs in terms of skills, experience and leadership.

In this context, at its meeting held on 16 May 2025, the Board approved a number of relevant changes affecting Senior Management, following a favourable report from the Nomination Committee, expressly considering their impact on the organisation and their contribution to reinforcing a more robust management structure. In particular, the Board endorsed the **creation of the role of Chief Corporate Officer ("CCO")**, conceived as a cross-functional position to provide the CEO with direct support, with responsibility over several key corporate areas, as well as the reorganisation of certain managerial functions, resulting from the creation of this new position, including the appointment of a new Chief Financial Officer ("CFO") and a new Chief Sustainability Officer ("CSO").

This Senior Management reorganisation entailed a **review and adjustment to the composition of the Management Committee**, aimed at appropriately reflecting the new organisational structure and ensuring its alignment with the responsibilities assumed by the different officers and the strategic priorities of the Group, while maintaining an integrated and cross-functional management approach.

The Board reviewed such appointments as part of an orderly process to adapt the organisational structure, aimed at strengthening coordination across areas and enhancing the Group's management capacity in an increasingly complex environment.

At its meeting of 9 September 2025, the Board of Directors approved, following a report from the Nomination Committee, the appointment of the new Director of ZARA Kids, after the retirement of the previous director.

As a result, the list of Senior Managers of the Group as at 31 January 2026 is shown in the table below:

Name or company name	Position
Ms Lorena Alba Castro	Chief Logistics Officer
Mr Fernando de Bunes Ibarra [1]	Chief Sustainability Officer
Mr Miguel Díaz Miranda	Chief Financial Officer & Chief Operating Officer of ZARA - Management Committee
Mr Lucian Dorobantu	PULL & BEAR Director
Mr Raúl Estradera Vázquez	Chief Communication Officer
Mr Ignacio Fernández Fernández [2]	Chief Corporate Officer - Management Committee
Mr Antonio Flórez de la Fuente	BERSHKA Director - Management Committee
Mr Javier García Torralbo	Chief Digital Officer - Management Committee
Mr Abel López Cernadas	Head of Import, Export and Transport
Mr Juan José López Romero	Chief Infrastructure and Services Officer
Ms Begoña López-Cano Ibarreche	Chief People Officer - Management Committee
Mr Lorenzo Marcheselli [3]	ZARA Kids Director
Mr Javier Monteoliva Díaz	General Counsel and Secretary of the Board
Ms María Lorena Mosquera Martín	ZARA HOME Director
Ms Paula Mouzo Lestón	Chief Audit Officer
Ms María Beatriz Padín Santos	ZARA Woman Director - Management Committee
Mr Jorge Pérez Marcote	MASSIMO DUTTI Director - Management Committee
Mr Óscar Pérez Marcote	ZARA Director - Management Committee
Mr Javier Romero Portela	ZARA Man Director
Mr Xavier Ruz Riera [4]	LEFTIES Director
Mr Andrés Sánchez Iglesias [5]	Chief Financial Officer - Management Committee
Ms Carmen Sevillano Chaves	OYSHO Director
Mr Jordi Triquell Valls	STRADIVARIUS Director - Management Committee

[1] Mr Fernando de Bunes Ibarra was appointed as Chief Sustainability Officer (CSO), effective as of 16 May 2025. He replaced Mr Javier Losada Montero.

[2] Mr Ignacio Fernández Fernández was appointed as Chief Corporate Officer (CCO), effective as of 16 May 2025. Until then, he was the Chief Financial Officer(CFO) of the Inditex Group.

[3] Mr Lorenz Marchesello was appointed as ZARA KID Director, effective as of 1 November 2025. He replaced Ms Begoña Costas Méndez.

[4] Mr Xavier Ruz Riera was included in the Senior Management list effective as of 1 September 2025

[5] Mr Andrés Sánchez Iglesias was appointed as Chief Financial Officer (CFO) effective as of 16 May 2025. He replaced Mr Ignacio Fernández Fernández.

Number of women in senior management	6
Percentage out of all senior managers	26.09 %

Both the Board Diversity and Director Selection Policy and the Terms of Reference of the Board of Directors and the Nomination Committee expressly reflect, in line with Recommendation 14 CBG, the Company's commitment to promoting diversity among the Company's Senior Managers, and to support female talent, as evidenced by the fact that 76% of managerial positions within the Group are held by women. The Company's commitment to promoting gender diversity has been reinforced by the existence of an **orderly succession plan for key positions within the Group**, aimed at ensuring leadership continuity and the appropriate transfer of knowledge and experience in particularly complex roles, while at the same time remaining flexible to adapt to a dynamic business environment.

Against this backdrop, succession planning primarily relies on **internal talent** and includes a group of identified successors, with a **significant female representation**, demonstrating that gender diversity is structurally embedded in talent management and development. This approach has resulted in a **progressive increase in female representation within senior management (from 19.4 % in 2019 to the current 26.09 % , represented by 6 women)**,without prejudice to the potential decreases that may occur as a result of the natural turnover in certain positions.

It should be noted that **Senior Management positions tend to have a greater degree of permanence,** given the specialisation and expertise required, which affects the pace of renewal. Notwithstanding the foregoing, the succession plan incorporates **replacements with a strong female component,** consistent with the high presence of women in the Group's workforce and in positions of responsibility, thereby reinforcing the strength of the diversity model in the medium and long term.

Remuneration of Directors and Senior Managers (C.1.13, C.1.14 & C.1.39)

Remuneration of directors (C.1.13)

Remuneration accruing in favour of the Board of Directors in the financial year (thousands of euros)	14,537
Funds accumulated by current directors for long-term savings systems with consolidated economic rights (thousands of euros)	-
Funds accumulated by current directors for long-term savings systems with unconsolidated economic rights (thousands of euros)	-
Pension rights accumulated by former directors (thousands of euros)	11,208

The remuneration accrued in 2025 by the Board of Directors corresponds to the aggregate amount shown in section C.1.c) *"Summary of remunerations (thousands of euros)"* of the Annual Report on Remuneration of Directors for the year ended 31 January 2026. Included therein are the fixed remuneration items of directors in their status as such, and the fixed and short and long-term variable remunerations payable to the CEO, Mr Óscar García Maceiras for the performance of executive functions from 1 February 2025 to 31 January 2026.

With regard to the amount shown under "Funds accumulated by former directors for long-term savings systems with consolidated economic rights (thousands of euros)", it corresponds to the accumulated and consolidated funds of the former Executive Chairman, Mr Pablo Isla Álvarez de Tejera's Pension Plan as long-term saving system of which he has been a participant since 2015.

This information should be read together with the Annual Report on the Remuneration of Directors for the year ended 31 January 2026, which sets out in full, in a structured and detailed manner, the remuneration

accrued by the CEO, its various items and the criteria and procedures used to determine it.

Remuneration of Senior Managers (C.1.14)

The aggregate remuneration payable to Senior Managers in 2025 amounted to € 139,483 thousands.

Included in such amount is the fixed remuneration and the short-term and long-term variable remuneration payable to Senior Managers in office as at 31 January 2026 -identified in the "Senior Management and relationship with the executive management section" above - , as well as that payable to such Senior Managers who were in office at any time during the reporting period, including the relevant severance payments.

The remuneration structures of the CEO and the Senior Management, are clearly aligned, being consistent in both their underlying principles and remuneration items, as well as in the design of incentives, which are broadly consistent across the organisation, and in the mechanics of the salary review process.

Accordingly, the variable remuneration of Senior Managers is also **linked to the achievement of financial and non-financial objectives** aligned with the Group's strategy. In this regard, the achievement of sustainability targets also forms part of the variable remuneration of Senior Managers (as well as that of other key personnel), thereby reinforcing the Company's commitment to sustainability at an individual level.

The year-on-year change in the Senior Managers' total remuneration is mainly driven by the increase recorded in long-term variable remuneration as a result of the following factors:

(i) The strong appreciation of Inditex's share price over the performance measurement and vesting period of this cycle, by 109.89%, going from €26.6 per share at the beginning of the cycle (average of the 30 trading days prior to 1 February 2023) to €55.83 at the end of the cycle (average of the 30 trading days prior to 31 January 2026.

(ii) The increase in the share price considered for the quantification of the portion of the incentive delivered in shares upon settlement of this first cycle (2023–2026) of the 2023–2027 LTIP. Such share price was €54.93 per share, compared to €50.42, which was the share price as of 7 March 2025, taken as the reference for the settlement of the second cycle (2022–2025) of the 2021–2025 LTIP (as reported in the Annual Report on Remuneration of Directors for the year ended 31 January 2025; and,

(iii) a slight increase noted in the Senior Management group identified in 2025 compared to the previous year.

The share price used as the reference for the settlement of the first cycle (2023–2026) of the 2023–2027 LTIP is € 54.93 per share, corresponding to the average share price on the vesting date of that cycle. Since the vesting date, i.e. 31 January 2026, was a non-trading day (Saturday), the reference date considered was the immediately preceding trading day, namely 30 January 2026.

Agreements between the Company and its executive directors and/or Senior Managers containing indemnity or golden parachute clauses (C.1.39)

The CEO is entitled to receive severance payment in a gross amount equivalent to two (2) years remuneration calculated on the basis of his annual fixed and variable remuneration for the current year, where his contract is terminated by unilateral decision of the Company, as well as in case of resignation tendered by the CEO based on certain grounds. Such grounds include, among others, the succession in the company or a change in control in the Company that affects more than 50% of the share capital or of the voting rights, provided that, concurrently, a significant renewal of the governing bodies of the Company or a change in the purpose of the main activity of the Company takes place and that such request for termination is made within 6 months of the occurrence of such succession or change. For this purpose, no succession or change in control shall be deemed to have taken place in the event of direct or indirect family succession in the ownership of the Company).

Meanwhile, golden parachute clauses are written in the contracts executed with 19 senior managers, excluding the executive director, applicable in the event that their contract, whether ordinary or for executive service, is terminated further to withdrawal by Inditex, wrongful or unreasonable dismissal, or resignation on certain grounds, pursuant to the terms and conditions of their contracts.

In such cases, the senior manager shall be entitled to receive severance payment in a gross amount equivalent to two (2) years' remuneration, calculated based upon the fixed and variable remuneration determined for the current year.

Evaluation of performance (C.1.17 & C.1.18)

Procedure

The Company has carried out a self-assessment process in accordance with the provisions of Section 529*nonies* LSC and section 7 of Technical Guide 1/2019, with a larger scope than the evaluation scope provided for in Recommendation 36 CBG.

In accordance with Section 8(a) of its Terms of Reference, the Nomination Committee shall establish and oversee an annual evaluation programme covering the performance of the Board of Directors, its Chair and Committees, the CEO, the Lead Independent Director and the Secretary of the Board. In particular, the NC shall monitor directors' attendance at board meetings and the meetings of the Committees in which they serve.

The Nomination Committee prepares a programme to evaluate the performance of the Board, its Committees, its Chair, the CEO, the LID and the Secretary of the Board.

Specifically, with regard to the evaluation for 2025, the Nomination Committee approved at its meeting held on 8 September 2025 the purpose and scope of the evaluation process for the year, resolving that it should be conducted internally, after having been fully outsourced in 2023, in line with Recommendation 36 CBG. In any case, the Company remains committed to submitting the evaluation process to an external facilitator at least every three years, in line with said Recommendation 36 CBG.

The self-assessment process, conducted internally, was led by the Chair of the Nomination Committee, with the support of the General Counsel Office. It was carried out through the completion of questionnaires via *Diligent Boards.* This system ensures the confidentiality, traceability and security of information.

The evaluation covered both the collective proceedings of the Board and its Committees, as well as each director's individual contribution, including: (i) the quality and efficiency of board proceedings; (ii) the proceedings and composition of its Committees, with particular

attention to their Chairs; (iii) diversity in the composition and competencies of the Board of Directors; (iv) the performance of the Chair and the CEO; (v) the performance and contribution of the Lead Independent Director and the Secretary; and (vi) the individual self-assessment of the performance of each member of the Board of Directors.

The takeaways resulting from the self-assessment process carried out in 2025 were presented and discussed at the meetings held by each Committee and by the Board of Directors on 1 and 2 December 2025, respectively.

Main takeaways and areas for improvement

Within the framework of monitoring the areas for improvement and priorities identified in the action plan resulting from the 2024 self-assessment, during 2025 work continued on strengthening strategic debate, the oversight of key risks, the development of succession plans and talent management, as well as the optimisation of work dynamics and agenda planning. A status report on all such matters was provided at the Nomination Committee meeting held on 8 September 2025.

The outcome of the 2025 self-assessment was overall very positive. The main strengths highlighted included the proper functioning of the Board and its Committees, clarity in the allocation of responsibilities, the quality of the information and internal and external advice received, as well as a constructive working environment and confidence in the Group's management and oversight model, together with the continuous strengthening of the governance structure.

The takeaways of the 2025 evaluation confirm progress in the areas for improvement and priorities identified in 2024 and underscore the importance of continuing to make progress in the following areas:

/ Prioritising the most relevant risks and enhancing coordination between the Committees and the Board in this field.

/ Reinforcing strategic debate and updating succession plans.

/ Improving time management at meetings, dedicating more time to structured debate, qualitative trend analysis and the participation of all directors, while optimising the time devoted to presentations.

/ Gradual board refreshment taking advantage of the planned rotations to further increase independence and geographical and functional diversity, in line with the Board Skills Matrix defined.

Overall, the takeaways of the 2025 evaluation process convey the message of a strong, effective and well-regarded Board and Committees, entering a phase of heightened self-demand. The process has also identified areas for improvement and forward-looking priorities on which to continue working, which have been incorporated into the scheduling of the Board's and its Committees' activities for the year ended 31 January 2027, reaffirming the Board's commitment to the continuous improvement of its functioning and corporate governance practices.

Board Committees

The Company has four Board Committees: the Audit and Compliance Committee ("ACC"), the Nomination Committee ("NC"), the Remuneration Committee ("RC") and the Sustainability Committee ("SC"). All four of them were established by the Board of Directors to support the discharge of its responsibilities, with a predominantly technical focus and with the objective of enhancing effectiveness of its oversight function and transparency.

The structure, composition, functions and responsibilities of Board Committees are set out in Articles 28 to 30*bis* of the Articles of Association and developed in Sections 15 to 17*bis* of the Board of Directors' Regulations and in the Committees' respective Terms of Reference. All such internal regulations are fully aligned with the latest updates of LSC, the CBG, CNMV's Technical Guides on audit committees and nomination and remuneration committees, and more generally with national and international practices and recommendations.

ⓘ The full text of these sets of rules are available on the corporate website (www.inditex.com -> Investors -> Corporate Governance -> Reports and Regulations).

Common provisions regarding Board Committees' composition and proceedings

Composition	Board Committees shall comprise no fewer than three nor more than seven non-executive directors, a majority of whom shall be independent. Committee members shall be appointed by the Board of Directors, following a report or a proposal of the Nomination Committee.
Committees' Chairs	Are appointed by the Board of Directors out of the independent members of the respective Committee.
Secretary	The General Counsel and Secretary of the Board acts as Secretary non-member of Board Committees.
Term of office	Committees' members shall be in office while they remain as directors of the Company, unless the Board of Directors resolves otherwise.
Meetings	/ **Notices:** meetings shall be called by e-mail or by any other means that gives proof of notice dispatch and receipt. The notice shall be signed by the Committee's Chair or Secretary. / **Quorum**: a quorum shall be declared when at least a majority of committee members attend the meeting in person or by proxy. / **Resolutions:** Except in those cases where a larger majority is required by applicable regulations, the Articles of Association, the Board of Directors' Regulations or the Terms of Reference of each Committee, resolutions shall be passed by an absolute majority of the votes of the members attending the meeting. In case of equality, the Chair shall have a casting vote. The deliberations and resolutions passed by each Committee shall be recorded in the minutes of the meeting drawn up by the Secretary. A copy of the minutes of each meeting is made available to directors. Committees may also pass written resolutions in lieu of a meeting as provided in their respective Terms of Reference. / **Venue:** Committee meetings shall be held at the registered officer or at any other location as indicated in the notice calling the meeting. Likewise, they may be conducted via video conference or conference call system, or any other equivalent system allowing recognition and identification of attendees and for them to communicate, speak and cast vote, all of it in real time. Likewise, the Chair may arrange preparatory working meetings or meetings on specific topics besides formal Committee meetings.
Reporting to the Board of Directors	At the beginning of every board meeting, the Chairs of the Committees report to board members on the main business transacted and the resolutions passed at the most recent meeting held by the Committees they helm.

Annual Work Programme	For the purposes of making the appropriate arrangements that ensure the efficient achievement of the objectives pursued, each Committee shall prepare an annual work programme that should include at least an annual schedule of ordinary meetings and a tentative agenda setting out the matters reserved to them Likewise, the Programme reviews the level of implementation of the Annual Work Programme for the previous year, assessing the degree of completion of the planned activities, any significant deviations identified, the reasons underlying the same, and the lessons learned, with a view to improving planning and future performance.
Proceedings report and report on the evaluation of performance	All Board Committees have prepared a report detailing the activities they have carried out in 2025 in the performance of their duties. In addition, without prejudice to the specific responsibility entrusted to the Nomination Committee in this field, each Committee prepares its own report setting out the takeaways of the evaluation of their performance, and that of their Chair.
External advice	To properly carry out their duties, Committees may rely on external advisors. Likewise, they may request the presence of executive and/or non-executive directors of the Company, members of the executive management and any employee of the Company, who shall be bound to attend their meetings and provide them with assistance and access to the information available to them. Specifically in the case of the Audit and Compliance Committee, it can also request the presence at its meetings of the Chief Audit Officer and the statutory auditors of the Company.

Changes to Committee's composition in the year

In 2025 the election of Mr Roberto Cibeira Moreiras to the Board of Directors as new proprietary director was approved at the Annual General Meeting, Mr Cibeira replaced Mr José Arnau Sierra, who at the conclusion of his term of office had announced his decision to step down from the Board. This circumstance led to the end of his service on the Audit and Compliance, Sustainability, Remuneration and Nomination Committees.

In line with the policy of appointing individuals of recognised standing to the Company's Board Committees, it was resolved to appoint Mr Cibeira as a member of the Audit and Compliance, Nomination, Remuneration and Sustainability Committees.

In its assessment of the proposal for his appointment to all four Board Committees, the Nomination Committee considered the following, among other things:

- **Regarding the ACC:** his extensive experience in business management, having held senior executive positions, including in strategic management and asset management as well as in the field of auditing and risk management and oversight. Furthermore, his experience on the board of directors of various companies across different sectors and geographic markets gives him knowledge in the field of corporate governance and the dynamics of governing bodies.
- **Regarding the SC:** his relevant experience in the field of sustainability, acquired in the performance of his role as CEO of an international investment group, with a strategy focused both on the management of real estate assets under criteria aimed at minimising environmental impact and on investment in assets directly linked to sustainability strategies, in particular in the field of renewable energy generation.
- **Regarding the NC:** his recognised standing, his experience and career in the executive management of an international group, which provides him with expertise and experience in leading global teams, including in areas such as human resources strategy and talent management.
- **Regarding the RC:** his experience and career in the executive management of an international group. which provides him with the knowledge and experience required to lead global teams, including, as mentioned above, expertise in areas such as human resources strategy, as well as in the design and implementation of remuneration policies and plans for directors and senior managers.

Gender diversity on Board Committees

Pursuant to section 5.1.2 of the "Diversity of Board of Directors Membership and Director Selection Policy", the Board of Directors shall encourage a diverse membership on its Committees in terms of professional experience, competencies, personal skills, sector-specific knowledge and gender, considering the limitations arising from their size.

Regarding female representation on the Committees, two of them are chaired by women and female directors serve on all of them. Within the Sustainability Committee, women are in the majority, accounting for 75% of its members; the Audit and Compliance Committee has gender parity (50%); while female representation stands at 40% and 25% on the Nomination Committee and the Remuneration Committee, respectively.

The table below shows the evolution of female representation on Board Committees in the past years:

	Number of female directors							
	2025		2024		2023		2022	
	Number	%	Number	%	Number	%	Number	%
Audit and Compliance Committee	3	50 %	3	50 %	3	50 %	3	42.9 %
Nomination Committee	2	40 %	2	40 %	2	40 %	2	40 %
Remuneration Committee	1	25 %	1	25 %	1	25 %	1	20 %
Sustainability Committee	3	75 %	3	75 %	3	75 %	3	60 %

Audit and Compliance Committee

The ACC is a standing board committee, established as an internal body that supports the Board in the exercise of its oversight and monitoring functions on matters within its remit. Its legal regime is set out in Article 28 of the Articles of Association and further developed in Section 15 of the Board of Directors' Regulation, and in its own Terms of Reference. The Audit and Compliance Committee's Regulations were las amended on 10 June 2025, in line with applicable regulations and current good governance recommendations.

Mission and powers

The mission and powers of the ACC are outlined in Sections 5 to 13 of its Terms of Reference, In addition to the powers expressly assigned by statute and by corporate governance recommendations, the duties of the ACC include:

Powers relating to Corporate Governance	(i) To review and evaluate the appropriateness of the corporate governance system and to propose to the Board of Directors any amendment and update to the Company's corporate governance regulations; (ii) to oversee the degree of compliance by the Company with recommendations on good governance, in particular, with the CBG; (iii) to oversee compliance with the Terms of Reference of the ACC and generally, with the corporate governance regulations of the Company; (iv) to receive from the General Counsel's Office or, as the case may be, from the Market Transparency Committee, at least every six months and whenever the ACC may deem it fit for the appropriate exercise of its functions, information on the degree of compliance with the Internal Regulations of Conduct in the Securities Market ("IRC"); (v) to review recommendations and best practices on corporate governance, whether domestic or international, and to encourage compliance with the most stringent standards considering the Company's uniqueness; (vi) to regularly receive information on issues relating to treasury stock management; (vii) to prepare and submit to the Board of Directors for approval, the Annual Corporate Governance Report, and (viii) to give a report, following a proposal from the Remuneration Committee, on the Annual Report on Remuneration of Directors, ensuring its integrity and that it complies with applicable regulations, recommendations and standards.
Powers relating to Compliance	(i) To issue reports and oversee compliance with applicable regulations and the effectiveness of corporate policies and/or other internal regulations on issues within its purview; (ii) to drive an ethical culture across the Company where the assessment of Compliance risks is a factor in the decision making process at every level within the Company and its Group; (iii) to assess the recommendations and best practices on Compliance, whether domestic or international, and where appropriate, encourage compliance with the most stringent standards considering the Company's uniqueness; (iv) to give a report on the proposals for the appointment of the Chief Compliance Officer and the Ethics Line Manger; (v) to approve the Annual Compliance Plan, ensuring that it is mainly focused on the relevant Compliance risks and oversee its observance; (vi) to approve the annual budget of the Compliance Function, ensuring that it relies on the necessary resources for the appropriate and effective discharge of its duties; (vii) to oversee the observance of the Global Compliance Model of the Group, the Model of Criminal Risk Prevention, and the effectiveness of their controls; (viii) to oversee the Ethics Committee's duties as manager of the Internal Reporting System; (ix) to receive information, at least every six months, on the level of compliance with the Codes of Conduct and the Model of Criminal Risk Prevention of the Group, the Ethics Line's proceedings, and the concerns received about potential violations of the Codes of Conduct, the internal regulations of conduct and, where appropriate, the enforcement of the Global Compliance Model; (x) to raise proposals to the Board of Directors for the adoption of measures aimed at improving the observance of the Global Compliance Model and the Model of Criminal Risk Prevention and submit findings and recommendations for improvement in the field of Compliance; (xi) to receive information and, where appropriate, issue reports on the disciplinary measures that are intended for Senior Managers or the executive management of the Company; and (xii) to ensure the existence of direct communication between the Compliance Function and the ACC to handle relevant Compliance issues.
Powers relating to tax issues	(i) To receive from the head of tax issues of the Company information on tax criteria followed by the Company during the year, and on the degree of compliance with the Code on Good Tax Practices, in order to relay it to the Board of Directors prior to the statement of the annual accounts and the filing of the Corporate Tax return, and (ii) to apprise the Board of Directors of the tax policies applied and, in the case of transactions or matters which must be submitted to the Board of Directors for approval, of the tax consequences thereof, when they represent a relevant factor.

Other powers entrusted to the ACC	(i) To oversee and evaluate - in coordination with the Sustainability Committee, where applicable with regard to issues under its purview - the strategy of communication and relations with shareholders and investors, proxy advisors and wider stakeholders, as well as the effective application of the Policy on Disclosure of Economic-Financial, Non-Financial and Corporate Information, and encourage its enhancement; (ii) to oversee and evaluate the Company's stakeholder relations processes liaising with the Sustainability Committee as regards issues within their respective purview; (iii) to exercise when the ACC so resolves all the duties inherent in audit committees from time to time provided in applicable laws, as regards Group companies that are deemed to be public-interest entities as defined by applicable regulations; (iv) to receive periodically through the Chief Information Security Officer ("CISO") information from the Cybersecurity Advisory Committee ("CAC") on its activities and the main matters addressed, with a view to providing guidance in the decision-making process in the face of potential threats, reporting on critical incidents, security measures, potential risks and control weaknesses, and, more generally, on the level of maturity of the Group's information security system; and (v) to oversee the Group's technology framework, information and programming systems, operational processes and platforms, relevant technology and/or innovation projects, the main decisions made in terms of digital transformation, as well as the Company's data management framework, assessing and monitoring the main threats to the continuity of operations and/or the business.
Last the ACC must:	(i) Ensure that risks are kept and managed within the accepted levels of risk tolerance, reassessing at least once a year the most significant financial and non-financial risks, their level of tolerance and the measures foreseen to mitigate the impact of the risks identified in the event of materialisation; and (ii) promote a corporate culture wherein risk is a factor considered in decision-making at all levels of the Company and its Group.

Composition and diversity

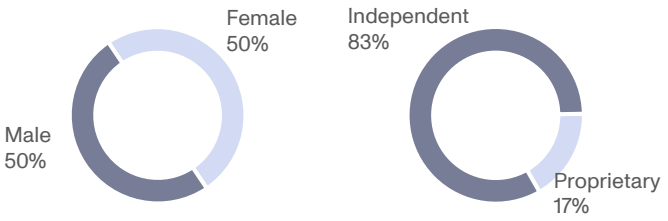
Members of the ACC, as a whole, and in particular its Chair, shall be appointed considering their knowledge and experience in the field of accounting, auditing, internal control and risk management - regarding both financial and non-financial risks – and information technology, as well as sector-specific knowledge so that they have, as a whole, the required knowledge for the appropriate performance of their duties. In this regard, all members serving on the ACC have been appointed considering their background and/or experience in the field of accounting and/or statutory audit.

The Chair of the Audit and Compliance Committee, who needs to be an independent director, will be elected by the Board of Directors for an initial maximum 2-year term and may be re-elected for an addition 2-year period. After 4 years in office, they must be replaced. They will only be eligible for re-election one year after the end of their tenure.

The table below shows the composition of the Audit and Compliance Committee as at 31 January 2026 and as at the date of this report:

Name	Position	Directorship type
Mr José Luis Durán Schulz	Chair [1]	Independent
Mr Roberto Cibeira Moreiras	Ordinary member	Proprietary
Mr Rodrigo Echenique Gordillo	Ordinary member	Independent
Bns. Denise Patricia Kingsmill	Ordinary member	Independent
Ms Pilar López Álvarez	Ordinary member	Independent
Ms Belén Romana García	Ordinary member	Independent

[1]Mr Durán was appointed Chair of the Audit and Compliance Committee on 09/07/2024.



Proceedings, meetings held, attendance and external advice

Proceedings

The ACC must meet at least on a quarterly basis to review the periodic information that the Company must submit to the regulatory and supervisory authority - either to fulfil an obligation or of its own accord-, as well as the information that the Board of Directors must approve and include as part of the documentation that the Company must release and/or disclose to the public.

Likewise, it shall meet each time that its Chair calls it. The Chair shall call the ACC each time that the Board of Directors or its Chair would request the issue of a report or the submission of proposals and, in any case, whenever this is appropriate for the effective operation of the Committee. The ACC shall also meet at the request of at least one third of its members. In such case, the meeting shall be called by its Chair to be held within fifteen (15) days of the request.

Meetings held and attendance

The ACC held seven (7) meetings in 2025, five (5) of which were included in the Schedule of meeting dates and agenda of business to be transacted in the year.

Directors' attendance rate, whether physical or virtual, at the meetings held in 2025 stands at 93%.

In the course of its meetings, at least the Chief Audit Officer, the Chief Financial Officer and the Head of the ERM Department, were in attendance invited by the Committee, whenever deemed appropriate.

Those occasionally invited to be in attendance at each committee meeting were never present during the deliberation and adoption of resolutions by the members of the ACC on the relevant items.

Further information on officers and managers' attendance at ACC's meetings and on the external advice it has received in the year, can be found in the Annual Report on the Proceedings of the Audit and Compliance Committee for the year ended 31 January 2026, approved on 9 March 2026, which is available on the corporate website.

Main action lines

Throughout 2025, the ACC carried out the following activities, in the performance of its duties:

i.Powers relating to the process of preparation of regulated financial and non-financial information:

Financial reporting process

/ Review of: (i) Inditex's annual financial statements and directors' reports (individual and consolidated) and the auditor's report for the year ended 31 January 2025. The ACC verified that an unqualified auditor's report was published, and of (ii) the results and the Annual Financial Report of Zara España, S.A. ("**Zara España**")[1] comprising the standalone annual accounts and directors' report of such company for the year ended 31 January 2025, together with the auditor's report and the statement made by the directors about the contents of the annual accounts.

For such purposes, the external auditor: (i) submitted and explained to the ACC the draft auditor's report on the individual annual accounts of the Company and the consolidated annual accounts of Inditex Group, and the draft of the standalone annual accounts of Zara España; (ii) provided the additional reports relating to Inditex and Zara España that the statutory auditor must submit to the Committee pursuant to applicable statutory audit regulations and (iii) reported on the presentation that external auditors would give on the following day to the Board of Directors on the audit opinion and significant issues occurred in the year ended 31 January 2025.

/ Review of the interim financial statements for the year ended 31 January 2026 and the pertaining Results and Press Releases on the occasion of the quarterly and half-yearly closings.

Consolidated Statement on Non-Financial Information and Sustainability Information

/ Review of the scope of reporting and verification in connection with the preparation of the Sustainability Report: following an analysis of the technical and comparability implications, as well as the position adopted by other IBEX 35 companies, the Committee ratified the executive management's decision to move towards a full-compliance with the new reporting standards approach, namely with the European Sustainability Reporting Standards ("ESRS"), and to subject both the information required under the applicable corporate legislation and the additional information arising from the new sustainability framework to external verification.

/ Review and favourable report on the draft Sustainability Report of the Inditex Group for the year ended 31 January 2025 and acknowledgement of the presentation given by external auditors regarding the limited assurance verification report of the Sustainability Report which was issued with an unqualified opinion.

In line with financial reporting best practices, an Integrated Directors' Report was prepared, combining in a single document both non-financial and financial information with corporate governance.

Report on the Internal Control over Financial Reporting System (ICFR).

/ Oversight of the effectiveness of the Internal Control System over Financial Reporting (ICFR). This is accounted for in section F of the Annual Corporate Governance Report for the year ended 31 January 2025 approved by the Board of Directors. The provisions of section F were verified by the statutory auditor, which established that statutory requirements were fulfilled.

/ Acknowledgement of the presentation given by the Head of the Processes & Projects Department on the design and roll-out of the new financial platform and its impact on the Internal Control over Financial Reporting System (ICFR) and the Internal Control over Sustainability Reporting System (ICSR).

[1] Inditex's ACC has been assigned the oversight duties inherent in audit committees in respect of Zara España, S.A , which is a public-interest entity (PIE).

ii. Powers relating to statutory auditors and verifiers:

Appointment and re-election of external auditors

/ Audit tender process for the statutory audit and the verification of sustainability information for financial years 2027, 2028 and 2029: (i) approval of the commencement of the tender process and the Request for Proposal (RFP); (ii) monitoring the process in accordance with the Statutory Auditor Selection Procedure, designed to ensure an unbiased, fair efficient, transparent and non-discriminatory process, (iii) submission to the Board of Directors of the proposal for the appointment of Deloitte Auditores, S.L. as new external auditor of the Company and its Group to conduct the statutory audit of the financial statements and the verification of sustainability information for the abovementioned financial years.

/ Submit the proposal on the re-election of Ernst&Young as statutory auditors of the Company, the Inditex Group and its subsidiaries, to review the individual financial statements and directors' report of the Company and the consolidated financial statements and directors' report of the Group for the year ended 31 January 2026.

Overseeing the effectiveness of the statutory audit, the verification of the Consolidated Statement on Non-Financial Information and Sustainability Information and fulfilment of the audit engagement

/ Without prejudice to the annual meeting between the statutory auditor, the external verifier and the Board of Directors, the external auditor is in attendance at every meeting in which the ACC reviews the financial and sustainability information that the Board of Directors states and periodically releases to the market. In particular:

- Review of the results of the 2024 audits of Inditex's individual financial statements, the Group's consolidated financial statements, and the financial statements of Zara España, as well as the verification of the Sustainability Report for the year ended 31 January 2025 with the attendance of the external auditors and verifiers.
- Presentation to the ACC by external auditors of the additional reports for Inditex and Zara España .
- Presentation to the ACC by external auditors of the results of the review of the consolidated financial statements of the first and third quarters of 2025.
- Presentation to the ACC by external auditors (i) to report on the results of the limited review of the consolidated interim financial statements of Inditex and its subsidiaries for the 6-month period ended 31 July 2025, and (ii) to present their work plan for the statutory audit of the Company and its Group, including the specific matters affecting the individual accounts of Inditex and Zara España for the year ended 31 January 2026.
- Presentation to the ACC by external auditors of the scope and results of the review of the cybersecurity model and framework for the management of third-party cybersecurity risks.

Verification of statutory auditor's independence

/ Assessment and approval of the engagement by the Company, Group entities (in particular, Zara España) and Pontegadea Inversiones, S.L., of the external auditor for the provision of non-audit services, verifying that independence requirements set out were met (9 June, 8 September and 1 December 2025).

/ Communication by the external auditor to the ACC confirming the absence of any grounds that could give rise to incompatibility in terms of independence under the applicable regulations, and the subsequent issuance of the final declaration of independence.

/ Preparation of the reports of the external auditor's independence from the Company and Zara España for the year ended 31 January 2025. Pursuant to Recommendation 6 CGB, the independence report relating to the Company was made available to shareholders on the corporate website (www.inditex.com -> Investors -> Corporate Governance -> Annual General Meeting) together with the notice calling the 2025 AGM.

/ Separate meeting with the external auditor and the sustainability verifier without any member of the executive management been present, in line with best corporate governance practices.

More information on how the Company safeguards the independence of the external auditors and verifiers can be found in the section "Financial information and statutory audit" of this Report.

iii. Powers relating to the Internal Audit Function:	/ Attendance and participation of the Internal Audit function — through the CAO or Deputy CAOs — at all Committee meetings to report on matters within its remit. In particular, in the context of overseeing the Internal Audit Department's Annual Work Plan, the following actions were carried out: • Approval of the Internal Audit Plan and budget for the year ended 31 January 2026. • Issue of a favourable report on the new audit report assessment methodology within the scope of the requirements set out in the new Global Internal Audit Standards, and approval of the 2024 Annual Activities Report of the IA Function. • Quarterly assessment of the results and main findings of the work and projects carried out by Internal Audit during the first, second and third quarters of 2025, as well as monitoring of the key performance indicators of the function — in particular, the level of completion of the projects included in the Plan and the analysis of the follow-up of the recommendations issued by Internal Audit, and • Acknowledgment by the ACC and discussion with the CAO of the preview of the main areas of focus and estimate of available assets to implement the 2026 Audit Plan. / Implementation of an annual internal evaluation system of the performance of the IA function and the CAO, in accordance with Technical Guide 1/2024 and the Global Internal Audit Standards. The Committee has implemented this system based on questionnaires. The aspects considered in such evaluation include: (i) the profile, position within the organisation and functional independence of the CAO and their team, (ii) the functioning, performance and effectiveness of the IA function in the year ended 31 January 2025, (iii) the level of dialogue and coordination with the ACC, other members of the executive management and other assurance functions, as well as with external auditors/verifiers, (iv) the evaluation system and quality programmes, and (v) the adequacy of the available resources. The findings of the 2024 evaluation were reviewed and discussed by the ACC. Further information about such findings can be found in the Annual Report on the proceedings of the Audit and Compliance Committee for the year ended 31 January 2025, available on the corporate website. This evaluation allowed the Committee to form a well-founded judgement on the adequacy, independence and performance of the IA function, in line with applicable standards, and to reaffirm its confidence in Internal Audit as a key component of the Company's internal control and risk management system.
iv. Powers relating to Compliance:	**Oversight of the Compliance function** / Approval of its Annual Work Plan, its budget and the assets and resources available for the year ended 31 January 2026. / Follow-up and assessment of the main findings of the periodic works on the proceedings of the Global Compliance Model, compliance risks management, the main projects and initiatives, the training plan and the review of the Company's internal regulations. / Approval of the Annual Compliance Report for the year ended 31 January 2025 and the Annual Report on ethical culture and Compliance Training for that same year. / Acknowledgement of the status report on Compliance projects, particularly focusing on the roll-out of the Global Compliance Model of the Group. / Acknowledgement of the information received regarding the AI Act compliance Project, which seeks to implement a compliance system based on the new European AI Act. **Oversight of the Model of Criminal Risk Prevention and the Ethics Line proceedings** / Half-yearly follow-up on the periodic work carried out to review, assess and oversee the Model of Criminal Risk Prevention, as set out in the Reports on the Model of Criminal Risk Prevention for the year ended 31 January 2025 and for the first half of 2025. / Review and approval of the Ethics Committee's Annual Report for the year ended 31 January 2025 and its report for the first half of 2025, on the proceedings of the Ethics Line in the reporting periods. These reports review the enforcement of the Codes of Conduct, detailing the cases handled by the Ethics Committee, the action taken, and the resolutions adopted by the Ethics Committee.

v. Proceedings in the field of oversight and evaluation of the Enterprise Risk Management function:	**Risk Map** / Review, through the reporting of the Head of the ERM Department, of the Company's principal risks, and the control and mitigation mechanisms established to manage them and favourable report on the 2026 Risk Map update. Such update was subsequently approved by the Board of Directors. **Assessment of other risks** / Oversight and in-depth analysis of financial and non-financial risks through the periodic attendance of certain officers and heads of business and control areas, including: (i) the review of the Group's Financial Risk Management System; (ii) half-yearly monitoring of occupational health and safety risks through the half-yearly workplace accident reports; (iii) the assessment of risks arising from protectionism and the geopolitical environment from a tariff, customs and foreign trade perspective, as well as the action plans to mitigate their impact; and (iv) the analysis of technology and digital risks within the framework of the Group's Technology Strategic Plan and the associated mitigation plans. / Cross-functional assessment of geopolitical, regulatory and environmental risks with potential impact on the business, addressed in the context of the review of the financial information and the Sustainability Report, tax policy, financial risk management and information security.
vi. Powers relating to Information Security and Data Protection and Privacy:	/ Oversight of Information Security function through the CISO's half-yearly reports: (i) the main events of interest reported by the Information Security Committee in 2H2024 and 1H2025, and the review of the main existing threats, paying special attention to complying with the new European regulatory frameworks on resilience and cybersecurity (DORA, NIS2 and CRA); (ii) the most relevant projects and initiatives of the Information Security Department, and (iii) the main findings and issues to be considered regarding the topics broached at CAC meetings (10 March and 8 September 2025). The ACC also approved the Annual Information Security Plan for the year ended 31 January 2026 and its budget. / Oversight of the Data Protection and Privacy function through the review of the DPO's report which addressed: (i) the environment and main challenges in the field of privacy; (ii) the scope and main indicators of the activities carried out and the advice provided by the area – both in-house and externally-; (iii) the results of the periodic monitoring work of the privacy compliance model, focusing on the implementation of the Control Framework, that allows the Department to prioritise actions in such areas where the highest privacy risk is found, and a more transparent reporting to the different parties concerned; (iv) the requests for information, incidents and security breaches detected (the main conclusion being that no serious incidents or security breaches were detected that might have relevant impacts on the Group) and the most relevant initiatives carried out by the data protection and privacy area aimed at mitigating the principal risks, (v) the strategy, main lines of action and resources for 2026, and (vi) the evolution of the Department's budget.
vii. Powers relating to Corporate Governance:	**Mandatory transparency reports in the field of corporate governance:** Annual Corporate Governance Report (ACGR) / Review and issuance of a favourable report on the draft ACGR for the year ended 31 January 2025, prepared in free format pursuant to applicable regulations. Annual Report on Remuneration of Directors (ARR) / Review of the consistency and integrity of the information reported in the ARR for the year ended 31 January 2025, prepared in free format pursuant to applicable regulations. The ACGR and the ARR were approved by the Board of Directors on 11 March 2025 and disclosed to CNMV as other relevant information. Both of them are available on CNMV's corporate website and on the corporate website (www.inditex.com -> Investors -> Corporate Governance -> Reports and Regulations).

Reports of the Market Transparency Committee

/ In order to establish that the Company meets the requirements on market abuse, the ACC reviewed the half-yearly reports issued by the General Counsel's Office and approved by the Market Transparency Committee ("MTC") covering: (i) the meetings held by the MTC in the reporting period; (ii) control of incidents involving transactions in Inditex shares detected and incidents concerning the enforcement of the IRC; (iii) the summary of "Inside Information" and "Other Relevant Information" communications disclosed to CNMV; (iv) the black-out periods and the communication of the end of the period during which the persons subject to the IRC are entitled to engage in own account trading; (v) the action taken to promote awareness of the obligations arising from the IRC and ensure compliance with its provisions; (vi) the update of the list of persons subject to the IRC, and (vii) the potential impact that the different market abuse legislative initiatives might have on the Company.

In these reports, the results of the monitoring of related party transactions delegated to the MTC were also reviewed, in accordance with the provisions of Section 529*quaterdecies* LSC, in order to verify that such transactions are fair and, where appropriate, that applicable statutory requirements have been met.

Amendment to internal corporate governance regulations

/ Amendment to the Board of Directors' Regulations: preparation of the proposal for the amendment to the Board of Directors' Regulations and the memorandum in support. The scope of these amendments is described in greater detail in the section "Board of Directors" of this Report.

/ Amendment to the Audit and Compliance Committee's Regulations: preparation of two proposal for the amendment to the Audit and Compliance Committee's Regulations and the respective memorandums in support:

- The purpose of the first amendment (10 March 2025) was: (i) to align its provisions with the developments introduced by Technical Guide 1/2024 and by CNMV's new Cybersecurity Governance Code, (ii) to incorporate the frequency and scope of the reporting to be carried out by the CISO and to expand its responsibilities to include oversight of the Group's technology framework, and (iii) to rearrange the Committee's various responsibilities, introducing technical and editorial improvements; and
- The main purpose of the second amendment (9 June 2025) was to provide for the existence of the new IAB and its regulations. The opportunity was also taken to introduce certain technical and editorial improvements.

/ Amendment to the Internal Regulations of Conduct in the Securities Markets ("IRC") : favourable report on the proposal for the amendment to the IRC, consisting of a terminological update to incorporate reference to the new position of Director of Investor Relations. This amendment was subsequently approved by the Board of Directors.

/ Approval of the Regulations of the International Advisory Board: favourable report on the draft new Regulations of the International Advisory Board, which govern its responsibilities, composition, structure, operating rules, as well as the remuneration and duties of its members.

/ Amendment to the Internal Audit Charter: favourable report on the proposal on the amendment to the Internal Audit Charter for the main purpose of encompassing certain recommendations arising from the new International Professional Practices Framework (IPPF) for Internal Auditing, and Technical Guide 1/2014.

All the proposals on the amendment and/or approval of internal corporate governance regulations were subsequently approved by the Board of Directors.

Evaluation of the appropriateness of the corporate governance system

/ Renewal in 2025 of AENOR's Good Corporate Governance Certification, that the Company received last year, with the highest rating.

Related party transactions

/ Issue and approval of the report on related party transactions entered into by the Inditex Group throughout 2024. Pursuant to Recommendation 6 CBG, such report was made available to shareholders on the corporate website ((www.inditex.com -> Investors -> Corporate Governance-> Annual General Meeting) with the notice calling the Annual General Meeting.

/ Favourable report on the only two (2) related party transactions entered into by the Group in 2025. Both of them were subsequently approved by the Board of Directors.

More information about these transactions can be found in section D "Related party Transactions" of this Report, and in the Annual Report on Related Party Transactions, available on the corporate website.

Report on treasury stock

/ Acknowledgment of the report on the Company's treasury stock and its change throughout 2024 and the period elapsed in 2025.

viii. Report on the evaluation of the ACC and Annual Work Programme:	/ The ACC issued its report on the findings of the annual evaluation of its own performance — and that of its Chair — in 2025, and, on the basis of those findings, as well as the objectives and priorities set for the following year, approved its Annual Work Programme for the year ended 31 January 2027 (1 December 2025).
ix. Annual Report on its proceedings:	/ The Committee issued on 10 March 2025 the annual report on its proceedings and the activities carried out in the year ended 31 January 2025. Such report was approved by the Board of Directors and is available on the corporate website (www.inditex.com -> Investors -> Corporate Governance ->Reports and Regulations).
x. Other powers:	**Report on Tax Policies and Follow-up on the Code of Good Tax Practices** / Monitoring the Group's tax policy through the review of the report on tax policies followed in the year ended 31 January 2025. **Assumption of duties inherent in audit committees in respect of Zara España** / As described above, Inditex's Audit and Compliance Committee carried out in 2025 duties inherent in an audit committee in respect of Zara España, which is a public-interest entity (PIE). **Powers relating to the oversight of the strategy on communication and relationship with shareholders and investors, proxy advisors and wider stakeholders** / The ACC oversaw the communication and engagement strategy with shareholders, investors, proxy advisors and wider stakeholders through the review of the periodic reports submitted by the Investor Relations Department on roadshows, webinars and/or conferences, as well as meetings with investors and analysts.

Nomination Committee

The NC is a standing board committee, established as an internal body hat supports the Board in the exercise of its duties in the field of composition, renewal and appropriate membership within the Board of Directors and Senior Management. Its legal regime is set out in Article 29 of the Articles of Association and further developed in Section 16 of the Board of Directors' Regulations, and in its own Terms of Reference. The Nomination Committee's Regulations were last amended on 9 September 2025, to bring it into line with applicable regulations and corporate governance recommendations.

Mission and Powers

The mission and powers of the Nomination Committee are outlined in Sections 5 to 12 of its Terms of Reference. In addition to the powers expressly assigned by statute and by corporate governance recommendations, the duties of the NC include:

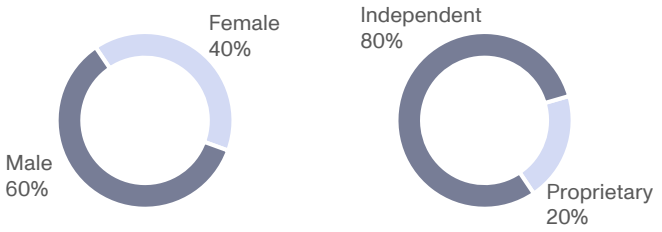
With regard to director selection	(i) To issue a report on the Diversity of Board of Directors Membership and Director Selection Policy; (ii) to set up and review the criteria that must be adhered to regarding an appropriate and diverse board membership and the selection of prospective candidates; and, (iii) to ensure that when filling new vacancies or appointing new directors, selection procedures shall encourage diversity and ensure the absence of any form of discrimination.
With regard to the annual evaluation process	(i) To establish and oversee an annual programme to evaluate the performance of the Board of Directors, its members and its Committees, the Chair, the Chief Executive Officer ("CEO"), the Secretary and the Lead Independent Director ("LID"); (ii) to report on an annual basis to the Board of Directors on the performance of the Board, its members and Committees; (iii) to propose an action plan or recommendations to remedy potential weaknesses detected or to enhance the proceedings of the Board and its Committees; and (iv) to assess whether the findings of directors' individual evaluations and, if appropriate, the action to be taken to improve their performance should be discussed with them.
With regard to Senior Management	In addition to the powers relating to the appointment and removal of senior managers, the Committee may (i) be regularly apprised of succession and career development plans for Senior Managers, and (ii) be apprised of the process of evaluation of Senior Managers.
Other powers entrusted to the NC	(i) To design and periodically organise the induction and refresher programmes for directors, and (ii) to report on the proposals for the election of members to the different internal advisory bodies of the Company,

Composition and diversity

Members of the NC shall be appointed ensuring that they possess, as a whole, knowledge, skills and experience in the field of corporate governance, strategic analysis and assessment of human resources, selection of directors and officers and assessment of compliance with statutory fitness for the positions requirements, as well as performance of Senior Managers roles.

The table below shows the composition of the Nomination Committee as at 31 January 2026 and as at the date of this report:

Name	Position	Directorship type
Ms Belén Romana García	Chair	Independent
Mr Roberto Cibeira Moreiras	Ordinary member	Proprietary
Mr José Luis Durán Schulz	Ordinary member	Independent
Mr Rodrigo Echenique Gordillo	Ordinary member	Independent
Ms Pilar López Álvarez	Ordinary member	Independent



Proceedings, meetings held, attendance and external advice

Proceedings

The NC must meet at least three (3) times a year and each time that its Chair calls it. The Chair shall call the NC each time that the Board of Directors or its Chair would request the issue of a report or the submission of proposals within its remit, and, in any case, whenever this is appropriate for the effective operation of the Committee. The NC shall also meet at the request of at least one third of its members. In such case, the meeting shall be called by its Chair to be held within fifteen (15) days of the request.

Meetings held, attendance and external advice

The NC met six (6) times in 2025. Five (5) of such meetings had been included in the Schedule of meeting dates and agenda of business to be transacted. Committee meetings were varied in duration. Its members have devoted in each case sufficient time to the consideration and review of agenda items.

Directors' attendance rate whether physical or virtual at the meetings held in 2025 stands at 97%.

Likewise, in order for the NC to gain first-hand knowledge of the dynamics of the Company's business, it encourages the attendance of the CEO and of the officers and heads of the Company's corporate and business departments and areas, so that they may share their views on specific matters directly related to the scope of the Committee's responsibilities.

Those occasionally invited to be in attendance at each committee meeting were never present during the deliberation and adoption of resolutions by the members of the NC on the relevant items.

In any case, efforts will be made to ensure that attendance at Committee meetings of anyone other than its members is limited to such cases where it is necessary, and for the transaction of specific agenda items for which they were called to attend.

In 2025, the NC engaged the services of external facilitators of recognised standing, both in the field of training and selection of directors, with the aim of enhancing the effectiveness of its operations. In particular, it received advisory support from the firm Spencer Stuart in the process for the search and selection of prospective directors, providing expert assistance in identifying and assessing profiles that meet the current and future needs of the Board of Directors, in line with best corporate governance practices. The NC has verified that no conflict of interest exists in the provision of these services, nor are there any significant business relationships between the Company and such firm that could compromise its independence.

Further information on officers and managers' attendance at NC's meetings and on the external advice it has received in the year, can be found in the Annual Report on the Proceedings of the Nomination Committee for the year ended 31 January 2026, approved on 9 March 2026, which is available on the corporate website.

Main action lines

The NC carried out throughout 2025 the following activities in the performance of its duties:

i. Powers relating to the appointment and/or removal of officers:	**Directors** / At the meeting held on 9 June 2025 the NC issued the report on board needs which covered the proposal on the election of Mr Roberto Cibeira Moreiras to the Board as proprietary director, replacing Mr José Arnau Sierra . The report also assessed whether the professional profile of the new director eligible for election was appropriate. The NC's findings set out in said report, in particular, the assessment of the suitability of the proposed election, were ratified by the Board of Directors in its explanatory report dated 10 June 2025, which also included an assessment of the suitability of his professional profile to the directorship type to which he was assigned, as well as the potential existence of conflicts of interest. / Approval of the proposal for the appointment of Mr Cibeira as a new member to the Audit and Compliance, Nomination, Remuneration and Sustainability Committees (15 July 2025). Such proposal was approved by the Board of Directors at the meeting held that same day. / Approval of the board skills matrix's update. The main indicators of such matrix are available on the corporate website (www.inditex.com -> Investors -> Corporate Governance -> Board of Directors). / Retrospective analysis of the changes to the composition of the Board of Directors in recent years with the aim of assessing and anticipating, in an orderly manner, the capabilities, experience and knowledge that should be strengthened in future appointments. **Senior Managers and other positions** / Favourable report on the proposal on the update of the list of Inditex Group's Senior Managers for its reporting in the ACGR, in accordance with CNMV's reporting standards. The list was approved by the Board of Directors. / Review of the changes affecting both heads of department and of key areas, as well as Senior Managers (16 May, 9 June and 8 September 2025). / Favourable report to certain changes to the organisational structure of the Group, the main purpose of which was the creation of the position of Chief Corporate Officer ("CCO"). More information in section C. "Board of Directors", "Relations with the executive management and remuneration" of this Report. / Favourable report to the proposals submitted by the executive management on: (i) the appointment of the members to the new International Advisory Board and its Chair; (ii) the appointment of the Chair of the Cybersecurity Advisory Committee, and (iii) the re-election of for out of the six members serving at that time on the Sustainability and Inclusion Advisory Committee. Such proposals were approved by the Board of Directors.
ii. Ascertaining compliance with the Board Diversity and Director Selection Policy:	/ Ascertaining compliance with the Diversity of Board of Directors Membership and Director Selection Policy in the process for the appointment and/or re-election of directors carried out in the year ended 31 January 2025. Details of the takeaways of the verification exercise carried out in relation to the process for the appointment of a new director in 2025 are set out in section C, "Board of Directors", of this Report.
iii. Assessment of key positions:	/ Dedicated review focusing on the evolution of the management structure across corporate functions, commercial formats and subsidiaries, as well as on generational handover processes and succession plans. Particular attention was given to internal promotion, the attraction of external talent and the strengthening of diversity.
iv. Annual performance evaluation:	/ Approval of (i) the launch of the process, determining its purpose and scope and the allocation of duties among the different bodies involved in the evaluation of performance process, and (ii) the findings report of the evaluation of the performance of the NC, its Chair, the Chair of the Board, the CEO, the LID and the Secretary. All of which was submitted to the Board of Directors for approval. The process' methodology and structure and the detail of the 2025 findings are set out in section C. "Board of Directors" of this Report.
v. Training Programme:	/ During 2025 work continued on the design and development of training content addressing current topics with a significant impact on governance, regulatory compliance and sustainability, in line with the Group's strategy. The detail of the trainings session imparted throughout 2025 is set out in section C. "Board of Directors" of this Report.

vi. Internal regulations:	/ Submission of a proposal for a partial amendment to its Terms of Reference, together with the memorandum in support of such amendment. The main purpose of the proposed amendments was to incorporate the regulatory requirements introduced by *Ley Orgánica* 2/2024, of 1 August, on equal representation and balanced presence of women and men, which amended the previously applicable legal regime on gender matters in the boards of directors and senior management of listed companies. The opportunity was also taken to incorporate other amendments aimed at achieving closer alignment with best corporate governance practices, such as (i) establishing channels for interaction between the different Board Committees where they share responsibilities in relation to the same matters, and (ii) extending to the NC certain recommendations and good practices applicable to audit committees under CNMV Technical Guide 1/2024 of 27 June on audit committees at public-interest entities. The proposal for the partial amendment was subsequently approved by the Board of Directors.
vii. Report on the evaluation of the NC and Annual Work Programme:	/ The NC issued its report on the findings of the annual evaluation of its own performance — and that of its Chair — in 2025 and, on the basis of those findings, as well as the objectives and priorities set for the following year, approved its Annual Work Programme for the year ended 31 January 2027 (meeting date: 1 December 2025).
viii. Annual report on its proceedings:	/ The NC issued on 10 March 2025 the annual report on its proceedings and the activities carried out in the year ended 31 January 2025. Such report was approved by the Board of Directors and is available on the corporate website (www.inditex.com -> Investors -> Corporate Governance ->Reports and Regulations).

Remuneration Committee

The RC is a standing board committee, established as an internal body that supports the Board in the exercise of its duties in the field of remuneration policy for directors and Senior Mangers. Its legal regime is set out in Article 30 of the Articles of Association and further developed in Section 17 of the Board of Directors' Regulation, and in its own Terms of Reference. The Remuneration Committee's Regulations were last amended on 9 September 2025 to align them with applicable regulations and current good governance recommendations.

Mission and Powers

The mission and powers of the Remuneration Committee are outlined in Sections 5 to 7 of its Terms of Reference. In addition to the powers expressly assigned by statute and by corporate governance recommendations, the duties of the RC include:

Remuneration governance and alignment with the Company's strategy	(i) To establish and oversee a transparent process for the development of the remuneration policy, and (ii) to assess its alignment with the Company's short, medium and long-term strategy, its contribution to sustainable value creation, and its effectiveness in supporting app striate risk control and management.
Group-wide oversight of the Company's remuneration policies	To receive regular updates on the Company's remuneration policies as a whole, ensuring the internal consistency of the remuneration framework and its alignment with the recruitment, talent development and retention policies of the Company, considering its strategy and circumstances.
Performance assessment and remuneration risk monitoring	(i) To assess the extent to which the yardsticks and targets underpinning variable remuneration have been achieved; (ii) to review the existence of circumstances that may trigger the application of malus and clawback provisions and, where appropriate, to recommend the corresponding actions; and (iii) to evaluate the appropriateness of the level of stretch and the methodologies to calculate incentives, with a view to preventing incentives which are inappropriate or misaligned with actual performance.
Remuneration of the advisory bodies within the governance system	To review and report on the structure and level of remuneration, where applicable, of the members and office holders of the advisory committees that form part of the Company's corporate governance structure (International Advisory Board ("IAB"), Cybersecurity Advisory Committee ("CAC") and Sustainability and Inclusion Advisory Committee ("SIAC").
Internal proceedings	To undertake regular and independent evaluations of its own performance, for the purposes of driving continuous improvement in its organisation and effectiveness.

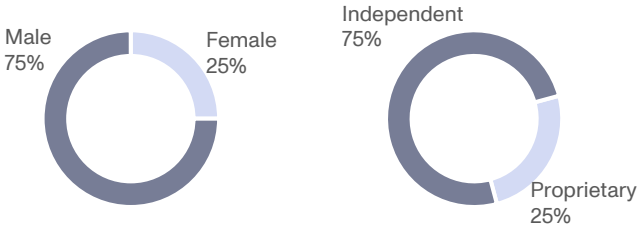
Composition and diversity

Members of the RC shall be appointed ensuring that they collectively possess the knowledge, skills and experience necessary to perform the duties entrusted to them, including in the field of strategic analysis and evaluation of human resources and the design of remuneration policies and schemes for directors and senior managers, among others.

The table below shows the composition of the Remuneration Committee as at 31 January 2026 and as at the date hereof:

Name	Position	Directorship type
Mr Rodrigo Echenique Gordillo	Chair [1]	Independent
Mr Roberto Cibeira Moreiras	Ordinary member	Proprietary
Mr José Luis Durán Schulz	Ordinary member	Independent
Bns. Denise Patricia Kingsmill	Ordinary member	Independent

[1] Mr Echenique was appointed Chair of the Remuneration Committee on 14 July 2015 and re-elected on 17 July 2018. Mr Echenique had previously chaired the now defunct Nomination and Remuneration Committee since 15 July 2014.



Proceedings, meetings held, attendance and external advice

Proceedings

The RC must meet at least three (3) times a year and each time that its Chair calls it. The Chair shall call the RC each time that the Board of Directors or its Chair would request the issue of a report or the submission of proposals within its remit and, in any case, whenever this is appropriate for the effective operation of the Committee. The RC shall also meet at the request of at least one third of its members. In such case, the meeting shall be called by its Chair to be held within fifteen (15) days of the request.

Meetings held, attendance and external advice

The RC met five (5) times in 2025. Three (3) of such meetings had been included in the Schedule of meeting dates and agenda of business to be transacted in the year. The meetings varied in duration, with their members devoting, in each case, sufficient time to the consideration of agenda items.

Directors' attendance rate whether physical or virtual at the meetings held in 2025 stands at 95%.

The Chief People Officer ("CPO") regularly reports to the RC on the changes to global compensation systems, if any, annual pay review for Senior Managers (and, if appropriate, to report on the outcome of the executive salary benchmarking) and the review of the guidelines on pay increase for each country, the summary of annual increases carried out and global talent management schemes.

In turn, the Chief Corporate Officer ("CCO") – since their appointment – and the Chief Financial Officer ("CFO") are in attendance at committee meetings to report, among other things, on the accounting aspects associated with long-term incentive plans and the level of achievement of the predetermined targets, the level of alignment of annual variable remuneration metrics with the budget, etc.

Those occasionally invited to be in attendance at each committee meeting were never present during the deliberation and adoption of resolutions by the members of the RC on the relevant items.

Further information on internal staff attendance at the meetings of the Remuneration Committee and on the external advice it has received in the year, can be found in the Annual Report on the Proceedings of the Remuneration Committee for the year ended 31 January 2026, approved on 9 March 2026, which is available on the corporate website.

Main action lines

Throughout 2025, the RC carried out the following activities regarding the duties assigned in accordance with LSC, corporate governance recommendations and internal regulations:

i. Directors' Remuneration Policy:	/ Throughout 2025, the RC verified that both the overall remuneration payable to members of the Board of Directors - in particular to the CEO - and the yardsticks to determine the different variable items of the CEO's remuneration, namely the metrics and weights to which they are tied, are in line with the concepts and amounts provided for in the current Directors' Remuneration Policy for financial years 2024, 2025 and 2026.
ii. Remuneration of executive directors, Senior Managers and other internal bodies or key positions:	**Regarding the CEO** / Submission of the following proposals regarding the CEO to the Board of Directors: (i) assessment of the level of achievement of the targets set for his variable remuneration (annual and long-term) for the year ended 31 January 2025 and the proposal on the total remuneration payable to the CEO for the year ended 31 January 2025, and (ii) the proposal on the items and yardsticks to determine the CEO's remuneration for the year ended 31 January 2026 for the performance of his functions and responsibilities as chief executive . Such proposals were approved by the Board of Directors. **Regarding Senior Managers** / Favourable report on the proposal on the total remuneration payable to Senior Managers for the year ended 31 January 2025, and the yardsticks to determine their remuneration for the year ended 31 January 2026. Such proposal was approved by the Board of Directors.

	Regarding the remuneration of Advisory Committees /Favourable report on the proposal on the remuneration of the new International Advisory Board. / Favourable report on the proposal to update the remuneration set for the members of the Sustainably and Inclusion Advisory Committee, with the aim of (i) adjusting it, considering, among other factors, the increase in the workload and the level of commitment required, and (ii) reinforcing the consistency between the remuneration of SIAC's members and members of the remaining Advisory Committees. Both proposals were approved by the Board of Directors.
iii. Long-term variable remuneration:	/ 2021-2025 LTIP ("2021-2025 LTIP"): assessment of the level of achievement of the targets for the second cycle (2022-2025) of the 2021-2025 LTIP to which the long-term variable remuneration of the CEO and Senior Managers for the year ended 31 January 2025 was tied, and the associated payout level. The Board of Directors approved the level of target achievement and the associated payout level proposed by the RC. / 2025-2029 LTIP: Throughout 2025, the Committee led the analysis of the new 2025–2029 LTIP (the "2025–2029 LTIP"), from its design through to the development of its governing rules and the calibration of metrics: / Review and favourable report on the proposal on the general framework of the 2025-2029 LTIP and on the different metrics to which it is tied, and the maximum incentive with regard to the first cycle (2025-2028) (9 June 2025). Such proposal was approved by the Board of Directors on the following day, and was submitted to shareholders at the AGM held 0mn 15 July 2025. The 2025-2029 LTIP was approved at the AGM under agenda item number 7. / Review of the proposal relating to the targets, calculation methodology and performance scales for each of the metrics to which the first cycle (2025–2028) of the 2025–2029 LTIP was tied. / Favourable report on the draft of the 2025-2029 Plan Rules and the relevant Appendix that sets out the specific terms and conditions for the first cycle (2025-2028), and the levels/yardsticks for the designation of the Plan's participants. Such proposals were approved by the Board of Directors.
iv. Annual Report on Remuneration of Directors:	/ Review and favourable report on the draft Annual Report on Remuneration of Directors for the year ended 31 January 2025 . The ARR was approved by the Board of Directors and disclosed to CNMV as other relevant information. The ARR is available on CNMV's website and on the corporate website (www.inditex.com). Likewise, in accordance with section 541 LSC, the ARR for the year ended 31 January 2025 was approved at the AGM held on 15 July 2025 (with 98.427% of votes for) having been put to an advisory say-on-pay vote.
v. Internal regulations:	/ Submission of a proposal for a partial amendment to its Terms of Reference, together with the memorandum in support of such amendment. The main purpose of the proposed amendments was to achieve closer alignment with best corporate governance practices, such as (i) establishing channels for interaction between the different Board Committees where they share responsibilities in relation to the same matters, and (ii) extending to the RC certain recommendations and good practices applicable to audit committees under CNMV Technical Guide 1/2024 of 27 June on audit committees at public-interest entities. The proposal for the partial amendment was subsequently approved by the Board of Directors.
vi. Report on the evaluation of the RC and Annual Work Programme:	/ The Committee issued its report on the findings of the annual evaluation of its own performance — and that of its Chair — in 2025, and, on the basis of those findings, as well as the objectives and priorities set for the following year, approved its Annual Work Programme for the year ended 31 January 2027 (meeting date: 1 December 2025).
vii. Annual report on its proceedings:	/ The Committee issued on 10 March 2025 the annual report on its proceedings and the activities carried out in the year ended 31 January 2025. Such report was approved by the Board of Directors and is available on the corporate website (www.inditex.com -> Investors -> Corporate Governance ->Reports and Regulations).

Sustainability Committee

The SC is a standing board committee, established as an internal body, to drive a more robust and committed management in the field of sustainability, and in the social and environmental spheres, within the framework of the Company's strategy and business model. Its legal regime is set out in Article 30bis of the Articles of Association and further developed in Section 17bis of the Board of Directors' Regulations and its own Terms of Reference. The Sustainability Committee's Regulations were last amended on 10 June 2025, in line with applicable regulations and current good governance recommendations.

Mission and powers

The mission and powers of the Sustainability Committee are outlined in Sections 5 to 9 of its Terms of Reference. In addition to the powers expressly assigned by statute and by corporate governance recommendations, the duties of the SC include:

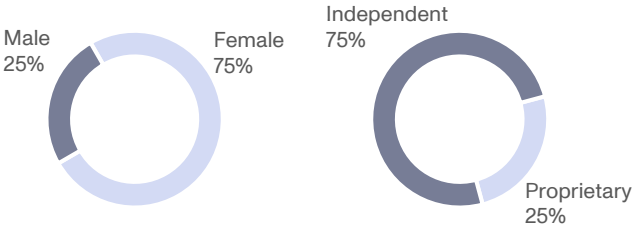
Powers relating to sustainability	(i) To advise the Board of Directors on the design of the guiding principles, strategies, policies and targets to be followed in the field of sustainability; (ii) to monitor the social and environmental sustainability strategy and practices, ensuring that they are aligned with the Sustainability Policy of the Group, and assess their level of achievement; (iii) to regularly review the internal regulations of the Group in the field of sustainability and, where appropriate, propose to the Board any amendment thereto and monitor compliance with the same; (iv) to oversee the adoption of measures that are necessary to identify, assess, prevent, mitigate and, where appropriate, remedy actual or potential adverse impacts on human rights and the environment; (v) to verify and encourage compliance with the most exacting international standards recognised in the field of human rights, the environment, social issues and other sustainability-related matters; and (vi) to receive from the Sustainability Department information on: (a) monitoring compliance with the Inditex Group's Code of Conduct for Manufacturers and Suppliers across the supply chain of the Group, (b) the achievement of the goals of the Strategic Sustainability Plan and progress in the level of compliance with public commitments undertaken by the Group; and (c) the main initiatives in sustainability innovation and in community investment.
Powers relating to diversity and inclusion	(i) To advise the Board of Directors on the design of guiding principles, strategies, policies and objectives to be followed in the field of diversity and inclusion and monitor the Group's strategy and practices in this area, assessing their alignment with the Diversity and Inclusion Policy; (ii) to analyse the degree of compliance with public and internal programmes and commitments on diversity and inclusion; (iii) to assist the Board in promoting and integrating the corporate culture and values of inclusion, equity, respect and non-discrimination at all levels of the organisation, monitoring their degree of implementation; (iv) to periodically assess the alignment of the Group's internal regulations with international frameworks and best practices in this field and to propose to the Board their update or amendment or the adoption of new policies, as well as oversee compliance therewith; and, (v) to receive information on protocols for preventing and responding to discrimination and oversee any measures that need to be implemented to identify, assess, prevent and mitigate potential risks - liaising with the Audit and Compliance Committee -.
Powers relating to stakeholder relations	(i) To oversee and evaluate - liaising with the Audit and Compliance Committee, where applicable, with regard to the issues that fall within its purview - the strategy on communication and relations with shareholders -including small and medium shareholders -, investors, proxy advisors and other stakeholders, and the enforcement of the Policy on Disclosure of Economic-Financial, Non-Financial and Corporate Information; (ii) to oversee– liaising with the Audit and Compliance Committee – the process to prepare and release regulated and non-regulated sustainability information within its purview, as well as its clarity and integrity. In this regard, the SC shall assess if the information included in the mandatory reporting is consistent with the corporate sustainability policies.
Other powers	(i) To submit proposals on the appointment of candidates to serve on the Sustainability and Inclusion Advisory Committee (SIAC), where appropriate or, should it deem it necessary, report on their appointment, before the report issued by the Nomination Committee; (ii) to assess the draft bills and the amendments to national as well as foreign or international regulations on sustainable development, corporate social responsibility, equality and inclusion, and other related issues, and their potential impact on the Group's activity, and; (iii) to issue reports and carry out proceedings that fall within its purview or which are required by the Board of Directors or its Chair.

Composition and diversity

Members of the SC shall be appointed ensuring that they collectively possess the knowledge, skills and experience necessary to perform the duties entrusted to them, including in the field of sustainability, social action initiatives, sustainable resources management and design of communication policies with stakeholders.

The table below shows the composition of the Sustainability Committee as at 31 January 2026 and as at the date of this report:

Name	Position	Directorship type
Bns. Denise Patricia Kingsmill	Chair	Independent
Mr Roberto Cibeira Moreiras	Ordinary member	Proprietary
Ms Pilar López Álvarez	Ordinary member	Independent
Ms Belén Romana García	Ordinary member	Independent



Proceedings, meetings held, attendance and external advice

Proceedings

The SC must meet three (3) times a year and each time its Chair calls it. The Chair of the SC must call a meeting whenever the Board of Directors or its Chair would request a report or the submission of proposals within its remit, and in any case where this is convenient for its effective operation The SC must meet upon request of one third of its members. In such case, it shall be called by its Chair to meet within fifteen (15) days of the request.

Meetings held, attendance and external advice

The SC met six (6) times in 2025. Five (5) of such meetings were included in the Schedule of meeting dates and agenda of business to be transacted. The meetings varied in duration, with their members devoting sufficient time to the consideration of agenda items.

Directors' attendance rate, whether physical or virtual, at the meetings held in 2025 stands at 92%.

The SC has a regular and ongoing dialogue with the Sustainability Department, and is regularly apprised by this latter of the enforcement of the Sustainability Policy, in particular, of:

/ the projects carried out by the Company to ensure the enforcement and defence of human and labour rights across the entire production line;

/ the achievement of the sustainability targets from time to time applicable regarding social, environmental and product health and safety matters; and

/ the progress in the level of compliance with public and internal commitments undertaken by the Company in the field of sustainability.

In 2025, the Committee required the presence of certain heads of the Sustainability Department to address matters within their remit, in accordance with the agenda scheduled for each meeting.

Those occasionally invited to be in attendance at each committee meeting were never present during the deliberation and adoption of resolutions by the members of the SC on the relevant items.

Further information on internal staff attendance at the meetings of the Sustainability Committee and on the external advice it has received in the year, can be found in the Annual Report on the Proceedings of the Sustainability Committee for the year ended 31 January 2026, approved on 9 March 2026, which is available on the corporate website.

Main action lines

Throughout 2025, the SC carried out the following activities regarding the duties assigned in accordance with LSC, corporate governance recommendations and internal regulations:

i. Regarding monitoring of social and environmental sustainability strategy and practices	**Sustainability strategy and governance** / Acknowledgement of the Annual Activities Report of the Sustainability Department for the year ended 31 January 2025, and approval of its annual work plan and budget for the year ended 31 January 2026. / Presentation to the Committee by the CSO and the CEO of the most relevant milestones and initiatives in each quarter at the meetings held on 10 March, 9 June, 8 September and 1 December 2025. In such meetings, the SC reviewed the evolution of the geopolitical and regulatory environment, emerging risks and their potential impact on the public commitments undertaken by the Company, and other initiatives in progress. / Follow-up on the level of achievement of the targets set for 2025 and 2030 outlined in the Group's sustainability road map.

	Supply chain and sector transformation / Acknowledgment and favourable report on the presentation covering the scope of the targets, main action lines, areas involved and status report for the different support initiatives - including financial ones - to the transformation of the supply chain - and next steps- with regard to the 2024-2027 Supply Chain Transformation Plan.
	Human Rights and Due Diligence / Oversight of the outcome of the salience exercise to identify and prioritise impacts on human rights, reviewing its methodology and next steps. It also carried out an analysis of the alignment of the Group's due diligence system with the international standards and the evolving European regulations.
	Environment and circularity / Recurrent and specific follow-up on the environmental targets of the Group, focusing on the following areas: (i) decarbonisation, both in own operations and across the value chain (*Scope* 3), (ii) the use of lower impact fibres within the framework of the Fibres Plan, and (iii) water management and biodiversity. The SC delved into textile waste and unsold product management and the effect of the extended producer responsibility (EPR), considering its operational, economic and reputational impact and the response from the organisation. Likewise, it specifically reviewed certain local regulations.
	Traceability across the value chain / Dedicated presentation given on on progress and challenges in traceability, including the level of implementation of traceability systems across the different tiers of the supply chain, focusing on progress towards full traceability.
ii. Regarding oversight of the process for the preparation and release of regulated and non-regulated sustainability information:	/ Favourable report on the Consolidated Statement on Non-Financial Information and Sustainability Information for the year ended 31 January 2025 as regards the issues within its remit. Such Statement was approved by the Board of Directors. / Follow-up on the development and key updates in relation to the CSRD and CSDDD Directives, particularly as a result of the approval of the Omnibus package (meetings held on 9 June, 8 September and in December 2025). / Acknowledgement of the methodology and outcome of the double materiality assessment corresponding to FY2025 reporting (meeting 1 December 2025). At this meeting, the SC was also apprised of the status of preparation and the key aspects to be highlighted in the Consolidated Statement on Non-Financial Information and Sustainability Information for the year ended 31 January 2026.
iii. Other powers entrusted to the SC:	**Internal regulations review and proposal** / Favourable report on the proposal on the update of the Sustainability Policy – a key corporate policy - to align it with the updated strategy and practices of the Company in this field. Favourable report to the proposal on the new Sustainability Stakeholder Relations Policy, Energy Policy and Water Policy, respectively, which build upon the main action lines set out in the Sustainability Policy in such fields. / Submission of a proposal on the amendment to the Regulations of the Sustainability and Inclusion Advisory Committee, to extend the perimeter of external advise and expertise, providing it with new competencies in the field of diversity and inclusion. / Submission of a proposal for a partial amendment to its Terms of Reference, together with the memorandum in support of such amendment. The main purpose of the proposed amendments was: (i) coordinating the Committee's functions with those set out in the Audit and Compliance Committee's Regulations, in particular with regard to duties relating to sustainability reporting and its verification regime, as well as to align its wording with other new regulations, recommendations, and guidelines on corporate governance and sustainability, such as CSRD and CS3D Directive, and (ii) to incorporate certain SC's duties in the field of sustainability, such as those related to sustainability innovation, community investment, and due diligence – some of which were already being performed in practice –, as well as extending its responsibilities in the field of diversity and inclusion, in the latter case in line with the new functions assumed by the SIAC. All such proposals on the amendment to and approval of internal corporate governance regulations were subsequently approved by the Board of Directors. **Integrating sustainability within the field of remuneration** / Assessment of the level of global achievement of the targets relating to the sustainability metrics to which the second cycle (2022-2025) of the 2021-2025 LTIP was tied, and of the sustainability targets to which the annual variable remuneration for 2024 of both the CEO and the brand managers of the Group was tied. / Favourable report on the proposal on the targets and calibration of the relevant performance scales for each of the sustainability metrics to which the first cycle (2025-2028) of the new 2025-2029 LTIP is tied. The SC gave a favourable report on all such proposals as a preliminary step to the review carried out by the Remuneration Committee, which assessed in a comprehensive manner all the targets and metrics - both financial and non-financial before submitting them to the Board of Directors for its consideration and, where applicable, approval.

iv. Report on the evaluation of the SC and Annual Work Programme:	/ The SC issued its report on the findings of the annual evaluation of its own performance — and that of its Chair — in 2025, and, on the basis of those findings, as well as the objectives and priorities set for the following year, approved its Annual Work Programme for the year ended 31 January 2027 (meeting date: 1 December 2025).
v. Annual report on its proceedings:	/ The SC issued on 10 March 2025 the annual report on its proceedings and the activities carried out in the year ended 31 January 2025. Such report was approved by the Board of Directors and is available on the corporate website (www.inditex.com -> Investors -> Corporate Governance ->Reports and Regulations).

ⓘ More information about the regulations, composition, competencies, proceedings, relations and main action lines of Board Committees in 2025 can be found in their respective Annual Report on their Proceedings, which are available on the corporate website.

Advisory Committees

General framework and purpose

In line with best corporate governance practices, and for the purposes of enhancing the decision-making process within the Board of Directors and its Committees, Inditex relies on three (3) standing, internal, consultative advisory committees without executive duties:

/ The Sustainability and Inclusion Advisory Committee (formerly, the Social Advisory Board, established in 2002).

/ The Cybersecurity Advisory Committee (established in 2023).

/ The International Advisory Board (established in 2025).

Being purely advisory in nature, such committees do not replace the non-delegable powers of the Board or its Committees. These Advisory Committees are structured as additional mechanisms which provide technical and strategic support to the Board of Directors, through its Committees, and to the Group's executive management, channelling expert, independent and multidisciplinary knowledge in areas critical to the sustainability of the business model and the Group's resilience.

Each Advisory Committee has its own Terms of Reference approved by the Board of Directors, covering, inter alia, the guidelines for action, the basic rules of their organisation and operation and the rules of conduct for their members.

In accordance with such Terms of Reference, these three Advisory Committees:

/ Are standing internal advisory and consultative bodies without executive duties.

/ Have information, advisory and proposal-making powers in respect of the Board of Directors, through the relevant Board Committee.

/ They comprise external experts independent of the Group, selected on account of their renown and expertise.

/ Their members are appointed by the Board of Directors following a report from the Nomination Committee.

/ Their members will be in office for one (1) year. This term may be tacitly extended up to four (4) years. They may be eligible for re-election pursuant to their Terms of Reference.

/ They are guided by the principles of independence of judgement, transparency, confidentiality and adequate management of conflicts of interest.

In all three cases, the possibility of arranging and conducting **joint meetings with the relevant Board Committee** is provided, as well as the possibility that the Board Committee or their Chair may request specific reports or specific courses of action within their respective remit, whenever deemed appropriate for the effective performance of the Committee's duties.

The establishment and coordinated proceedings of these three Advisory Committees reflects the Company's commitment to strengthening its governance framework by contributing to:

/ Strengthen technical specialisation in strategic and emerging risks areas.

/ Enhance the quality, depth and forward-looking nature of discussion within the Committees and the Board.

/ Provide independence of judgment and an international diversity of perspectives.

/ Reinforce the internal control system and the management of non-financial risks.

Sustainability and Inclusion Advisory Committee

Inditex established the Social Advisory Board - currently, the Sustainability and Inclusion Advisory Committee ("SIAC") - 24 years ago, as an internal body reporting to the Sustainability Committee to which it advises in the field of social and environmental sustainability, and in diversity within the Company and the Group.

The establishment of this Committee in 2002 reflects the Group's commitment to integrating sustainability into its business model from a strategic and long-term perspective. As an advisory body to the Sustainability Committee, it contributes expert and independent insight to the definition and evolution of the Group's strategy in social, environmental, and diversity and inclusion matters.

From a corporate governance standpoint, this Committee strengthens sustainability oversight at the highest level and helps ensure alignment between the Group's strategy, policies, and public commitments, while also supporting the Committee and the Board in identifying relevant risks, opportunities, and trends in an ever-evolving regulatory and social environment.

In this regard, the Sustainability Committee periodically receives, through the Chief Sustainability Officer, information from the SIAC on its activities and the main business transacted by that body.

During 2025, the SIAC met three (3) times, including a joint meeting with the Sustainability Committee held in December 2025, to address different matters, in particular, the takeaways on the methodology and outcome of the double materiality assessment and the Consolidated Statement on Non-Financial Information and Sustainability Information of the Group.

The Regulations of the Sustainability and Inclusion Advisory Committee were approved in December 2002 under the name "Regulations of the Social Advisory Board". They have been amended several times, and for the last time on 10 June 2025, following a report from the Sustainability Committee, to update its name, shore up its competencies, in line with the development of the Group's strategy in the field of sustainability and particularly, in the field of diversity and inclusion, and align its regulation with that of the remaining Advisory Committees.

As at year end and the date of this report, the SIAC comprises eight (8) members, within the maximum limit established in its Terms of Reference. The composition of the SIAC is as follows:

/ Ms Paula Farias Huanqui

/ Mr Paolo Gaudiano

/ Ms Sophie Muller

/ Mr John Tobin de la Puente

/ Mr Fernando Riaño Riaño

/ Mr Jean-Jacques Salaün

/ Mr Francisco Javier Sardina López

/ Mr Victor Viñuales Edó

During 2025, a process of progressive renewal was undertaken, providing room for new perspectives and capabilities aligned with the Company's emerging priorities, in a context marked by significant developments in sustainability and in the Group's strategy. Accordingly, the diversity of the Committee has been strengthened through the incorporation of new, more international profiles with expertise in diversity and inclusion, with the aim of supporting the Group's strategic evolution and commitment in this area, in line with the responsibilities recently assumed by the Committee in this field.

Cybersecurity Advisory Committee

The Cybersecurity Advisory Committee ("CAC") was established and began operations in November 2023, as an internal body reporting to the Audit and Compliance Committee, to which it will provide advice on matters relating to information security and cybersecurity.

From a corporate governance perspective, this CAC strengthens the oversight of technological risks and positions cybersecurity as a subject of structured analysis at the highest level.

The Audit and Compliance Committee has received from the CAC (at its meetings held on 10 March 2025 and 8 September 2025), through the Chief Information Security Officer (CISO), who attends the Committee's meetings, information on its activities and the main business transacted. This is intended to guide the decision-making process in response to potential threats, report on critical incidents, security measures, potential risks and control weaknesses, and, more generally, provide an update on the level of maturity of the Group's information security system.

The CAC met twice in 2025. Additionally, members of the Audit and Compliance Committee were invited to attend and participate at the CAC's meeting held on 8 May 2025.

Since its establishment, the CAC has been composed of profiles covering previously defined strategic roles (CISO, business environment, adversary perspectives, technical threats, etc.).

As at year end and the date of this report, the CAC comprises seven (7) members, within the maximum limit established in its Terms of Reference. The composition of the CAC is as follows:

/ Dr Herbert Hugh Thompson (Chair)

/ Ms Marene Nyberg Allison

/ Ms Hazel Dolores Díez Castaño

/ Mr José Manuel González-Páramo Martínez-Murillo

/ Mr Christopher Cox Krebs

/ Ms Maria Markstedter

/ Mr Juan Alberto Yépez

Its current composition ensures a balance between technical, institutional and business expertise, providing an independent perspective on the maturity level of the information security model, the management of critical incidents, risk appetite and regulatory developments in this field.

International Advisory Board

The International Advisory Board ("IAB") was established in 2025, in response to an environment marked by heightened political uncertainty, regulatory fragmentation and increasing international tensions.

The IAB reports to the Audit and Compliance Committee. Its mission consists of providing it with strategic advice, forward-looking analysis, and recommendations on geopolitical matters, international economics, demographics, and global trends.

The existence of the IAB represents an advanced corporate governance practice, as it formally integrates geopolitical and macroeconomic analysis into the risk oversight framework of the Board and the Audit and Compliance Committee, facilitating alternative scenarios, strategic reflection, and more informed and forward-looking decision-making. Ultimately, this contributes to strengthening the Group's capacity for anticipation and resilience.

The Audit and Compliance Committee periodically receives from the IAB, through the CEO, who attends its meetings, information on its activities and the main business transacted. Conduct of joint meetings of the Audit and Compliance Committee and the IAB is also encouraged.

The IAB met once in 2025, to define its work dynamics and the schedule of meeting dates and business to be transacted in 2026.

At the meeting held on 6 May 2025, the ACC gave a favourable report on the proposal on the establishment of such Advisory Committee and the approval of its Terms of Reference.

As at year end and the date of this report, the IAB comprises seven (7) members, within the maximum limit established in its Terms of Reference. The composition of the IAB is as follows:

/ Mr Enrico Letta (Chair)

/ Mr Taeho Bark

/ Mr Simon Fraser

/ Mr Rafael Gil-Tienda

/ Ms Anne Lange

/ Mr Enrique Lores

/ Mr Marcos Troyjo

Related party and intra-group transactions

The year has been marked by the review and update of the regulatory framework for related party transactions.

Procedure (D.1)

Inditex has in place a specific internal regulatory framework for the identification, review, approval, monitoring and disclosure of related party transactions, aligned with the provisions of sections 529*vicies* to 529*tervicies* of the revised text of the Companies Act, its implementing regulations and the recommendations set out in Technical Guide 1/2024.

This framework is structured on the one hand, through the provisions of the Board of Directors' Regulations and the Audit and Compliance Committee's Regulations, and on other through an internal procedure for reporting and monitoring related party transactions (the **"Procedure on Related Party Transactions"**), which represents the internal reference framework in this area. The Procedure on Related Party Transactions is binding on every company and individual within the Group.

During 2025, the Company has specifically worked in the review and update of its internal regulatory framework in the field of related party transactions, from a substantive and procedural perspective.

This process was completed with the approval by the Board of Directors of the new Procedure on Related Party Transactions at the meeting held on 10 March 2026. The Procedure represents the global and comprehensive framework in this field, systematically setting out the rules applicable to all related party transactions of the Company and its Group, irrespective of their nature or the body responsible for their approval, including those transactions whose approval is delegated and whose regulation was set out -until the approval of this Procedure- in the Procedure for Reporting on and Monitoring Related Party Transactions approved by the Board of Directors at its meeting on 14 December 2021.

The new Procedure elaborates on the applicable legal regime and consolidates, within a single internal regulatory framework, the procedures previously in force, which have now been integrated and updated under the aforementioned Procedure.



Bodies responsible for approving and reporting on related party transactions

General Meeting of Shareholders (GMS)

Responsible for approving any related party transaction whose value or amount is equal or greater than 10% of total assets according to the last annual balance sheet approved.

Concerned shareholders shall be deprived of the right to vote, except where the proposed resolution has been approved by the Board of Directors ("BoD"), without any vote against cast by a majority of independent directors.

Board of Directors

Responsible for approving the remaining related party transactions not attributed to the GMS or delegated.

Concerned directors, or the director representing or related to the concerned shareholder, shall abstain from taking part in the deliberation and voting of the relevant resolution. Directors who represent or are related to the parent company on the governing body of the listed subsidiary shall not be required to abstain. However, in such cases, if their vote has been decisive for the passing of the resolution, the reversal of the burden of proof provided for by statute shall apply.

Audit and Compliance Committee

Responsible for:

1. Reporting to the GMS and the BoD on related party transactions whose approval falls within the remit of such governing bodies, assessing whether such transactions are fair and reasonable from the perspective of the Company and, where applicable, of shareholders other than the related party. Concerned directors do not take part in the preparation of such reports.

2. Proposing, overseeing and periodically reviewing the internal procedure for reporting on and monitoring delegated transactions, verifying that they are fair, transparent and comply with applicable statutory requirements.

Market Transparency Committee (reporting to the Audit and Compliance Committee)

Responsible, pursuant to the delegation approved by the BoD on 14 December 2021, for approving:

1. Related party transactions entered into pursuant to standard agreements and applied en masse to a large number of customers, undertaken at prices or rates generally set by the provider of the relevant good or service, and whose value does not exceed 0.5% of the Company's turnover, and

2. Transactions between companies within the same group entered into in the ordinary course of business and on an arm's length basis.

Identification of related parties, related party transactions and assessment

Related party transactions are such transactions that the Company or any company within its Group intends to enter into with directors with a significant shareholding or with significant shareholders or shareholders who have proposed the appointment of any director of the Company, as well as with those individuals considered as related parties under International Accounting Standards.

Under the Procedure on Related Party Transactions, the General Counsel's Office ("GCO") is responsible for the identification and preliminary assessment of potential related party transactions. In this regard, every transaction is reviewed by the GCO to determine if they qualify as a related party transaction as well as the body responsible for their approval. To do so, the GCO can gather internal or external information or reports as may be necessary and review the transactions entered into with the same counterparty in the last twelve months.

To duly identify related parties, significant shareholders and key administration and executive management staff periodically send to the GCO, the list of natural or legal persons that must be considered related parties under the Internal Accounting Standards, without prejudice to their duty to communicate any change, and to the Company's capacity to use such means as it may deem appropriate to identify related parties.

Furthermore, the Procedure on Related Party Transactions provides that the areas or departments of the Company or its subsidiaries that propose entering into a transaction that may be classified as a related party transaction, shall notify it prior to its entry, providing the information necessary for its assessment, including, inter alia, the proposing unit or area, the identity of the related party, the date, the nature of the transaction, its value or consideration, the essential terms, the maximum duration, and any other information relevant to assessing its reasonableness from the perspective of the Company and of shareholders who are not, where applicable, related parties.

Upon receipt of such information, the GCO reviews the transaction in order to determine whether it qualifies as a related-party transaction and the body competent for its approval. For the purposes of assessing the terms and conditions of each transaction, the GCO may request such information, internal or external reports, and the cooperation of the Company's areas as may be necessary.

Without prejudice to the foregoing, the GCO may, where appropriate, submit to a prior assessment by the Market Transparency Committee ("MTC") any related party transaction that, by reason of their specific nature, materiality, complexity or singularity, so require.

In any case, any involvement of the MTC shall take place, where applicable, prior to the issue of the ACC's report, where such report is required by statute.

Documentation, record and monitoring

Related party transactions that must be approved by the GMS or the Board of Directors shall have been subject to prior report by the ACC to assess whether the transaction is fair and reasonable from the perspective of the Company and, where applicable, of shareholders other than the related party. The report must state the assumptions on which the assessment is based and the methods used to carry it out, as well as the nature of the transaction, the identity of the related party, the date and the value or amount of the consideration, and any other information relevant to the assessment by the ACC. Concerned directors do not participate in the preparation of the report, and the ACC may request, when it deems necessary, the involvement of independent experts.

Related party transactions are documented in writing and entered into an internal record kept and updated by the GCO. Such record includes both the transactions assessed and those approved by the GMS, the Board and/or the MTC.

On the basis of such record, the MTC regularly monitors, with the support of the GCO, the related party transactions entered into by the Company and/or its subsidiaries, irrespective of the body which authorised their approval, in order to review their global consistency, verify compliance with aggregation criteria, review the clarity, consistency and integrity of the information that must be disclosed in this field, and oversee that the transactions, considered individually or jointly, do not exceed the statutory threshold that determine the disclosure obligation.

In this regard, the MTC reports every six months to the ACC on the transactions that have been approved (not only on those it has been delegated), including their description, amount and the rationale for compliance with applicable statutory requirements. The ACC may request any additional documentation or information as it may deem fit to establish that the procedure has been duly followed.

Publicity and transparency of related party transactions

Where statutory requirements are met, the Company publicly discloses the related party transactions carried out. Such disclosure is made at the time of their entry , in the case of transactions entered into at a single point in time, or at the time the last transaction is entered into, in case of related party transactions undertaken by the Company or its subsidiaries with the same counterparty which, individually or in aggregate over the prior twelve months reach or exceed: (i) 5% of total assets or (ii) 2.5% of annual net turnover. The public disclosure shall be made on the corporate website and through communication to CNMV and shall include the relevant report from the ACC.

In this regard, the Company applies the calculation, publicity and information transparency rules relating to related party transactions in accordance with applicable regulations. Related party transactions undertaken over the last twelve (12) months are reviewed.

Additionally, the Company reports on related party transactions in the periodic financial information, in the notes to the annual accounts and in the Annual Corporate Governance Report, within the scope provided in applicable regulations. The ACC reviews, following a report from the MTC, the quality, clarity, consistency and integrity of the information that must be disclosed in this field.

Mechanisms to detect, determine and resolve conflicts of interest (D.6)

The Company has in place a number of different regulatory and organisational mechanisms for the prevention, detection, communication, determination and settlement of conflicts of interest situations that may affect, directly or indirectly, members of the Board of Directors, senior managers and other staff members of the Group, to protect at all times the corporate interest, ensure an independent decision-making process and enhance transparency in the proceedings of governing bodies and in the information released to the market.

Where a conflict of interest arises in the context of a related party transaction, both the rules set out in this section and those provided in the Procedure shall apply. Meanwhile, the transactions entered into by the Company with related parties to directors which, under International Accounting Standards, are not considered as related party, shall be governed by the conflict of interest regime provided in Sections 228(e) *et seq*.LSC and in the Board of Directors' Regulations.

Regulatory framework and principles

Section 228 LSC defines the duty of loyalty, which requires directors to exercise their powers exclusively for the purposes for which they were granted; to maintain the confidentiality of any information, data, reports or background knowledge obtained in the performance of their duties, even after they cease to hold office, except in cases legally permitted; to refrain from participating in the deliberation and voting on resolutions or decisions in which there is a direct or indirect conflict of interest, whether their own or that of related parties to them with the legally established exceptions; to perform their duties with freedom of judgment and independence, under the principle of personal responsibility, without being subject to instructions or ties to third parties; and to take the necessary action to avoid situations in which their interests may, whether on their own account or on behalf of others, conflict with the corporate interest or with the duties arising from their position.

Further to this statutory framework, Section 33 of the Board of Directors' Regulations sets out in detail the general regime governing directors' conflicts of interest, providing that a conflict of interest arises where the interests of the Company and a director's personal interests conflict, whether directly or indirectly. For these purposes, a personal interest includes any interest affecting the director or a related party. In defining related parties, the Board of Directors' Regulations follow the approach set out in section 231 LSC.

Consistent with the foregoing, the Terms of Reference of the Board establish a series of prohibitions and duties of abstention, including, among others: (a) entering into transactions with the Company, other than ordinary transactions carried out on standard terms and of negligible relevance; (b) using the Company's name or the status of director to exert undue influence in private transactions; (c) using corporate assets or confidential information for private purposes; (d) taking advantage of the Company's business opportunities; (e) obtaining benefits from third parties in connection with the performance of the office, other than business courtesies; and (f) engaging in activities that involve actual or potential effective competition, or that place the director in a permanent conflict with the interests of the Company, without prejudice to those cases authorised in accordance with statute and the Board of Directors' Regulations.

Basic rules on conflict management

In line with the foregoing, the rules that govern management of conflict of interest are laid down in the Board of Directors' Regulations:

/ Prevention: directors shall take the required action to prevent, as far as possible, becoming involved in any situation where their interests may conflict with the corporate interest and with their duties towards the Company.

/ Disclosure: directors must disclose to the Board, through its Chair or Secretary, any conflict of interest, whether direct or indirect, in which they are involved.

/ Abstention: concerned directors shall abstain from attending and taking part in the discussions and voting on those matters regarding which they are in a conflict of interest, with the exceptions provided in applicable laws. Regarding proprietary directors, they shall also abstain from voting on those matters that might entail a conflict of interest between the shareholders who had proposed their appointment and the company, pursuant to statutory terms.

/ Transparency: the Company must disclose in the notes to the annual accounts any conflict of interest it may be aware of, following disclosure by the party concerned or by any other means.

In addition to any voluntary or ad hoc disclosures made by directors, Section 34 of the Board of Directors' Regulations sets out enhanced detection and monitoring mechanisms, by imposing on directors a periodic obligation to report to the Company: (i) any shares in the Company held directly or indirectly by them, together with those held by their related parties, in accordance with the provisions of the IRC; (ii) any actual or potential situation of conflict, whether direct or indirect, that they or their related parties may have with the interests of the Company, and, (iii) the offices held and/or the activities carried out in other companies or entities and, generally, any fact or circumstance relevant to the performance of their duties as director.

Directors must also report to the Company any court, administrative proceedings or other proceedings whatsoever which, given their relevance or description might seriously affect the reputation of the Company, in particular, if they are accused in any criminal case and the relevant procedural milestones. In such cases, the Board of Directors shall review the situation, following a report from the Nomination Committee, and take such action deemed appropriate considering the interests of the Company (including the opening of an internal investigation, calling on a director to resign or proposing their termination). The Company will report the measures taken in the Annual Corporate Governance Report, unless there are special circumstance which warrant otherwise.

Although the system described above is specifically applicable to directors and senior managers, the Company has in place additional mechanisms applicable to directors, officers and Group employees as a whole, which are set out in the Code of Conduct and in the Conflicts of Interest Policy, approved by the Board of Directors on 16 July 2019 and amended on 6 February 2024.

The Conflicts of Interest Policy seeks to build on the principles of engagement of the Inditex Group and implement certain aspects set forth in the Code of Conduct in the field of conflicts of interest, defining the action to be taken to prevent, detect, disclose and handle conflicts, whether actual or potential, direct or indirect, that may arise in the course of professional activities. In this regard, the Policy addresses typical conflict of interest situations and establishes the standards of conduct expected to be observed. It stresses the obligation to prevent, to the extent possible, any situations which may give rise to a conflict, as well as the obligation to notify forthwith, an actual or apparent conflict of interest as well as any doubts about specific situations which might entail a conflict. The Ethics Line is the preferred confidential channel to disclose such situations, and the Ethics Line is responsible to handle the cases relating to a potential breach of the Policy raised or reported, without prejudice to any additional action that may be taken considering the relevant matter.

Business relationships with the controlling shareholder (D.7)

In accordance with Section 42 of the Code of Commerce, Inditex has a controlling shareholder, Pontegadea Inversiones, S.L., holder of 1,558,637,990 shares which represents a 50.010% stake in the Company's share capital. In turn, Mr Amancio Ortega is the direct holder of virtually the entire share capital of Pontegadea Inversiones, S.L.

In addition, Mr Amancio Ortega Gaona holds a 9.284% stake in Inditex's share capital through Partler Participaciones, S.L.U., thus being the beneficial owner of 59.294% of the Company's shares and voting rights through the above referred entities which he controls, whether directly or indirectly.

The objects of Pontegadea Inversiones, S.L. include, inter alia, holding interests in trading companies and the acquisition and disposal of stock, securities and real estate, It carries out, directly or indirectly through its subsidiaries, activities that give rise to business relationships with the Company and with any entities of the Group other than the listed company itself.

To conduct its business, in particular its physical retail activity in accordance with the Group's commercial strategy, based on its positioning in prime locations in strategic shopping areas, Inditex and the companies in its Group have several lease agreements in place relating to commercial properties owned by its significant shareholders: Pontegadea Inversiones, S.L., Partler Participaciones, S.L.U., and/or any company in their respective groups.

As explained in the section below, before their execution and approval by Inditex's Board of Directors, the terms and conditions of such lease agreements are reviewed by the Audit and Compliance Committee considering valuation reports issued by independent experts to establish that such transactions have been carried out on an arm's length basis and that they are fair and reasonable, from the Company's perspective and in its interest. The transactions undertaken in the year are disclosed in the annual report on related parties that the Company issues every year in accordance with Recommendation 6 CBG.

Likewise, current lease agreements and the amounts accrued in 2025 are broken down in the notes to the consolidated annual accounts and in the half-yearly periodic reporting.

Related party transactions entered into in 2025 (D.2-5)

Significant transactions on account of their value or relevant on account of the matter, carried out in the year	
With shareholders that hold at least 10% of the voting rights or represented on Inditex's BoD.	In 2025, no significant related party transactions were entered into between the Company and/or Group entities and its parent company (or other Group entities). Notwithstanding the foregoing, during the reporting period, the Board of Directors approved, following a report from the Audit and Compliance Committee, two (2) related party real estate transactions involving the executing and amendment (novation) of lease agreement for commercial premises intended for ZARA stores. The transactions were entered into between two subsidiaries of the Inditex Group, as tenants, and two subsidiaries of the Pontegadea Group, as landlords of the premises. From the standpoint of business rationale, both transactions were justified by the commercial and operational needs of the format and its retail portfolio within the framework of the Inditex Group's commercial strategy of securing prime locations in strategic areas that meet the brand's required commercial and operational needs. In assessing whether the transactions were undertaken on arm's length basis, the Audit and Compliance Committee relied, in both cases, on independent valuation reports prepared by renowned international real-estate consulting firms, which concluded that the economic terms and other material conditions of each agreement were in line with prevailing market conditions. Accordingly, the Committee concluded that the transactions were fair and reasonable from the Company's perspective, consistent with the principle of equal treatment of shareholders and aligned with shareholders' interests. These transactions are reported for transparency purposes; however, **under no circumstances may they be considered significant** (their details are disclosed in the relevant annual report on related party transactions to be published on the Company's corporate website, in accordance with Recommendation 6 CBG as well as in the notes to the consolidated annual financial statements and the interim half-yearly financial information).
With directors or officers of the Company, or controlled entities, or which they jointly control.	No further significant related party transactions were entered into between Inditex or any company within its Group and the directors or officers of the Company. Any related party transaction that directors and/or officers of Inditex may, in general, undertake, consist essentially of the purchase of products that the Group places on the market and that fall within the scope of the express delegation granted to the MTC. In this regard, the MTC has concluded that all such transactions are immaterial (by reason of their amount), are carried out on an arm's length basis, and have not, in any case, involved economic or other conditions more favourable than those that would be granted to a third party in comparable circumstances.
With subsidiaries or other Group entities.	During the reporting period, no transactions of this nature were entered into between the Company and its subsidiaries or other entities of the Inditex Group outside their ordinary course of business, either by reason of their nature or their terms. Such intragroup transactions have been fully eliminated on consolidation, and no transactions giving rise to a conflict of interest were identified Transactions between Inditex and its subsidiaries, being part of their ordinary course of business, have been fully eliminated on consolidation. Therefore, they are not disclosed in this section. For information purposes: intra-group transactions entered into with Tempe, S.A. (a jointly controlled company) amounted to a total of €(1,125,693) thousand, corresponding to the purchase of goods[1]. Finally, the Company has not entered into any transactions with companies based in countries or territories classified as tax havens. [1] The amount is presented as a negative figure as it represents an expense for the Company.
With other parties deemed to be related under the International Accounting Standards.	During 2025, no other transactions were entered into with other related parties as defined under the applicable regulatory framework and which are also considered to be significant.

Enterprise Risk Management (ERM)

Risk management and control framework

Integrated Risk Management System (IRMS) (E.1, E.2 & E.4)

Inditex Group's Integrated Risk Management System ("**IRMS**") defines the Group's risk management and control framework and is applied globally, covering all business units and subsidiaries, irrespective of their geographic location. The IRMS is fully integrated into the strategic planning process, the definition of the Group's objectives and its day-to-day operation.

IRMS provides comprehensive coverage of the Group's strategic, financial and non-financial risks, including, among others, tax, operational, technology, cybersecurity, legal and regulatory, social, environmental and climate change, political, reputational and corruption risks. Risk is understood as any potential event that could adversely affect the achievement of business objectives.

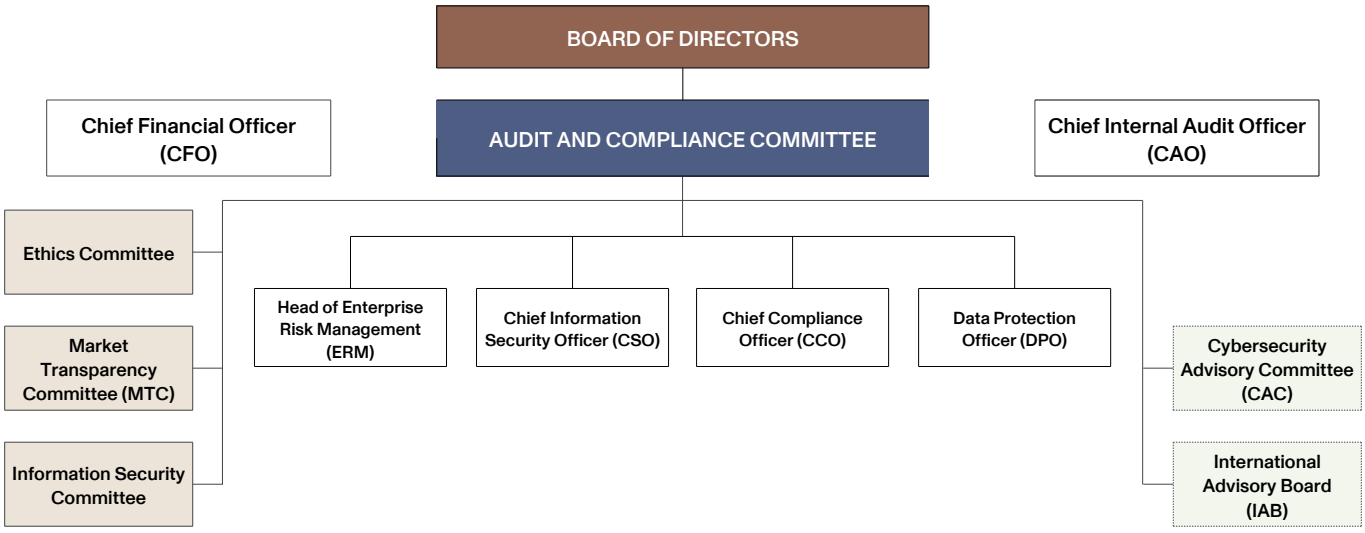
IRMS is underpinned by the Enterprise Risk Management Policy, which sets out the overarching principles, key risks and the overall framework for enterprise risk management within the Group,

and is implemented through internal regulations at different levels. Likewise, IRMS is complemented by other functions responsible for the oversight of specific risks.

It is also based on the COSO ERM methodological framework[64] and on applicable ISO standards, adjusted to the description of the Group. The system incorporates scenarios assessment methodologies to quantify critical risks.

Integrated Risk Management System Governance Structure

Governing bodies and risk oversight



The **Board of Directors** is responsible for overseeing business performance and prospects, including related risks, undertaking the general strategic guidance duty.

In performing its risk oversight duty, and as a key element thereof, the Board promotes the quarterly attendance of the directors and heads of the different business units for the purposes of monitoring the commercial formats and the markets in which the Group operates (as well as occasional attendance of other corporate officers and heads).

[64] COSO ERM framework, Enterprise Risk Management - Integrating with Strategy and Performance, published in September 2017 by the Committee of Sponsoring Organisations of the Treadway Commission (COSO).

This process allows the Board to have a comprehensive understanding of the business development and expectations and of the most significant risks, as well as the related opportunities and objectives.

In addition, the Board reviews the periodic reports submitted by the Chair and the CEO addressing financial, operational, business and sales-related matters of the Group. In particular, the CEO provides updates on business performance, the main topics under discussion at the Management Committee, developments within the sector, strategic projects, and the conclusions drawn from engagement with investors and analysts.

Likewise, the **cross-membership of directors across the Board Committees** together with **regular reporting by Committee Chairs to the Board** of Directors on the business transacted ensures an integrated view of the most relevant issues, which facilitates the effective identification and oversight of the risks relevant to their respective area of responsibility.

The Audit and Compliance Committee is responsible for overseeing the effectiveness of enterprise risk management systems and supports the Board in the **independent oversight** of the executive management, in particular with regard to financial and non-financial risks (including those arising from the Group's sustainability practices, the use of new technologies, cybersecurity risks and similar matters). To this end, the Committee plans its annual agenda around the oversight of the most significant risks that the Company faces, taking into account their evolution and the Group's Risk Map. In addition, the members of the Committee, and in particular its Chair, are appointed considering their knowledge and experience in internal control and risk management, among other relevant areas. In this regard, in a context marked by a rapidly evolving landscape of emerging risks and socio-political conflicts and the resulting complex macroeconomic environment, as well as other challenges arising from the international regulatory framework, Inditex's Nomination Committee has, over the past two years, focused on the search and appointment of directors with extensive experience in risk oversight at the highest level.

Meanwhile, the **Head of the ERM Department** reports regularly to the ACC to present and follow up on strategic risks (as described below) and to provide updates on the control mechanisms in place to ensure their appropriate management and mitigation, They also are in attendance at such meeting where a specific critical risk is presented, together with the relevant officers and corporate heads, or heads of the relevant control units.

The Company relies on different **assurance and oversight functions,** each with its own risk prevention and control frameworks, covering **cyber, compliance** (including criminal risks) and **data protection and privacy risks,** as well as those associated with the preparation of the financial and sustainability information of the Group (ICFR and ICSR) to provide reasonable assurance as to their reliability.

The Heads of these functions report periodically to the ACC on the principal risks within their remit, the prevention, control and mitigation measures adopted, and the monitoring activities performed in relation to their respective frameworks. The Committee also reviews and ensures the adequacy and appropriateness of the human and material resources allocated to these functions.

In addition, the ACC also draws on expert advice from **Advisory Committees**, enabling it to obtain a comprehensive view of certain key areas, enhance its ability to anticipate emerging threats, risks and opportunities that may affect the Group's operations and/or critical processes, and assess their potential impact and any control weaknesses. In particular, the ACC receives support and advice from: (i) the Cybersecurity Advisory Committee, in matters relating to information security and cybersecurity, with a view to ensuring an effective system for the protection of the Group's information; and (ii) the International Advisory Board, on geopolitics, international economy and other global issues, such as demographics and emerging social trends.

In this regard, the ACC receives periodic updates from the Cybersecurity Advisory Committee and the International Advisory Board, through the CISO and the CEO respectively, on their activities and the business transacted at their respective meetings. In addition, joint meetings between the ACC and these Advisory Committees are encouraged.

Finally, in order to strengthen the identification, prevention, detection and management of certain specific risks, the Group has established a number of executive **internal expert committees** comprising the heads of the relevant functional areas. These committees act as liaison, oversight and monitoring bodies and complement the work of the Group's governing bodies:

The **Ethics Committee,** central to the Global Compliance Model, is responsible for ensuring compliance with the Group's **ethical and corporate conduct framework,** and for overseeing that the Ethics Line operates effectively. Thus, it contributes directly to mitigating criminal, regulatory non-compliance and reputational risks.

The **Market Transparency Committee** is responsible for ensuring **compliance with the securities market regulations** and monitors that **inside and sensitive information**, is appropriately managed, including via the identification of people subject to the IRC and the oversight of applicable restrictions.

The **Information Security Committee** plays a key role in the **mitigation of technology and cyber risks,** and in the **protection of critical information** of the Group by following up on the risks and threats that may affect the confidentiality, integrity and availability of the information, both proprietary and of third parties. It also coordinates incident response.

Last, the **Internal Audit Function** provides independent and objective assurance to the Board of Directors, the ACC and Senior Management on the suitability and effectiveness of the governance and enterprise risk management processes of the Inditex Group. The IA Function reports functionally to the ACC and administratively to the non-executive Chair of the Board. The scope of Internal Audit services covers the entire Group, as does the IRMS. In the performance of its duties the IA Function also coordinates with the Company's second line oversight functions referred to above. The Chief Audit Officer (CAO) reports to the ACC at least quarterly on progress against the Annual Audit Plan and on the key recommendations issued, and the ACC verifies that Senior Management takes the appropriate action.

Internal control / assurance operating model

The Group has adopted a three lines of defense model for the allocation of responsibilities, ensuring adequate segregation of duties:

FIRST LINE OF DEFENSE

BUSINESS UNITS

Responsible for managing and reporting the risks to which the Group is exposed in their respective areas.

SECOND LINE OF DEFENSE

ERM

Responsible for coordinating and updating the IRMS in accordance with the COSO ERM framework, ensuring its methodological consistency and its integration in the management and decision-making of the Group.

THIRD LINE OF DEFENSE

INTERNAL AUDIT

Oversees the Risk Management System independently and objectively.

The resulting segregation of duties is addressed in the following sections:

ERM

Board of Directors

Approval of the Enterprise Risk Management Policy, which sets out the overarching principles, risk categories and the general framework for action to manage risks.

Audit and Compliance Committee

Oversight
of the ERM function, establishing its effectiveness, based upon the policy approved by the Board.

Assessment
of the effectiveness of internal control and risk management systems for financial and non-financial risks, and the measures planned to mitigate the impact of identified risks.

Identification and re-assessment
at least on an annual basis, of the most significant financial and non-financial risks, and their tolerance level.

Risk Map
identifying the main risks by category, and their assessment based on their potential financial impact and likelihood of occurrence, following the implementation of the appropriate response measures.

Executive management

Awareness and awareness-raising
on the weight of the Integrated Risk Management System and its value to the Company's stakeholders.

Definition and validation
of duties, roles and responsibilities within the framework of the Integrated Risk Management System.

Validation of action plans
and of the work resulting from the risk management process itself, and activities monitoring.

Monitoring of activities
relating to ERM and the Integrated Risk Management System.

Strategic risks / Identification, assessment and prioritisation

The Group applies standardised and systematic processes to identify, assess and prioritise risks, based on its risk appetite and risk tolerance. Risks are classified into six categories[65]: financial, geopolitical, technology, environmental, social and governance risks. These risk categories are divided into different subtypes based on their causality.

The risk identification process seeks to recognise risks that may affect the achievement of the Company's strategic objectives. This identification is carried out in a structured manner through workshops with the business units responsible for risk management, drawing on their knowledge and experience and, where appropriate, supplemented by external information. The assessment incorporates the consideration of emerging risks and assesses their scope and geographic dimension, with particular attention to environmental risks, including climate-related risks.

[65] The Group considers the taxonomy of business risk developed by the Centre for Risk Studies, University of Cambridge, for the classification of the different risks to which it is exposed.

Risk assessment is performed using a scenario-based methodology aligned with the COSO ERM framework. The scenarios represent plausible cases of risk materialisation, built on realistic triggering events, and consider the simultaneous and/or sequential occurrence of one or more risks included in the Group's risk taxonomy.

This approach allows assessing interdependence and correlations between risks, as well as the transmission mechanisms that may generate cascading effects across different risk categories, reflecting the integrated and dynamic nature of the Group's risk profile. The scenarios incorporate both direct and indirect impacts, enabling an aggregated assessment of the potential impact on strategic, operational and financial objectives. The scenario-based methodology contributes to a better identification of critical risks and relevant vulnerabilities, facilitating decision-making in relation to risk mitigation, control and response, in line with the risk appetite and risk tolerance defined by the Group.

The executive management establishes risk criteria based on the Group's objectives and updates them on a regular basis. The assessment of the Group's strategic risks is carried out in terms of residual risk, following the application of mitigation measures. This reflects the combined outcome of the impact on cash flows—after applying stress parameters to estimated revenues and recurring costs in accordance with the narratives underpinning each scenario— and the likelihood of occurrence within the analysis time horizons.

Risk scenarios / Methodology

Impact

Impact of a scenario in the event of its materialisation. The scenario methodology adopted by the Group considers four severity levels, based on the intensity of the impact on the expected cash flows over the projection horizon, discounted to the valuation date using the Group's weighted average cost of capital ("WACC"). For the Group , the scenario's outcome is defined as the average impact resulting from the four predefined severity levels, in order to determine the cash flows under the four severities adjusted for their likelihood of occurrence. The business units define the stress parameters applicable to each severity level, including the stress percentages applied to projected revenue and/or recurring cost variables, as well as the duration of the impact, in order to quantify the deviation from expected cash flows arising from the potential materialisation of the different severity levels.

Likelihood

Risk owners determine the likelihood of occurrence over the assessment horizon for each severity level. These represent the likelihood of materialisation of the different events described under each severity level of the respective scenario. The various possible scenarios are documented in terms of both impact and likelihood of occurrence.

The ERM Department periodically reviews with business units– at least on an annual basis – the stress parameters, likelihoods and mitigation measures, by means of interviews and questionnaires. Risks are identified and assessed typically over a five-year horizon. However, certain risks, including environmental ones, are assessed over longer time horizons.

Risk map (E.3 & E.6))

Strategic risks

The Map, which covers the critical risks that could adversely affect the strategic objectives, is regularly reported to the executive management, the Audit and Compliance Committee and the Board of Directors. The Risk Map is approved by the Board of Directors.

SOCIAL RISKS

Risks arising from socio-economic trends, including changes in societal preferences, social norms and demographic factors, as well as the prevalence of diseases and the development of public healthcare systems.

Description and impact	Main mitigations
Human Capital	Risk trend ↑
Risks relating to talent and people management are associated with the necessary alignment of our organisational culture with the needs of the workforce arising from a new and complex environment, in which the sustainability of human capital has become increasingly relevant as it seeks to ensure the quality of employment, employee health and well-being, work-life balance and diversity, among other factors. Alongside this, social responsibility is a core element of the Company's values, reinforcing its attractiveness in the labour market. With a view to advancing a responsible and sustainable people management, the content and impact of human capital-related risks are assessed on an annual basis. In addition, the Company is more exposed to the potential risk of disruption to critical operation processes (including logistics, transport and administrative services) as a result of labour disputes, strikes, unrest or protests that may restrict or disrupt corporate productivity.	/ Knowledge sharing and promotion of a shared corporate culture. / Professional development, training and remuneration policies aimed at attracting and retaining key talent. / Continuous recruitment to ensure the renewal and availability of capabilities. / Development and implementation of the D&I Policy. / Equality plans incorporating measures to promote effective equality, prevent discrimination and support work-life balance. / Social and community programmes and initiatives. / Promotion of social dialogue across the organisation. ⓘ More information in section *S1. Own workforce* of the Consolidated Statement on Non-Financial Information and Sustainability Information.
Infectious disease	Risk trend ↓
This category includes the risk arising from infectious diseases, understood as the potential disruption resulting from local, regional or global pandemics caused by infectious diseases for which there is little or no pre-existing immunity in the human population. As demonstrated by the COVID-19 pandemic, the impacts of a pandemic may be multiple, difficult to forecast and variable in magnitude, duration and geographic scope. Due to their cascading effects, these risks may materialise as systemic risk.	/ Flexible business model and reinforcement of the online channel. / Specific mechanisms to guarantee business continuity. / Information systems to follow-up on public authorities and bodies' recommendations. / Implementation and update of the health and safety measures established by the authorities, including emergency committees, epidemiological monitoring, internal communication and the adaptation of workspaces.
Brand perception	Risk trend ↑
Risks that have a direct impact on how stakeholders (customers, own workforce, shareholders and suppliers) and the society at large perceive our Group.	/ Ongoing monitoring the Group's reputation and image, under the helm of the Communication and Corporate Affairs Division. / Internal procedures and protocols to manage communication and potential reputational risk situations. / Active engagement of the responsible functions with regulators, investors and analysts. / Ethical and corporate conduct framework applicable to the organisation, manufacturers and suppliers, and policies that govern the institutional presence in digital channels and social media. ⓘ More information in sections *SBM: Strategy: SBM-2 - Stakeholder engagement* and *G1.A - Corporate ethical culture and solid compliance architecture* of the Consolidated Statement on Non-Financial Information and Sustainability Information.

FINANCIAL RISKS

Those threats arising from macroeconomy, global economic value chains, industry or company-specific events that lead to underperformance of corporate objectives.

Description and impact	Main mitigations
Competition	Risk trend →
A number of risks arise from the competitive environment as a result of the difficulty in adapting to the conditions of the markets in which the Group operates, whether in sourcing processes or in the distribution and sale of our products. This is inherent in the fashion retail business and relates to the potential inability of the Group to keep pace with, and respond effectively to developments in its target markets or to adapt to new circumstances in its sourcing or distribution countries. These risks stem from the potential difficulty in identifying and responding to continuous changes in fashion trends and in designing, manufacturing, sourcing and bringing to market new products that align with customer expectations.	/ Business model focused on operational efficiency and the continuous optimisation of markets, business lines and commercial network. / Prior assessment and continuous monitoring of the viability of new markets, business lines and stores. / Internationalisation and geographical diversification strategy. / Multi-brand and omni-channel approach underpinned by channels integration and the use of new technologies. ⓘ More information in sections *Inditex at a glance* and *SBM. Strategy* of the Consolidated Statement on Non-Financial Information and Sustainability Information.
Competition risk may also materialise through the infringement of IP rights.	/ IP protection framework, underpinned by expert teams, in-house training and corporate policies to monitor product and conduct. →
Counterparty	Risk trend →
The Group is exposed to counterparty risk from our suppliers of goods and services, in particular, those that are more strategic to the continuity of our operations, as well as from our customers and business partners, whose failure to perform may impact the ordinary course of some of our activities. The Group is also exposed to the risk that financial counterparties may fail to meet their obligations in connection with the investment of our liquidity, credit facilities and other financing and guarantee instruments, as well as derivative instruments used to hedge financial risks.	/ Assessment and continuous monitoring of solvency and risk profile of the main counterparties, considering both financial and non-financial factors. / Implementation of mitigation and remediation measures coordinated between business areas and the Third-Party Risk Management function. / Investment and financial risk management policies that prioritise security, liquidity and diversification of our net financial position and establish maximum exposure limits by counterparty. / Diversification and flexibility across the value chain to strengthen operational resilience against potential third party incidents. / Specific Third-Party Risk Management function within the Financial area for the integrated management of such risks. ⓘ More information in section *G1-B. Our suppliers [G1-2; G1-6]* of the Consolidated Statement on Non-Financial Information and Sustainability Information.

Description and impact	Main mitigations
Market Crises	Risk trend ↑
The euro is the Group's functional currency. Our international transactions require the use of numerous currencies, giving rise to foreign exchange risk. Currency exposure manifests itself in terms of net investment, translation and transaction risks. We have investments overseas whose assets are exposed to the translation risk. Consolidating the annual accounts of our companies in euros, we are exposed to foreign exchange translation risk resulting from all our entities located outside the Eurozone. We are also exposed to the risk arising from the volatility in currencies other than the euro in payment and collection flows in relation to the acquisition of goods and the provision of services in both Group and non-Group transactions.	/ Financial Risk Management Policy that defines the framework for the identification, assessment and monitoring of Group's exposure to market risk due to the fluctuations of the different risk factors in financial markets. ⓘ More information in *Note 26. Financial instruments and risk management policy* to the Consolidated Annual Accounts.
Supply and distribution shipping is critical to our business. There is a risk of stoppage or delay in the movement and customs clearance of goods as a result of changes in the political/social situation and stability in production and sales markets, regulatory changes, trade frictions—whether tariff or non-tariff related—, and saturation of logistics infrastructures, among others.	/ In-house teams specialised in customs regulations and ongoing monitoring of relevant regulatory changes. / Continuous tracking of the product across the supply chain until it arrives at the store / Diversification of shipping points and establishment of alternative routes.
Economic Outlook	Risk trend ↑
Our activity is subject to the risk of a potential downturn in sales as a result of economic contraction or other macroeconomic risks generated by external factors.	/ Geographical diversification through an internationalisation strategy that reduces dependence on a single market or economic cycle. / Flexible business model based on a multi-brand and omni-channel approach. / Existence of an International Advisory Board that advises the governing bodies and the executive management on geopolitics and other global issues and risks, contributing to a better decision-making and a forward-looking view of business. ⓘ More information in sections *Inditex at a glance, and SBM. Strategy*, of the Consolidated Statement on Non-Financial Information and Sustainability Information and in section *Advisory Committees* of this Report
Economic Variables	Risk trend ↑
The Group is exposed to the risk of inflation affecting costs linked to the acquisition of the goods and services necessary to conduct our business. Notable is the impact of the increase in the price of the multiple raw materials, (textile and non-textile) consumed directly and indirectly in the Group's operations, and in the procurement of goods, primarily of our products and services, in particular in connection with the transportation of supplies and distribution. ⓘ More information in Note *26. (Financial instruments and enterprise risk management Policy)* to the Consolidated Annual Accounts, and in section *E5-D-1. Resource inflow [E5-4]* of the Consolidated Statement on Non-Financial Information and Sustainability Information.	/ Flexibility of the manufacturing and sourcing model to adapt production to changes in demand and the cost environment. / Vertical integration of operations, enabling shorter lead times, optimized inventories, and sustained responsiveness throughout the season. / Early identification of trends and customer preferences through direct connectivity between stores, the online channel, and design teams. / Selective price adjustments aimed at protecting margins. / Monitoring of raw materials markets and strategic promotion of circularity and recycling. ⓘ More information in section *SBM. Strategy* of the Consolidated Statement on Non-Financial Information and Sustainability Information.

GEOPOLITICAL RISKS

Geopolitical risks arise from political and criminal deterioration in society, change in ideology, leadership and regulation of the authorities, politically charged conflicts within or between nation states that threaten business operations and prospects.

Description and impact	Main mitigations
Business environment and political instability Risk trend →	
Potential instability in the territories where our supply chain is located, as well as where products are marketed, poses a significant risk. Socio-political instability arising from social uprisings or other causes of political violence, as well as their potential spread to other countries, may affect our ability to operate in affected territories, with the ensuing impact on value chains, sales and expansion, or damage to our facilities. These circumstances may result in frictions that hinder the normal movement of goods due to political instability, infrastructure saturation, or constraints, especially on key routes, which generate bottlenecks due to supply-demand imbalances that limit access to transport and/or erode our margins.	/ Existence of the International Advisory Board, which advises the governing bodies and the executive management on geopolitics and other global issues and risks, contributing to a better decision-making. / Diversified value chain with multiple geographical origins, which provides flexibility and the capacity to react to political or social disruptions in manufacturing markets. / Geographical diversification of sales markets, reducing dependence on specific territories. / Ongoing monitoring of the country risk and of the socio-political environment, with understanding of and proximity to local markets. / Standing assessment of conflict evolution and setting in train of contingency plans to mitigate their impact on operations and on the employees at affected markets. ⓘ More information in sections Inditex at a glance, *SBM. Strategy*, and *G1-B.1.Supply chain management [G1-2]* of the Consolidated Statement on Non-Financial Information and Sustainability Information and in section *Board Committees* of this Report.
Government business policy and regulatory framework Risk trend →	
As a result of our extensive direct and indirect geographic presence, we are exposed to multiple and heterogeneous legislation in the countries where we operate. Regulatory changes, which are increasingly frequent and more intense, especially in our sector, as well as the possibility that local authorities might adopt different or even divergent interpretations in various jurisdictions, expose the Group to potential negative effects of a financial, compliance and/or reputational nature. This includes risks relating to securities market, labour, commercial and consumer law, industrial and intellectual property law, and personal data protection and privacy regulations, with a particular emphasis on tax and customs regulations, as well as risks pertaining to other applicable legislation. Expectations of significant regulatory or policy changes that may create uncertainty for the normal conduct of the business model and require an effort in financial and operational planning to ensure proper adaptation.	/ Systematic monitoring of the emerging regulations and the assessment of their impact on the business model, with the definition of operational and financial adaptation measures. / Corporate governance model based on a commitment to good governance, transparency, regulatory compliance and a corporate ethical culture. / Continuous training programmes for employees in the field of Compliance. / Compliance monitoring and oversight system, relying on independent bodies and internal disclosure and reporting mechanisms. / Comprehensive model for the identification, prevention, detection and management of legal, regulatory and reputational risks. / Corporate policy framework governing relations with public authorities, taxation and the prevention of financial offences. / Continuous review of the corporate governance system to ensure alignment with regulatory developments, recommendations and best practices. / IRC control system (based on the periodic cross-checking of information between the Shareholder Register and the list of persons subject to the IRC, applicable to certain employees with access to sensitive or inside information. This system enables the detection and identification of transactions in Inditex securities that may be contrary to the market abuse regulations and strengthens preventive and detective controls against risks of market abuse, misuse of inside information and conflicts of interest. / Existence of various Advisory Committees, comprising independent experts, which advise the governing bodies and the executive management within their respective remit (i.e., cybersecurity, sustainability and inclusion and global issues), enabling the identification of new and emerging regulatory requirements and trends, as well as their potential impacts. ⓘ More information in section *G1 - A Business conduct* of the Consolidated Statement on Non-Financial Information and Sustainability Information, as well as in section *Overview on Corporate Governance* of this Report.

GOVERNANCE RISKS

Governance risks include non-compliance by the Company and, in particular, by its Board of Directors and Senior Management, with the law in a formal and/or material sense, with good governance recommendations, with best practices, and with the commitments that we voluntarily undertake. They also includes risk arising from the tactical and strategic decisions of the Group's management that may result in the non-achievement of business, functional areas or Group objectives, as well as risks of corruption or damage to the Company's reputation.

Description and impact	Main mitigations
Business model implementation	Risk trend →
Risks related to potential failures in the commercial proposal by not anticipating trends, not being able to react and respond to changes in market trends, not providing sufficient supply to stores or not being able to continue to stand out from competitors.	/ An agile and flexible business model, enabling the anticipation of trends and the rapid adjustment of the supply to changes in demand. / Expert customer-oriented teams supported by the use of data to optimise product planning and sourcing. / A direct and ongoing relationship with customers through physical and digital channels, facilitating the early identification of changes in their preferences. / Proximity sourcing, allowing for a rapid response to customer demand. ⓘ More information in section *SBM. Strategy* and *S4. Consumers* of the Consolidated Statement on Non-Financial Information and Sustainability Information.
Risk of concentration of activity of logistics operations (procurement, storage and distribution) in a limited number of distribution centres, whether our own or operated by third parties, located across Spain.	/ A diversified logistics network, combining own distribution centres in Spain and the Netherlands, as well as third-party operators in various geographic locations. / Logistics Expansion Plan to support business growth. / Integration of systems and processes to ensure operational continuity and interoperability with third parties.
Non-Compliance	Risk trend →
The Group is exposed to the risk of non-compliance with its Human Rights Policy and other regulations in this field. In particular, breaches of our Code of Conduct for Manufacturers and Suppliers, defined as the minimum standards of ethical and responsible behaviour to be observed by the manufacturers and suppliers of the products we market. Furthermore, the demand for ESG (environmental, social and governance) behaviour in the fashion industry is increasing and is based on traceability and transparency.	/ A Code of Conduct for Manufacturers and Suppliers, mandatory for all entities wishing to become part of the Group's supply chain. / A compliance programme relating to the Code of Conduct for Manufacturers and Suppliers, implemented through various types of audits of production facilities. / Ethics Line and Ethics Committee (also responsible for the enforcement and interpretation of the Code of Conduct for Manufacturers and Suppliers). / Traceability strategy based on a management system under which each supplier is required to know and share data regarding its supply chain and report on the facilities involved in production, together with a verification process confirming that production takes place in declared and authorised factories. / The Group's commitment to transparency. We share with our stakeholders information on our sustainability strategy, the programmes through which it is implemented, our objectives and the progress made, among other things. One of our main transparency tools is the annual accountability process carried out through the Statement on Non-Financial Information and Sustainability Information, as well as the information regularly published on our corporate website. / Existence of a Sustainability and Inclusion Advisory Committee, comprising independent experts, which advises the governing bodies and the executive management on social and environmental sustainability matters, contributing to a better identification of stakeholders' expectations in terms of sustainability and supporting decision-making. ⓘ More information in sections *GOV.Governance, G1-A Corporate ethical culture and solid compliance architecture [GOV-1; G1-1; G1-3; G1-4; G1-5; S1-17]* and *G1-B1. Supply chain management [G1-2]* of the Consolidated Statement on Non-Financial Information and Sustainability Information, and in section *Advisory Committees* of this Report

Description and impact	Main mitigations
Our Group faces the risk of noncompliance with the law in a formal or material sense, or with good governance recommendations, best practices or voluntary commitments. In this regard, there is a risk of non-compliance with voluntary commitments that have been publicly undertaken, especially in the area of sustainability, which go beyond regulatory requirements. This includes risks relating to tax, customs, anti-corruption and bribery, labour law, commerce and consumption related regulations, industrial and intellectual property and data protection and privacy regulations, and risks relating to other applicable regulations, in particular criminal regulatory risks, as well as other regulatory compliance risks.	/ Global Compliance Model. / Model of Criminal Risk Prevention comprising the Criminal Risk Prevention Policy, the Criminal Risk Prevention Procedure and the Criminal Risk and Control Matrix. / The main policies approved within the framework of the Criminal Risk Prevention Model are as follows: Policy on Donations and Sponsorships, Gifts and Invitations Policy, Policy on Dealings with Public Officials, Conflicts of Interest Policy, Anti-Money Laundering and Terrorist Financing Policy, Due Diligence Policy and the Procedure for Limiting Trade Relations with Suppliers in Restricted or Unauthorised Markets. / Ethics Line and Ethics Committee. ⓘ More information in section *G1-A- Corporate ethical culture and solid compliance architecture (GOV-1;G1-1; G1-3; G1-4; G1-5; S1-17)* of the Consolidated Statement on Non-Financial Information and Sustainability Information. / Market Transparency Committee. / Data protection and privacy Compliance Model, the basic rule of which is the Compliance Policy regarding Personal Data Protection and Privacy. ⓘ More information in section *S.4 Consumers* of the Consolidated Statement on Non-Financial Information and Sustainability Information. / Annual assessment of the Corporate Governance System (and independent certification) in order to verify its degree of compliance with and adaptation to new legislation, recommendations, standards and best practices in this respect, and to systematically reinforce good corporate governance practices. / Periodic follow-up by the Audit and Compliance Committee on the existence of potential conflicts of interest or transactions with/among related parties, contrary to the interests of the Company and/or its stakeholders. / Quarterly monitoring by the Sustainability Committee of the performance of commitments undertaken.
Products and services	Risk trend →
We are exposed to risks related to the quality, composition and other health and safety-related aspects of our products.	/ Performing controls and verifications of product health and safety standards and detailed production guidelines under the Clear to Wear programme*:* Product Health Policy *and the Safe to Wear programme:* Product Safety Policy. ⓘ More information in sections *E2-A.1 - Policies related to pollution [E2-1]* and *S4 - B.3. Actions and metrics related to consumers S4-4]* of the Consolidated Statement on Non-Financial Information and Sustainability Information.

ENVIRONMENTAL RISKS

Risks associated with acute natural hazard events, climate change, and human interactions with and exploitation of the environment.

Description and impact	Main mitigations
Climate change	Risk trend ↑
Our performance is exposed to the potential impacts of climate change in its various manifestations of physical risk, whether chronic or acute, as well as to the risks resulting from the transition to a low-carbon economy. With regard to physical risks, nine climate-related hazards are taken into consideration: heatwave, cold spells, flash flooding, river flooding, coastal flooding, 'extratropical' and tropical storms, wildfires and water stress in river basins where our own or third-party facilities are located.	/ Decarbonisation is one of the main axes of our Sustainability roadmap, in line with the goals of the Paris Agreement. We have set decarbonisation targets for 2040, with different interim milestones, actions and initiatives which are set out in our Climate Transition Plan. / Integration of climate-related risks, including physical and transition risks, into the Group's enterprise risk identification, assessment and management processes. / Systematic assessment of exposure to physical risks across own and third-party facilities, as well as the potential impacts on the value chain. ⓘ More information in sections E Risks and opportunities due to climate change [IRO-1; SBM-3], *E1-D.2 GHG emissions [E1-6]* and *IRO. Impacts, risks and opportunities* of the Consolidated Statement on Non-Financial Information and Sustainability Information.
Environmental degradation and natural resource deficiency	Risk trend ↑
There is a risk of producing adverse effects on the environment through the release of undesirable or hazardous substances (whether biological or chemical) throughout our value chain. There is also a risk that our activities may result in negative externalities such as the loss of biodiversity, deforestation, soil degradation, or scarcity of raw materials, especially those that meet our sustainability requirements, among others. There is a need to ensure sufficient and reliable supply of lower-impact raw materials, known as preferred raw materials, to meet our sustainability commitments.	/ Sustainability Policy setting out, among other things, the environmental commitments applicable across our business and the entire supply chain. / Environmental policies. including the Ecosystems and Biodiversity Policy, the Water Policy, and the Energy Policy. / Commitment to renewable energy, lower impact raw materials, reduced water consumption across the supply chain, and the implementation of circularity services such as Zara Pre-Owned in key markets. / Implementation of waste management systems to ensure proper waste sorting and segregation. We view waste as a valuable resource that can be reused or recycled. / Sustainability partnership initiatives with third parties (including, (Apparel and Textile Transformation Initiative (ATTI), The Fashion Pact, Zero Discharge of Hazardous Chemicals o MIT Climate and Sustainability Consortium). Application of the Green to Wear standard across the supply chain. ⓘ More information in section *E. Environmental information [ESRS E]* of the Consolidated Statement on Non-Financial Information and Sustainability Information.
Extreme Weather	Risk trend →
As a result of natural disasters such as floods, fires, earthquakes, etc., key business operations and shipping processes could be halted. These events could potentially affect our critical infrastructure.	/ Management of these risks, including mitigation measures and resilience plans, is discussed in the section on industrial accident risks. (Technology Risks). ⓘ More information in section *E. Risks and opportunities due to climate change [IRO-1; SBM-3]* of the Consolidated Statement on Non-Financial Information and Sustainability Information.

TECHNOLOGY RISKS

This includes targeted cyber attacks, critical infrastructure collapse, direct and indirect industrial accidents, and the inability to keep up with advances in technology.

Description and impact	Main mitigations
Critical infrastructure	Risk trend ↑
We are exposed to the risk arising from different contingencies (incidents, sabotage or accidents) that lead to a halt or operational inefficiency of IT services or processes necessary to carry out our business activity.	/ Incident management and response procedures that minimise the impact on operations and information. / Business continuity and IT contingency plans that ensure the availability and recovery of critical systems. / Tier IV certified primary data centre that guarantees maximum reliability and high availability. / Redundant and distributed technological architecture designed to ensure high levels of availability and operational resilience. ⓘ More information in section *G.1-C. Cybersecurity* of the Consolidated Statement on Non-Financial Information and Security Information.
Cybersecurity	Risk trend →
This refers to exposures that could compromise the confidentiality, integrity and/ or availability of our information, whether located in our own systems or in those of third parties; as well as third parties' information located in our systems. We are aware that cybersecurity risks evolve exponentially, unpredictably and, in some cases, in a very sophisticated way. Thus, although information security is a priority, there is the possibility of an undetectable attack which might affect operations or information managed by us.	/ Existence of the CISO, who reports to the CEO and of an Information Security Committee. / Existence of the Cybersecurity Advisory Committee, comprising independent exerts, which advises the governing bodies and the executive management, ensuring an effective information protection system for the Group and strengthening decision-making in this field. / Existence of an Information Security Policy that defines the overarching principles to ensure compliance with applicable standards. / Ongoing oversight of the Information Security Management System to safeguard the confidentiality, availability, and integrity of information. / Existence of a cyber risk insurance programme providing various coverages and services, including own damages, liabilities, regulatory proceedings, and crisis management. / The performance of mandatory and voluntary internal and external assessments to evaluate alignment with cybersecurity best practices and standards. / Continuous review mechanisms for the prevention, detection, and response to cyberattacks, including a specialised cyber intelligence team and a Security Operations Centre (SOC). / Cybersecurity awareness and training initiatives for our employees / Agreements and partnerships with public and private organisations that provide advanced insight into the evolving cybersecurity landscape. ⓘ More information in section *G1-C. Cybersecurity* of the Consolidated Statement on Non-Financial Information and Sustainability Information.
Industrial accident	Risk trend ↓
We face the risk of operational disruption arising from the potential occurrence of extraordinary events beyond our control (such as fires, transport strikes or key supplier strikes, disruptions to energy or fuel supplies, etc.), which could have a significant effect on the normal functioning of our operations. The principal risks of this type are concentrated in our logistics centres and in third party operators responsible for transporting goods.	/ High prevention and protection standards at logistics centres and in critical operations, aimed at reducing the likelihood and impact of incidents. / Contingency plans that allow for the redistribution of activities among logistics centres and ensure operational continuity in the event of extraordinary circumstances. / A properly scaled and flexible logistics network, supported by the progressive development of new capacities to support business growth and strengthen operational resilience. / Integration of validated third-party logistics operators that reinforce operational capacity and supply chain continuity. / Diversification and monitoring of transport providers, with particular attention to those considered critical. / Insurance coverage protecting against property damage and business interruption resulting from significant incidents.

Description and impact	Main mitigations
Disruptive technology	Risk trend →
We are aware that technological innovations and developments in a broad sense, both in customer interaction through a satisfactory omni-channel experience, as well as the improvement of all operating and business processes, are essential to ensure the achievement of our strategic objectives. The digital transformation process, paramount to ensure our competitiveness, is gaining momentum due to the emergence and implementation of new technologies such as Artificial Intelligence and their application to the automation and optimisation of existing processes, or their transformative application in other spheres.	/ Digital transformation strategy embedded in the business model, aimed at enhancing operational efficiency and the customer experience. / Use of advanced technologies to optimise processes, inventory management and decision-making. / Integration of physical and digital channels to strengthen the omni-channel model ⓘ More information in section *SBM. Strategy* of the Consolidated Statement on Non-Financial Information and Sustainability Information.
The governance, availability, quality and value of the information generated in the course of our activities is increasingly becoming a competitive advantage and is essential for the normal function of the business. This information could be different in nature: transactional and operational, financial, accounting, management and budgeting and control information. We ensure the protection of information, regardless of how it is communicated, shared, projected or stored. This protection affects both the information inside the Group and the information shared with third parties. The emergence of disruptive technologies like Artificial Intelligence will be crucial in this risk area.	/ A data governance framework that ensures the quality, reliability and availability of management and financial information. / Internal systems and controls that ensure the integrity and security of information, including information shared with third parties. / Incident response procedures for information security and personal data protection incidents. / Internal control systems over financial and non-financial information, reinforced through independent verification. / Existence of a Cybersecurity Advisory Committee comprising independent experts, which advises the governing bodies and the executive management, and oversees the effectiveness of the Group's information protection framework and strengthens decision-making in this field. ⓘ More information in section *S4-B.3. Actions and metrics related to consumers [S4-4]* and *G1 - C. Cybersecurity* of the Consolidated Statement on Non-Financial Information and Sustainability Information. ⓘ More information in the *Report on Internal Control over Financial Reporting Systems (ICFR)* of this Report. ⓘ More information in section *Independent verification report* of the Consolidated Statement on Non-Financial Information and Sustainability Information.

Emerging risks

Emerging risks are specifically identified and assessed within the Group's Integrated Risk Management System, considering new or evolving threats arising from megatrends, structural changes or novel combinations of existing risks. Risk identification is carried out through forward-looking analyses and dedicated working sessions, incorporating both internal and external information. These risks are assessed based on their potential impact, level of uncertainty and expected evolution over the medium and long term, and are incorporated into the Group's overall risk profile where relevant.

During the year, technological transformation has been identified as the principal emerging risk for the fashion industry. The adoption of artificial intelligence and process automation and digitalisation may give rise to potential vulnerabilities, including failures in critical systems, cyber-attacks and exposure of sensitive data, with potential adverse impacts on the Group's operations and reputation. These risks are subject to continuous monitoring and are integrated into the Group's corporate risk control and mitigation processes.

Risks that materialised in the year (E.5)

Geopolítical

2025 continued to unfold in an international geopolitical environment marked by heightened uncertainty and volatility, arising both from the persistence of existing conflicts and the emergence of new areas of tension. The conflict in Ukraine remained ongoing throughout the year, with no substantive progress towards a definitive resolution and occasional periods of escalation, maintaining a context of geopolitical and economic instability in Eastern Europe. At the same time, certain areas of the Middle East experienced an increase in tensions and the widening of regional conflicts, partially affecting key international logistics routes, in particular maritime transport through the Suez Canal, which operated on a limited basis for much of the year.

The Group's activities in Ukraine have continued to operate normally under strict control and security protocols, with no additional material impacts recorded since the resumption of operations in the previous financial year.

More recently, the evolution of the geopolitical situation in the Middle East since the end of February has created a more uncertain environment that could affect the economic and operating landscape in the region, including potential airspace restrictions, occasional adjustments to certain commercial operations and indirect effects on international markets. While the impacts observed to date have been limited and manageable, the situation remains subject to a high degree of uncertainty depending on how events evolve. The Group continues to closely monitor these developments and assess their potential impact on results and cash flows at risk.

In addition, during the year there have been ongoing pockets of political and social instability in certain emerging markets relevant to the global supply chain. In particular, developments in Bangladesh during the year, as well as the electoral process held in February 2026, have been closely monitored. Although no significant impacts on sourcing have been recorded, monitoring measures have been further strengthened given the country's strategic importance as one of the Group's key manufacturing clusters.

Financial

From a macroeconomic perspective, the inflation slowdown process continued during the year, although at a more gradual and uneven pace across regions than initially anticipated. As a result, the interest rate normalisation cycle remained prolonged, accompanied by episodes of volatility in financial markets. In this environment, pressure on the cost of goods and services, as well as on labour costs, continued to ease progressively. The Group maintained a tight and systematic cost control, mitigating the impact of these dynamics on margins.

Economic growth and consumer demand showed divergent performance across geographies, broadly in line with expectations overall, although certain of the Group's key markets exhibited signs of fragility, mainly associated with persistent political, fiscal and regulatory uncertainty.

The economic and geopolitical environment described above translated into renewed episodes of heightened volatility in financial and foreign exchange markets. During 2025, global markets experienced sharp movements and significant corrections, driven by trade tensions, adjustments to tariff policies and expectations regarding monetary policy, resulting in volatility across major equity indices and capital flows between asset classes.

In particular, **uncertainty surrounding monetary policy and inflation evolution** led to significant movements in both equity and fixed income markets, with intermittent rebounds in risk assets when markets priced in potential interest rate cuts by major central banks. Expectations regarding the trajectory of the US Federal Reserve also influenced the behaviour of the US dollar and international markets, increasing foreign exchange risk exposure.

During 2025, foreign exchange risk was particularly influenced by the relative strength of the US dollar and the volatility of certain emerging market currencies. Foreign exchange impacts were mainly concentrated in the US dollar, the Turkish lira and the Mexican peso. On an aggregate basis, movements in currencies other than the euro had a moderately negative impact on sales growth rate and a limited impact on cost of sales. Foreign exchange risk continued to be actively managed in accordance with the Group's policies, through centralised exposure management, operational optimisation, diversification effects and continuous risk monitoring.

Notwithstanding its strong cash position, the Group maintained a prudent liquidity management strategy throughout the year in order to safeguard liquidity in a highly uncertain environment. In addition, the Group has access to external sources of financing through credit facilities, most of which are committed, for a total amount of €7.915 billion.

Environmental

During the year, a number of environmental events occurred that temporarily affected the Group's operations in various regions of Europe. On the one hand, natural disasters occurred, such as earthquakes in Türkiye and Bangladesh, which, despite their magnitude, did not impact the Group's operations due to the location of its facilities. These events are classified as natural catastrophes not related to climate change.

On the other hand, episodes of extreme weather events were recorded, including heavy rainfall, snow and hail, which caused damage to certain retail stores. In total, ten natural catastrophe events affecting stores were recorded—seven in Spain, one in Italy, one in France and one in Bulgaria. No personal injuries were reported, and the economic and operational impact at Group level was immaterial.

Technology

In the technology sphere, on 29 April a power outage occurred in Spain and Portugal lasting approximately 12 hours, which affected the Group's retail sales operations. While the financial impact was not significant for the financial year as a whole, the event served to validate the resilience of the Group's systems.

The Group maintains internal contingency plans and business continuity and disaster recovery protocols designed to ensure the continuity of critical operations and the maintenance of service levels for a sufficient period of time in the event of disruptive incidents of this nature.

Financial information and statutory audit

Process for the preparation of financial and non-financial information, statutory audit and verification of sustainability information. (C.1.27, C.1.28 & C.1.33)

The Board of Directors is entrusted with the duty to ensure that the annual accounts are prepared in accordance with applicable accounting regulations, ensuring that they are issued by the external auditor without qualifications. To this end, the Board of Directors has established several mechanisms: (i) a robust Internal Control System over Financial Reporting (ICFR), designed to identify and mitigate the risks of material misstatement; (ii) the Internal Audit (IA) Function, which reports quarterly to the Audit and Compliance Committee ("ACC") on the level of implementation of the Annual Plan, as well as on any incidents and scope limitations; (iii) the ongoing supervision by the ACC of the entire process for the preparation of financial and non-financial information; and (iv) the existence of formal procedures, periodically reviewed, for the internal validation and certification of the individual and consolidated annual accounts prepared by the Company, which are certified prior to their statement by the CEO, Mr Óscar García Maceiras, and the CFO, Mr Andrés Sánchez Iglesias.

The Board maintains an objective, professional, and ongoing relationship with the statutory auditor, ensuring its independence at all times, and meets with the auditor at least once a year to review the work performed, the evolution of the financial position, and the main risks that may have an impact on the Group's financial information.

However, relations with the statutory auditors are channelled through the ACC, whose primary mission consists of overseeing and monitoring the auditors' independence and the effectiveness of the internal enterprise risk management systems, covering both financial and non-financial, without prejudice to the Board's ultimate responsibility in this regard.

The ACC, a majority of whose members are non-executive independent directors, meets with external auditors in order to review the Company's annual financial statements and certain periodic financial information that the Board of Directors must provide to the markets and their supervisory boards, overseeing compliance with statutory requirements and the appropriate application of generally accepted accounting principles in the preparation of the financial statements. At the meetings of the ACC with external auditors, the key matters arising from the statutory audit process are presented, including risk areas, recommendations and audit findings, as well as other disclosures required under applicable statutory audit regulations and technical audit standards. This direct contact enables the early identification and resolution of potential issues that could result in audit qualifications, allowing the Board of Directors to take timely and appropriate measures to ensure that the annual financial statements are prepared in accordance with applicable accounting regulations, seeking to ensure that they are ultimately issued without qualifications.

Before stating the annual, half-yearly or quarterly financial statements, the executive management meets with the ACC to answer relevant questions including on the application of accounting policies and the estimates used in the preparation of the financial statements. These topics are also reviewed with the external auditors.

The ACC is also responsible for overseeing and assessing the preparation and presentation of the financial information reported in the annual and half-yearly reports, as well as the effectiveness of ICFR. An adequate design and effective operation of ICFR, whose effectiveness is monitored and reported on in the following section (section "Internal control and risk management systems relating to financial reporting (ICFR)") is key to reducing the risk of material misstatements that could give rise to qualifications in the auditor's report.

The Board of Directors and the ACC are also supported by the IA Function, which reports quarterly to the ACC on the level of completion of the Annual Plan, any incidents and scope limitations identified in the course of the work performed and the recommendations issued, as well as on the coordination activities carried out with second-line functions (ERM, Compliance, etc.,). The ACC verifies that Senior Managers address the findings and recommendations issued by Internal Audit, thus reinforcing the controls and processes associated with the preparation of financial information, reducing the risk of material misstatements.

Regarding the sustainability information disclosed in the directors' report which is subject to verification by the external auditors, the Board of Directors has also established specific oversight mechanisms, involving both the Audit and Compliance and the Sustainability Committees. This latter gives a favourable report, within its remit, to the Consolidated Statement on Non-Financial Information and Sustainability Information. Meanwhile the ACC is ultimately responsible for overseeing the quality, clarity, consistency and integrity of such information, as well as the independent verification thereof. The experience gained in sustainability reporting and verification processes, including the progressive alignment with the new European standards (ESRS), also contributes to better control of non-financial risks that could impact financial reporting. In addition, the Group has established an Internal Control System over Sustainability Reporting (ICSR), developed in line with the same methodology as the ICFR. Its scope and level of detail are set out in section C. Risk management and internal controls over sustainability reporting (Gov-5) of the Consolidated Statement on Non-Financial Information and Sustainability Information.

As provided in the Board of Directors' Regulations, in the exceptional circumstances where the auditor would express a qualified opinion and the Board of Directors considers that it must stick to its position, it shall publicly explain the contents and scope of the discrepancy, without prejudice to the additional information that the Chair of the Audit and Compliance Committee might, where applicable, make available to shareholders at the General Meeting of Shareholders. In the financial year prior to the preparation of this report, the financial statements received an unqualified audit opinion.

Specific mechanisms to safeguard the independence of the external auditor and other actors (C.1.30 & C.1.32)

The duties of the ACC, mostly comprising independent directors with relevant technical background include: (i) proposing the appointment and re-election of the external auditor to the Board of Directors; (ii) deciding and proposing the terms of their engagement and the scope of their mandate, and, (iii) overseeing the independence, objectivity and proceedings of the external auditor throughout the year.

The ACC is directly in contact with the external auditor throughout the year, overseeing its independence and objectivity. In particular:

/ The ACC meets **at least once a year with external auditors without any member of the executive management being present.** This favours an open exchange of opinions and receiving feedback on any issues which might comprise their independence.

/ Receives from the statutory auditors on an annual basis the **statement on their independence** from the Company or the companies directly or indirectly related to Inditex.

/ **Oversees the engagement of the statutory auditor for the provision of non-audit services**, as well as the terms and the performance of the contracts executed with the external auditors of the Company for the provision of such services.

The Company has in place a Policy on statutory auditor contracting for the provision of non-audit services (originally approved in 2016 and subsequently updated further to a resolution passed by the Board on 15 March 2022, to bring it into line with the implementing regulations of the Statutory Audit Act). The Policy reflects the **Group's commitment to strictly limit the provision by the external auditor of non-audit services,** setting out a list of services that are strictly prohibited from being provided by the external auditor.

In this regard, the Policy requires the auditor: (i) to seek the ACC's **prior approval** for the engagement by the Company and/or Group entities - and, where appliable, its controlling shareholder (Pontegadea Inversiones, S.L.) - of any non-audit service; and (ii) to provide a sufficiently detailed description of each service to enable the assessment of threats and safeguards.

In addition, the Policy provides for annual framework pre-approvals for certain categories of recurring and standard services, subject to subsequent reporting and re-assessment in the event of material changes.

/ Verifies that the Company and the statutory auditor also **adhere to the limits on audit firm concentration, the regulations governing professional fees**, and more generally, all other requirements established to safeguard the independence of statutory auditors.

/ Ensures that the **remuneration of the external auditor for their work does not compromise its quality and independence**. In 2025, the Company has incurred the following fees for the non-audit services provided by the external auditors

	Company	Group companies	Total
Amount invoiced for non-audit services (thousands of euros)	23	48	71
Amount invoiced for non-audit work/Amount for audit work (in %)	3 % [1]	0.6 %	0.8 %

[1] The count on which this percentage is calculated only includes the statutory audit of Inditex's individual accounts services (and the verification of the relevant statement on non-financial information).

Considering the foregoing, the ACC issues an annual **reasoned report on the independence of the statutory auditor**, expressing its opinion as to whether the independence of the statutory auditor or audit firm has been compromised, and including an individual and overall assessment of non-audit services provided.

In addition, the ACC relies on the **Procedure for the Selection of the Statutory Auditor**, which it approved on 9 September 2019. Such Procedure outlines the yardsticks defined by the ACC regarding the appointment, re-election or change of external auditor and establishes the criteria, objectives and requirements to be considered to ensure an **unbiased, transparent and non-discriminatory** process that allows the ACC to carry out a structured assessment of the technical quality and experience of the candidate firms deemed to be **essential to preserve the auditor's independence**, including risks of conflict of interest, audit firm concentration and applicable safeguards, and to carry out an **annual evaluation** of the auditor's proceedings in terms of quality, integrity and objectivity of information.

If the statutory auditor resigns, the ACC shall examine the circumstances that may have led to such resignation.

Regarding the mechanisms in place to safeguard the independence of financial analysts, the Company releases information to the market in accordance with the principles set out in its Code of Conduct, in particular the requirement that information be accurate, clear, balanced and complete, and that it avoid subjective assessments that could mislead or create confusion.

The Company has also adopted a Policy on Communication and Contact with Shareholders, Institutional Investors and Proxy Advisors, as well as a Policy on Disclosure of Financial, Non-Financial and Corporate Information. The scope and underlying principles of these policies are further described in the section headed "Shareholders and General Meeting of Shareholders" of this Report.

Statutory auditors of the Company and the Group (C.1.31 & C.1.34)

The appointment of Ernst & Young, S.L. as statutory auditor to audit the individual financial statements and directors' report of the Company, and the consolidated financial statements and directors' report of the Inditex Group for financial years 2022, 2023 and 2024, was approved at the Annual General Meeting held on 12 July 2022, on the proposal of the Board of Directors, following a favourable report from the Audit and Compliance Committee.

After the close of FY2024, it became necessary to appoint a statutory auditor for the subsequent financial year. After considering the different alternatives, the Board of Directors deemed it to be in the Company's best interests to submit to shareholders at the AGM, following a favourable report from the ACC, the proposal for the re-election of Ernst & Young, S.L. as statutory auditor for the audit of the Company's individual annual financial statements and directors' report, as well as the consolidated financial statements and directors' report of the Group, for FY2025. The proposal on their re-election was approved at the AGM held on 15 July 2025 under agenda item number 6, in accordance with the provisions of Section 246 LSC and with applicable statutory audit regulations.

Below is a breakdown of: (i) the number of consecutive years for which the current audit firm has been auditing the Company's individual and/or consolidated financial statements, and (ii) the percentage of the total number of years in which the financial statements have been audited.

	Individual	Consolidated
Number of consecutive years	4	4

	Individual	Consolidated
Number of years audited by the current audit firm/number of years in which the company has been audited (in %)	10.00 %	11.00 %

During 2025, a selection process was carried out for the appointment of external auditor to conduct the statutory audit and the verification of Sustainability information for financial years 2027, 2028 and 2029. The ACC played a very active role in such process. At its meeting held on 8 September 2025, the ACC resolved to launch the tender process and approved the Request for Proposal, in accordance with the Procedure for the Selection of Statutory Auditor, designed to ensure an unbiased, fair, efficient, transparent and non-discriminatory process (with objective evaluation criteria and explicit safeguards to prevent situations of incompatibility or excessive economic dependence).

The process was structured as an orderly tender process in which four audit firms participated. A multidisciplinary working group composed of professionals from various corporate areas was involved in the process, as were the Chairs of the Audit and Compliance Committee and the Sustainability Committee. Objective evaluation criteria were defined, including, among others, the technical quality of the proposals, experience in auditing public-interest entities, knowledge of the financial and sustainability regulatory framework (including the ESRS), the capability of the proposed team, a risk-based audit approach, independence safeguards and the financial proposal.

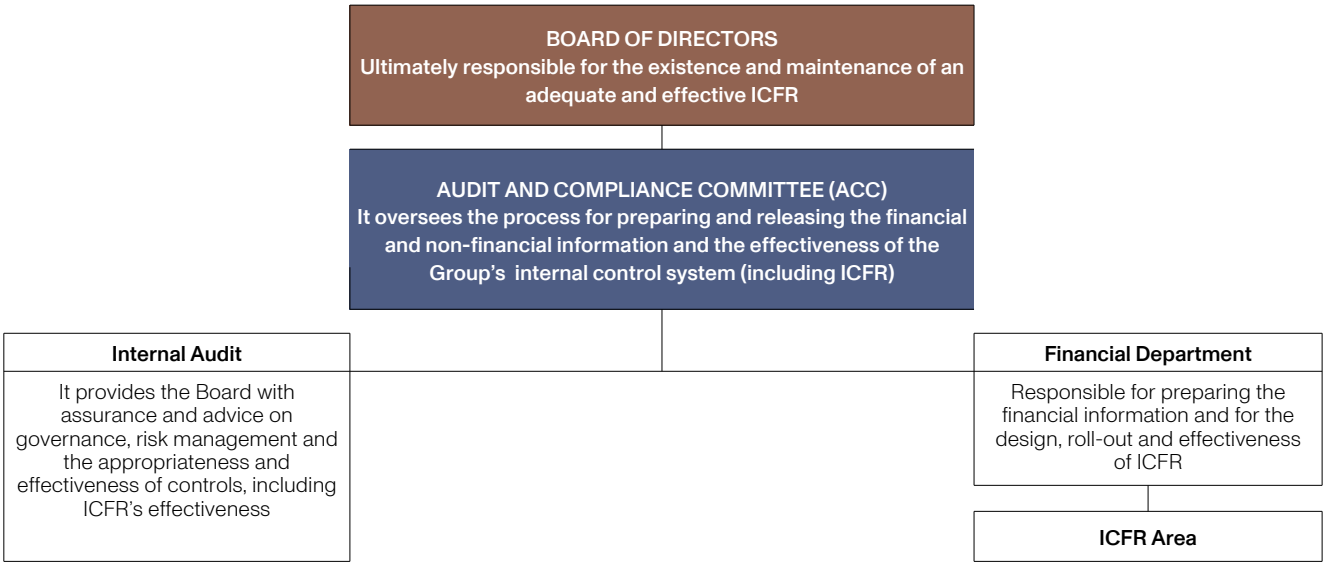
In light of the results of the comparative assessment of the proposals received, the Committee resolved, at its meeting held on 1 December 2025, to submit to the Board of Directors the proposal on the appointment of **Deloitte Auditores, S.L**. as new external auditor of the Company and its Group to conduct the statutory audit of the financial statements and the verification of sustainability information for financial years 2027, 2028 and 2029. The Board shall submit such proposal to shareholders for their approval at the AGM.

This selection and change of auditor process has been conceived by the ACC as a mechanism to enhance the quality and depth of the statutory audit and the verification of sustainability information, by fostering a critical review of the approach followed to date, introducing fresh perspectives in the identification and treatment of significant risks, and ensuring that the auditor has the necessary resources, capabilities and experience.

Internal control and risk management systems relating to financial reporting (ICFR)

The entity's control environment (F.1)

Bodies and functions responsible for the ICRF (F 1.1)



Except for the matters reserved to shareholders at the General Meeting of Shareholders, the **Board of Directors** is the highest decision-making, supervisory and monitoring body of the Group, being ultimately responsible for the existence and maintenance of an appropriate and effective ICFR, as provided in the Policy on Internal Control System over Financial Reporting (the "**ICFR Policy**"), approved by the Board of Directors. Such Policy is mandatory globally, as it is enforced on every company within the Group, and is binding on every staff member involved in the financial reporting and its oversight.

In this context, the Board defines the strategy, and approves the policies of the Group, monitors management activity, evaluates Senior Managers' performance, acts as a liaison with shareholders and takes the most relevant decisions, delegating the daily management and operations to the executive management and the internal committees.

Pursuant to the Articles of Association, the Board of Directors' Regulations and its own Terms of Reference, the **Audit and Compliance Committee** shall, as part of its financial and monitoring duties, oversee and evaluate the preparation and release of the regulated financial information, as well as its clarity, consistency and integrity, reviewing the fulfilment of regulatory requirements, the appropriate delimitation of the consolidation perimeter and the appropriate application of generally accepted accounting principles and the applicable international financial reporting standards.

As explained in greater detail in the "Enterprise Risk Management (ERM)" section of this report, the ACC is responsible for overseeing the effectiveness of enterprise risk management systems, and supporting the Board in its independent oversight of the performance of the executive management, and in particular, of financial and non-financial risks.

The ACC is also tasked with oversight and evaluation of the effectiveness of the Group's internal control system - including ICFR - . In the performance of this duty, the ACC is periodically updated by the ICFR head and reviews with Internal Audit and the statutory auditor any significant weaknesses detected, reaching conclusions on the level of confidence and reliability of the system, without compromising their independence.

ⓘ More information about the ACC's competencies and activities relating to the preparation of regulated financial and non-financial information, as well as to internal control and risk management in section C "*Board Committees*" of this report.

In turn, the **Financial Department** is responsible for preparing the financial information of the Group and the design, roll-out and effectiveness of the ICFR system. In particular, the Financial Department:

/ Keeps the ICFR updated, regularly monitoring its design and functioning, to ensure its effectiveness, communicating with its participants and training them, and keeping a periodic report.

/ Prepares and circulates the policies, guidelines and procedures relating to financial information generation, ensuring their enforcement across all the companies in the Group.

With regard to ICFR, a specific area was set up by the Group to manage it (the, **"ICFR Area"**), which has a functional and operational reporting line with the Financial Department.

Internal Audit is a corporate function with a direct link to the Board of Directors, which ensures that its proceedings are fully independent. Internal Audit has a functional reporting line to the ACC.

IA function provides the Board of Directors with assurance and advice, through the ACC, on governance, risk management and appropriateness and effectiveness of the controls relating, among others, to the reliability and integrity of the financial information, in particular, to the ICFR system. In this regard, it carries out specific periodic ICFR audits, requests action plans to remediate or mitigate the weaknesses identified and monitors the implementation of recommendations.

The Internal Audit function is governed by the Internal Audit Charter approved by the Board of Directors (and last amended on 11 March 2025) and acts in accordance with national and international regulations and standards on internal audit. Likewise, Internal Audit has been awarded the certificate of compliance with the International Standards fro the Professional Practice of Internal Audit, issued by the Institute of Internal Auditors (IIA).

Organisational structure, lines of responsibility and internal disclosure (F 1.2)

The Board of Directors is responsible for the design and review of the organisational structure and the lines of responsibility and authority within the Group. The Board of Directors approves the organisational framework under which the departments responsible for financial reporting operate.

Senior Managers and the People Department define the duties and responsibilities of each area. The Financial Department is ultimately responsible for preparing the financial information and determines the structure, size and definition of functions of each position within the financial area.

The Group relies on financial organisational structures that meet local requirements in each market where it operates, led by a CFO charged, inter alia, with complying with the procedures set out within the ICFR System.

This structure and the associated responsibilities are duly disclosed via internal documents and communication and training channels spearheaded by the Financial Department and the People Department.

The Group's control environment is underpinned by a framework of integrity and compliance made up of internal conduct regulations, including:

/ The Code of Conduct.
/ The Code of Conduct for Manufacturers and Suppliers.
/ The Internal Regulations of Conduct in the Securities Markets (IRC).
/ The Criminal Risk Prevention Policy and the remaining documents which make up the Model of Criminal Risk Prevention.
/ The Compliance Policy and the Compliance Management Procedure.
/ The Integrity Policies (Gifts & Invitations Policy, Policy on Donations & Sponsorships and the Policy on Dealings with Public Officials).
/ The Due Diligence Policy.
/ The Conflicts of Interest Policy.

The **Code of Conduct,** approved by the Board of Directors and last amended on 6 February 2024, sets out the Group's ethical commitments and the principles of action that should guide the behaviour of the people within the Group and their relations between them and with stakeholders. The overarching principles that inform the Code include: (i) honesty and integrity in all decisions, actions and operations carried out; (ii) transparency, ensuring an open communication and dialogue with stakeholders, and (iii) responsibility, materialised in abiding by the law and the internal regulations of the Group.

A specific section in the Code is dedicated to information integrity and the record of transactions, which covers:

/ The Company's commitment to fulfilling financial, tax, regulatory and reporting obligations.

/ The requirement of strict management of information records, ensuring the accuracy, objectivity and integrity of the information disclosed to stakeholders.

/ Employees' obligation to enter the information and transactions into the Company's records and systems in a transparent, objective, updated, truthful and complete manner in accordance with applicable internal and external regulations.

/ The duty to cooperate with internal and external auditors duly attending to requests for information, acting in accordance with internal provisions on financial and non-financial information.

The General Counsel's Office and the Compliance Department promote communication and awareness initiatives relating to the Code of Conduct, tailored to the risk profile of the different groups within the Group.

Meanwhile, the **Policy on Criminal Risk Prevention** forms part of the Model of Criminal Risk Prevention. Together with the Code of Conduct, it is guided by the principles of information integrity and record of transactions, for the purposes, among others, of preventing financial information related offences. The Model of Criminal Risk Prevention is also comprised of the Criminal Risk Prevention Procedure and the Criminal Risk and Control Matrix, where criminal risks are identified, together with the internal regulations to fulfil Inditex's ethical commitments and prevent the commission of offences within the Group.

As explained in greater detail below, the Ethics Committee is the internal body responsible for overseeing the Model of Criminal Risk Prevention and the effectiveness and the appropriate exercise of its controls.

Last, the **Internal Regulations of Conduct in the Securities Markets** (**"IRC"**) outlines the principles and yardsticks to ensure that the information released to the market and to CNMV is reliable, clear, quantified and complete, avoiding subjective evaluations that may be misleading. The IRC also regulates the use and disclosure of inside information and other relevant information, paying special attention to financial information.

The Market Transparency Committee ("MTC") develops procedures and implementing regulations to enforce the IRC, with the support of the General Counsel's Office, which monitors compliance with market conduct regulations by the persons subject to the IRC. Failure to comply with the IRC may give rise to disciplinary sanctions, where applicable, as described in greater detail below.

The General Counsel's Office informs all Affected Persons subject to the IRC of such fact, also reporting any non-compliance and penalties which may apply. It also keeps a General Record in which all the Affected Persons subject to the IRC are included.

Ethics Line and Ethics Committee

The Ethics Committee, which reports to the Board of Directors via the Audit and Compliance Committee, oversees compliance with the Code of Conduct and the remaining internal regulations of conduct. The Ethics Committee is composed of: the General Counsel and Secretary of the Board (who chairs it), the Chief Compliance Officer (Deputy-Chair), the Chief Sustainability Officer (CSO), the Chief People Officer (CPO), the Chief Audit Officer (CAO) - this latter in an advisory capacity- and the Ethics Line Manager. Among its duties, the Ethics Committee:

/ Oversees compliance with the Code and its circulation, as well as circulation of the conduct regulations across the Group.

/ Receives written instruments of all kinds relating to the enforcement of the Code, and distributes them to the relevant body o department to handle or resolve them.

/ Oversees the Ethics Line and monitors the processing and resolution of cases arising from the concerns received. In this regard, the Ethics Committee is the manager of the Internal Reporting System of the Group.

/ Proposes to the Board, following a report from the Audit and Compliance Committee, any clarifications and implementing guidelines necessary to implement the Code, as well as at least an annual report assessing its enforcement.

/ Interprets the Code and proposes clarifications and implementing regulations, and promotes training on conduct matters and on the proceedings of the Ethics Line.

In the discharge of its responsibilities for the handling and resolution of cases, and following an appropriate investigation, the Ethics Committee determines whether to dismiss the case or whether a breach has occurred, as well as its severity and whether remedial action is warranted. Where action is required, the relevant department or function is responsible for implementing the appropriate preventive, corrective and/or disciplinary measures and reporting them back to the Ethics Committee.

The Ethics Committee submits to the Audit and Compliance Committee, at least every six months, a report reviewing its activities, covering in particular, the management and oversight of the proceedings of the Ethics Line and the enforcement of the Code of Conduct. In turn, the Audit and Compliance Committee reports to the Board of Directors on an annual basis, on the enforcement of the Code of Conduct and the additional documents which make up the Compliance Model from time to time in force.

Regarding the design and the proceedings of the Ethics Line, the Company has in place a global Ethics Line and certain local Ethics Lines, to meet statutory requirements in certain markets.

The Ethics Line is the official channel to communicate, in a confidential manner, even anonymously where this is requested, potential irregularities or breaches. Any employee, director, shareholder or anyone working under the supervision of manufacturers, suppliers, contractors or subcontractors, may report through the Ethics Line:

/ Violations of applicable laws.

/ Breaches of the Codes of Conduct or of any internal conduct regulation of the Group.

/ Irregularities relating to, inter alia, corruption and/or financial or accounting fraud.

The Ethics Line is governed by the Global Policy on Internal Reporting Channels and by the Ethics Line Procedure, which incorporate international best practices on whistleblower protection and comply with the requirements arising, among others, from Directive (EU) 2019/1937. In particular, these rules ensure confidentiality, the thorough analysis of any information or documentation received, the prohibition of retaliation, and respect for honour, the presumption of innocence and the right to be heard in the handling of cases.

The Group has a technological solution available 24/7 in multiple languages, to receive and handle concerns sent to the Ethics Line. The information on the Ethics Line is available on the intranet and on the corporate website.

Dissemination and training schemes

Regarding the dissemination of such regulations, the Code of Conduct is made available to all employees by the People Department. The updated version of such Code is posted on the corporate website and the intranet (INET).

In addition, the General Counsel's Office and the Compliance Department coordinates the dissemination of the internal conduct regulations applicable to each employee.

As part of its control environment, and to ensure an appropriate level of knowledge of accounting, auditing, internal control and risk management standards, the Group provides regular training and refresher programmes for employees involved in the preparation, review and oversight of financial information, as well as in the evaluation of the ICFR.

In particular, the Talent area within the People Department prepares, liaising with the relevant areas within the Financial Department, schemes that combine:

/ General training, to gain an understanding of the business and of the different units and departments within the Group. Such training includes an initial period of work at the stores of the Group, with direct exposure to the full store operating process, followed by training in different departments at headquarters.

/ Specific training, targeted at the staff involved in the preparation and oversight of the financial information, focused on:

- International financial reporting standards (IFRS) and local accounting regulations.
- Best practices in the field of internal control and risk management.
- How the ICFR system and the IT systems and applications that support financial processes operate.

An e-learning platform is available to employees, to provide them with continuous training on certain matters, including on financial information and information security. Specific courses are imparted every year to newly recruited CFOs in each country, to train them on the Group's management model and the ICFR implemented. In addition, any employee with a specific role in the field of ICFR (such as control owner or process owner) is provided with specific training on their responsibilities and on how the system works.

Risk assessment (F.2.1)

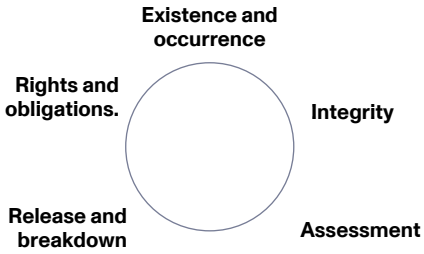
The identification and evaluation of risks associated with financial reporting has been formally documented in the Procedure for Risk Management regarding Financial Reporting, which seeks to describe the mechanisms to identify and assess, on an annual basis, the risks that might give rise to material errors in financial reporting, including risks of error and fraud.

The process is structured in five different stages:

1. Gathering the relevant financial information.
2. Identifying any operating process with an impact on financial information.
3. Risk assessment by financial statements reporting unit.
4. Prioritisation of key financial statements line items.
5. Mapping of risks to operational processes.

As a result of this process, the ICFR Scoping Matrix is updated annually. This matrix identifies the material financial statement line items where significant risks may exist and prioritises the operational processes with a relevant impact on them.

The assessment process covers all the financial information goals, ensuring that risks are assessed regarding:



Likewise, identified risks are assessed on an annual basis, combining quantitative and qualitative yardsticks:

Quantitative yardsticks, associated with parameters such as turnover, assets size or profit before tax.

Qualitative yardsticks, associated with, among other things, transaction standardisation, the level of process automation, the composition of line items, changes versus the previous year, accounting complexity, likelihood of error or fraud and/or the extent of the use of accounting estimates.

The Group relies on a Corporate Master of Companies wherein all the companies that are part of the Inditex Group are included. Said Master is at the basis of the consolidation perimeter and is managed and updated in accordance with the Procedure for the Incorporation of and the Financing of Companies.

The Master includes general corporate information (company name, financial year-end, functional currency) and relevant legal information (date of incorporation, share capital, list of shareholders, ownership percentage, etc.). The Legal Department is responsible for updating the legal information on the Master,

The Consolidation area reviews and updates on a monthly basis, all the companies that make up the consolidation perimeter, as well as the consolidation method, applicable to each of them.

In the assessment of financial reporting risks, the principal risks identified in the Risk Map of the Group are also considered, in addition to the quantitative and qualitative factors above mentioned.

Potential risks identified through the ICFR Scoping Matrix are considered to prepare the Risks Map of the Group, which is updated on an annual basis by the Enterprise Risks Management Department (reporting to the Financial Department) with the collaboration of the different areas within the organisation.

This allows the Group to systematically assess the impact that risks classified in the following categories: financial, geopolitical, technology, environmental, social and governance, might have on the financial statements and, where applicable on the ICFR system.

The whole process consisting of the identification, assessment and update of the risks described above is overseen and approved, on an annual basis, by the Audit and Compliance Committee.

Control and management activities (F.3.1-3 & F.6)

Pursuant to the Board of Directors' Regulations, the Audit and Compliance Committee is responsible for reviewing the annual accounts and the periodic information that the Board of Directors must release to the markets and their supervisory bodies, verifying:

/ Compliance with applicable statutory requirements.

/ The appropriate use of generally accepted accounting principles in the preparation of such financial information.

The Board of Directors' Regulations provide that the Audit and Compliance Committee shall meet, at least on a quarterly basis, to review:

/ The periodic financial information that must be submitted, or that the Company submits of its own accord to the Stock Exchanges authorities.

/ The information that the Board of Directors must approve and release as part of its annual public documentation.

In this framework:

/ The ICFR Area monitors that the ICFR is effective and apprises the Financial Department, the Internal Audit Department and, where appropriate, the Audit and Compliance Committee, of the findings of this monitoring.

/ The Group has mechanisms in place to review the financial information at different levels of the organisation.

Following completion of such reviews:

/ The Audit and Compliance Committee reviews the financial information and the conclusions drawn from its interaction with the Financial Department and with internal and external auditors.

/ Such information is subsequently submitted to the Board of Directors, which is ultimately responsible for approving it prior to its publication in the securities markets.

The Group has documented its main business processes within the scope of the ICFR. Each of these processes is structured into a set of sub-processes, with the corresponding flowcharts, which include the activities that are directly or indirectly involved in the generation of financial information. These processes describe the controls designed to adequately address the risks associated with achieving the objectives related to the reliability and integrity of financial information. Risks that could potentially lead to accounting fraud are identified, allowing the prevention, detection, mitigation and correction of risks in a timely manner. Each ICFR process has an associated risk and control matrix. For this purpose, the Group uses an application that allows the flowcharts, the description of processes and sub-processes and the identification of risks and controls to be maintained within a single integrated environment.

Each process is assigned a process owner, who carries out a quarterly assessment of the effectiveness of the controls and is responsible for defining and keeping the ICFR process under their responsibility up to date.

The ICFR Area monitors on a quarterly basis the assessments carried out by process owners regarding the operation of controls. It also coordinates and promotes the periodic review of the design of processes and controls.

The design of controls is subject to annual review to introduce, where necessary, any adjustment that ensures that associated risks are duly mitigated.

The ICFR Area carries out on an annual basis an internal certification process whereby financial officers of the markets within the scope of ICFR monitoring, process owners and corporate directors of areas involved in the preparation and monitoring of financial information - and ultimately, the CFO - certify that the controls within their respective areas of responsibility have been executed.

In relation to financial closing, consolidation and reporting processes, the CFO issues guidance setting out the timeline and the financial information to be reported by each local finance structure for the preparation of the consolidated financial statements. The risk and control matrix for the ICFR financial closing process identifies risks and includes controls relating to key judgments, estimates, valuations and projections.

In those cases where the Group engages external service providers or independent experts to perform activities that may have a material impact on the financial reporting, such engagements are carried out by the heads of the relevant areas, who ensure the competence, technical and legal qualifications, and independence of the professionals engaged. Within the ICFR processes, controls are in place over calculations performed by third parties, as well as over the criteria applied, to mitigate any risks that could impact the financial reporting.

The ICFR system is further supported by a specific framework of policies and control procedures governing the information systems that underpin the key processes involved in the preparation and publication of financial information.

The Group's internal control framework for information systems is aimed at establishing controls over the main business processes that are closely linked to Information Technology (IT), and that support the preparation and publication of financial information.

Based on the mapping of business processes and the related systems, a basic risk analysis is carried out to prioritise and focus on those IT areas considered to be of particular relevance to the ICFR.

Within the ICFR IT controls' framework defined by the Group, the following domains of general controls on applications are identified:

- Secure access to applications and data.
- Application of logical and physical security controls.
- Monitoring and control of application and data changes.
- Environment segregation (developments, tests, production).
- Appropriate application operation.
- Continuity of applications.

As a result of the review carried out in 2025, changes were made to focus controls on higher-risk processes and to further strengthen their maturity as part of the Group's continuous improvement efforts. Certain IT processes included within these ICFR control domains are subject to external assessments, both mandatory and voluntary, which evaluate the Group's alignment with cybersecurity best practices and standards at both local and international level.

The operation of these controls over the applications and products identified within the ICFR scope is monitored on an annual basis. In general terms, the criterion used to identify such applications and products is their significant involvement in the preparation and control of financial information.

As part of the design and implementation of applications and products, the Group has established a methodological framework that sets out requirements aimed at ensuring that the solutions implemented both meet users' functional requirements and comply with established security standards.

Throughout 2025, oversight activities were carried out together with the relevant teams in relation to the actions undertaken to reduce the risks identified in previous control framework assessments. As a result of these measures, improvements were achieved, including, more efficient use of resources, a higher degree of control automation and enhanced traceability and evidence of compliance with cybersecurity requirements.

The Information Security Policy sets forth the principles and guidelines according to which Inditex protects its information, pursuant to applicable regulations, its ethical values as set out in the Code of Conduct, the provisions of the Regulations of the Information Security Committee and of any other applicable internal regulations.

The Policy is informed by the following principles:

1. Classification of information based on its value, relevance and criticality for the business.
2. Limited use of information systems for lawful and professional purposes exclusively.
3. Segregation of duties to avoid risks.
4. Establishing information retention periods, where necessary or convenient.
5. Setting procedures to control third party's access to information.
6. Security in information systems.
7. Setting a process for continuity management to ensure recovery of information critical to the Group in the event of disaster.
8. Alignment of information and communication systems of the Group with the requirements of applicable laws and regulations.

The Information Security Department performs its monitoring duties in an independent manner and is responsible for implementing the principles defined in the Policy and monitoring compliance therewith, and with all requirements arising from applicable laws, regulations and best practices in the field of Information Security.

In addition, the CISO's Charter defines the framework for action, the competencies and the internal and external responsibilities of the Information Security function.

In turn, the Information Security Committee is responsible for ensuring that best practices in the field of information security management are effectively and consistently applied across the organisation.

Composition of the Information Security Committee

/ The Chief Executive Officer (CEO).
/ The Chief Corporate Officer (CCO).
/ The General Counsel and Secretary of the Board.
/ The Chief Digital Officer.
/ The Chief Information Security Officer (CISO).
/ The Chief Financial Officer (CFO).
/ The Chief Compliance Officer.
/ The Data Protection Officer (DPO).
/ The Chief Audit Officer (CAO), in an advisory capacity.

Information and communication (F.4.1 & 2)

Within the ICFR framework, the Group has a dedicated function responsible for defining, keeping accounting policies updated and communicating them, as well as for addressing concerns and conflicts arising from their construction, while maintaining ongoing communication with those responsible for operations across the organisation.

This function is performed by the Consolidation area, which is responsible for the preparation, publication, implementation and updating of the Group Accounting Policies Manual.

Its main responsibilities regarding accounting policies include:

/ Defining the accounting treatment of the transactions that make up the business of the Group.

/ Defining and updating the accounting practices of the Group.

/ Addressing concerns and conflicts arising from the construction of accounting standards.

/ Ensuring consistency in accounting practices across Group companies.

The Accounting Policies Manual covers the different transactions inherent in the Groups' business and their accounting treatment in accordance with the benchmark accounting framework of the Inditex Group. The Manual is regularly updated. As part of this updating process, the Consolidation area includes all accounting changes identified and advances them to those in charge of drawing up the financial statements.

The Manual is published and made available through the intranet, allowing access by the units through which the entity operates and ensuring consistent and up-to-date communication of accounting policies across the Group.

The consolidation process and the preparation of the consolidated financial statements are carried out centrally by the Consolidation area, ensuring the consistent application of accounting criteria and reporting formats across the Group.

The preparation of consolidated financial information begins with the aggregation of the individual financial statements of each of the companies included within the consolidation perimeter, which are subsequently consolidated in accordance with the Group's accounting policies. On this basis:

/ The financial information reported to CNMV is prepared on the basis of the consolidated financial statements obtained.

/ In addition, supplementary information reported by the various markets is collected, as required for the preparation of the annual and/or interim financial report, as well as the notes and other disclosures.

/ In parallel, specific controls are performed to validate the integrity of the consolidated information and of the additional financial information used to prepare the notes and the remaining sections of the financial statements.

The general framework for the preparation and communication of information is complemented by the Policy on Disclosure of Economic-Financial, Non-Financial and Corporate Information approved by the Board of Directors. Such Policy:

/ Establishes a framework for action and defines the overarching principles that will govern disclosure by the Company of economic-financial, non-financial and corporate information via regulated and non-regulated channels.

/ Recognises the Board of Directors as the highest-level supervisory body in this field, responsible for ensuring the broadest circulation and the highest quality of the information supplied to the stakeholders and the market at large.

The Policy is informed by a set of principles that include transparency, objectivity, accuracy, immediacy and symmetry in disclosure of information, applicable to both the preparation of the information and its release to the market.

Supervision of the system's operation (F.5)

With regard to ICFR assessment and the procedure set to disclose its results, the ICFR Area monitors on a quarterly basis the execution of such controls that have an impact on the financial information, via the owners of processes, requesting and reviewing a sample of evidence from the owners of each control.

As a result of such monitoring:

/ Areas for improvement are identified and assigned an action plan to remediate them.

/ Such action plans are followed up to ensure their implementation

The ICFR Area issues on a quarterly basis a report that sets out:

/ The results of each control.

/ The main action lines followed in the quarter.

/ The incidents identified.

Such reports are submitted to the Financial Department and the Internal Audit Department.

In 2025 and specifically regarding ICFR oversight activities, the Audit and Compliance Committee has take the following actions, without limitation:

/ It has reviewed the consolidated annual financial statements of the Group and the periodic quarterly and half-yearly financial information that the Group must provide (or which it voluntarily provides) to the markets and its supervisory bodies, overseeing compliance with statutory requirements and the appropriate use of the generally accepted accounting principles upon preparing this information.

/ As part of its oversight duties regarding the Internal Audit function, it has approved its annual activities report, as well as its budget and the annual internal audit plan that includes specific audits on ICFR processes, pursuant to a multi-year plan set.

/ It has reviewed the annual audit plan of external auditors that includes the audit objectives based on the assessment of financial information risks and the main areas of interest or significant transactions subject to review in the year, including those areas where a strategy of trust in controls exists.

/ It has reviewed, together with the external auditors and Internal Audit, the observations on the internal control system identified, where applicable, in the course of the various audit and review engagements. In addition, both the external auditors and Internal Audit have periodically reported to the Audit and Compliance Committee on the level of implementation of the recommendations arising from their work.

In this context, the Internal Audit function plays a key role in supporting the ACC in its ICFR oversight:

The results of the work performed, together with any significant weaknesses identified by Internal Audit in governance, risk management and internal control processes, as well as the relevant corrective measures proposed, where applicable, are reported by the IA Function to the Financial Department and the Audit and Compliance Committee. Internal Audit follows up on the implementation of these measures, which is then reported to the Audit and Compliance Committee. All of the above contributes to the continuous improvement of the ICFR system and to the assessment of its potential impact on financial information.

External auditors meet regularly with the Financial Department and Internal Audit, both to gather information and to disclose any potential control weaknesses that may have been revealed, where appropriate, in the course of their work.

At its meetings, the Audit and Compliance Committee considers the potential weaknesses in control that might have an impact on financial statements, requesting, where appropriate, from the affected areas, the necessary information to assess any effects on the financial statements and assessing the adequacy of the proposed measures.

In this regard, at the meetings of the ACC and the external auditors, any existing discussions or differences of opinion are addressed in advance. In addition, the external auditor reports, where applicable, on the main areas for improvement in internal control identified as a result of its work, and the executive management reports on the level of implementation of the action plans established to correct or mitigate the matters identified.

The ACC also meets with the statutory auditors of the individual and consolidated financial statements to review the annual financial statements of the Group and certain periodic information that the Board of Directors must release to the market and its supervisory bodies, overseeing compliance with statutory requirements and the appropriate use of generally accepted accounting principles in the preparation of such information.

Moreover, the ACC regularly receives from the statutory auditor information on the audit plan and the results of its implementation, follows up on the recommendations proposed by the statutory auditor and may request its collaboration where deemed necessary. In line with best practices, the ACC meets at least once a year with external auditors without any member of the executive management being present.

External auditor's report (F.7)

The executive management of the Group submits the information on ICFR included in section F of the Annual Corporate Governance Report (ACGR) to the external auditors for their review.

At the request of the Board of Directors, the external auditor has performed specific procedures on the "Information on ICFR" for the year ended 31 January 2026 (FY2025), in accordance with the *Action Guide on the auditor's report in respect of ICFR information of listed companies,* published by CNMV.

For the purposes of the specific ICFR report, the auditor has applied exclusively the minimum set of procedures provided for in CNMV's Guide, above mentioned, which in summary include:

1. Reading and obtaining an understanding of the information prepared by the Entity regarding ICFR and assessing whether it covers the minimum content required under section F of the ACGR's standard form (CNMV Circulars 5/2013 and 3/2021).

2. Raising questions to the staff responsible for preparing ICFR information in order to understand the process applied, assess the consistency of the terminology used with the applicable framework, and confirm that the controls described have been implemented and are operating.

3. Reviewing the supporting documentation used in preparing the ICFR description (Internal Audit reports, Senior Managers reports and reports prepared by other internal or external experts).

4. Comparing ICFR information with the auditor's understanding of the system obtained in the course of the audit of the annual accounts.

5. Reading the minutes of the meetings of the Board of Directors, the Audit and Compliance Committee and other Board Committees to verify consistency between matters discussed at such meetings in relation to ICFR and the information disclosed in the ACGR.

6. Obtaining a representation letter signed by those responsible for preparing the ICFR information.

Based on the procedures applied to the information relating to ICFR, the auditor states that no inconsistencies or issues have been identified that could affect such information.

Other corporate governance information

Cross-reference table between the structure of the voluntary format and each heading of the standard form set out in Circular 3/2021

Heading	Circular 3/2021
"Ownership structure" chapter	
Share capital	A1. Share capital, attributed voting rights and, where appropriate, those corresponding to shares with a loyalty vote at year end.
Significant shareholders	A2. Significant direct and indirect shareholders at year end, including directors with a significant shareholding.
Directors' shareholdings	A3. Participation at year end of the members of the board of directors who are holders of voting rights attributed to shares of the company or through financial instruments, excluding the directors identified in the foregoing section.
Relationships between significant shareholders, the Company and Board members	A4. Family, commercial, contractual or corporate relationships that exist among significant shareholders to the extent that they are known to the company, unless they are insignificant or arise in the ordinary course of business, with the exception of those reported in the following sections.
Relationships between significant shareholders, the Company and Board members	A5. Commercial, contractual or corporate relationships that exist between significant shareholders and the company and/or its group, unless they are insignificant or arise in the ordinary course of business.
Relationships between significant shareholders, the Company and members of the Board of Directors	A6. Relationships that exist between significant shareholders, shareholders represented on the Board and directors or their representatives in the case of directors that are legal persons, unless they are insignificant for both parties.
Shareholders' agreements	A7. Notice to the Company of any shareholders' agreements that may affect it, in accordance with the provisions of Sections 530 and 531 of the Spanish Companies Act (LSC).
Significant shareholders	A8. Indication of whether any individual or company exercises or may exercise control over the company in accordance with Article 5 of the Securities Market Act.
Treasury stock	A9. Describe the Company's treasury shares, where applicable.
Treasury stock	A10. Conditions and terms of the authority given to the Board of Directors to issue, repurchase, or dispose of treasury shares.
Free float	A11. Estimated float.
Share capital	A12. Restrictions (articles of association, legislative or of any other nature) placed on the transfer of shares and/or any restrictions on voting rights. In particular, the existence of any type of restriction that may inhibit a takeover of the company through acquisition of its shares on the market, as well as such regimes for prior authorisation or notification that may be applicable, under sector regulations, to acquisitions or transfers of the company's financial instruments.
Share capital	A13. Adoption (or not) of measures to neutralise a takeover bid by virtue of the provisions of Act 6/2007.
Share price performance information	A14. Indication of whether the company has issued shares that are not traded on a regulated EU market.
"Shareholders and General Meeting of Shareholders " Chapter	
Quorum and majorities	B1. Indication of differences with the minimum quorum regime established in LSC compared to the presence of a quorum at the general meeting of shareholders.

Heading	Circular 3/2021
Quorum and majorities	B2. Differences, if any, with the regime provided in LSC for the passing of corporate resolutions.
Quorum and majorities	B3. Rules for amending the company's articles of association. In particular, the majorities required for amendment to the articles of association and, where applicable, any provisions in place to protect shareholders' rights in the event of amendments to the articles of association.
Format and participation	B4. Details of attendance at the AGMs held during the year and the two previous years.
AGM 2025	B5. Indication of whether any item on the agenda of the General Meetings of Shareholders during the year was not approved by the shareholders for any reason.
Shareholders' rights	B6. Restrictions in the articles of association requiring a minimum number of shares to attend General Meeting of Shareholders.
Competencies	B7.Establishing, where applicable, that certain decisions, other than those established by law, entailing an acquisition, disposal or contribution to another company of essential assets or other similar corporate transactions must be submitted for approval to the General Meeting of Shareholders.
Shareholders' rights	B8. Address and manner of access on the company's website to information on corporate governance and other information regarding General Meetings of Shareholders that must be made available to shareholders through the company website.
"Board of Directors" Chapter	
Composition and diversity	C1.1. Maximum and minimum number of directors established in the articles of association and the number set by the general meeting.
Composition and diversity	C.1.2. Identification of Board members (name or company name, representative, directorship type, position, date of first appointment, date of last appointment, election procedure and date of birth). Any removals during the reporting period should also be indicated.
Composition and diversity	C.1.3. Identification of executive directors, proprietary non-executive directors, independent non-executive directors (indicating whether they receive from the company or its group any amount or benefit other than Remuneration of directors, or maintain or have maintained during the past year a business relationship with the company or any company within its group, whether in their own name or as a significant shareholder, director or senior officer of an entity that maintains or has maintained such a relationship), and other non-executive directors, detailing the reasons why they cannot be considered proprietary or independent and their links, whether with the company, its management or its shareholders. Any changes that may have occurred during the period in each directorship type must also be indicated.
Composition and diversity	C.1.4. Information relating to the number of female directors at the close of the past four years.
Composition and diversity	C.1.5. Diversity policies in relation to its Board of Directors on such questions as age, gender, disability, education and professional experience.
Composition and diversity	C.1.6. Measures, if any, agreed upon by the nomination committee to ensure that selection procedures do not contain hidden biases which impede the selection of female directors and that the company deliberately seeks and includes women who meet the target professional profile among potential candidates, making it possible to achieve a balance between men and women.
Ascertaining compliance with the policy on composition and diversity	C.1.7. Conclusions of the Nomination Committee regarding verification of compliance with the policy aimed at promoting an appropriate composition of the Board of Directors.
Composition and diversity	C.1.8. Reasons, if applicable, for the appointment of any proprietary directors at the request of shareholders with less than a 3% equity interest. Indication of whether the Board has declined any formal requests for presence on the Board from shareholders whose equity interest is equal to or greater than that of others at whose request proprietary directors have been appointed.
Composition and diversity	C.1.9. Powers, if any, delegated by the Board of Directors, including those relating to the option of issuing or re-purchasing shares, to directors or Board Committees.
Composition and diversity	C.1.10 Members of the Board who are also directors, representatives of directors or managers in other companies forming part of the company's group.
Composition and diversity	C.1.11. Details of the positions of director, administrator or representative thereof, held by directors or representatives of directors who are members of the company's board of directors in other entities, whether or not they are listed companies. Indication of any remunerated activities of the directors or directors' representatives, whatever their nature, other than those previously indicated.
Composition and diversity	C.1.12. Rules on the maximum number of company boards on which its directors may serve.
Remuneration of Directors and Senior Managers	C.1.13. Amounts of the remuneration received by the Board of directors as a whole.

Heading	Circular 3/2021
Senior Management and relationship with the executive management and Remuneration of Directors and Senior Managers	C.1.14. Members of Senior Management who are not also executive directors, and indication of their remuneration.
Competencies and proceedings of the Board of Directors	C.1.15. Indication of whether the Board of Directors' Regulations were amended during the year.
Procedure for selection, appointment, re-election and/or removal	C.1.16. Procedures for selection, appointment, re-election and removal of directors. Details of the competent bodies, steps to follow and criteria applied in each procedure.
Evaluation of performance	C.1.17. Explanation of the extent to which the annual evaluation of the Board has given rise to significant changes in its internal organisation and in the procedures applicable to its activities. Description of the evaluation process.
Evaluation of performance	C.1.18. In years in which the evaluation was carried out with the help of an external advisor, breakdown of the business relationships that the external advisor or company in its group maintains with the company or any company in its group.
Procedure for selection, appointment, re-election and/or removal	C.1.19. Cases in which directors are obliged to resign.
Competencies and proceedings of the Board of Directors	C.1.20. Requirement of qualified majorities other than those established by law for any particular kind of decision.
Composition and Diversity	C.1.21. Specific requirements, where applicable, other than those relating to directors, for being appointed as Chair of the Board of Directors.
Procedure for selection, appointment, re-election and/or removal	C.1.22. Indication of whether the articles of association or the Terms of Reference of the Board establish any limit as to the age of directors.
Procedure for selection, appointment, re-election and/or removal	C.1.23. Indication of whether the articles of association or the Terms of Reference of the Board establish any term limits for independent directors other than those required by law or any other additional requirements that are stricter than those provided by law.
Competencies and proceedings of the Board of Directors	C.1.24. Indication of whether the articles of association or the Terms of Reference of the Board establish specific rules for appointing other directors as proxy to vote in Board meetings, the procedure for doing so and, in particular, the maximum number of proxies that a director may hold, as well as whether any limit has been established regarding the directorship types to whom votes may be delegated beyond the limits imposed by law.
Activity and decision-making: activities report for the year ended 31 January 2026	C.1.25. Number of meetings held by the Board of Directors during the year. Indicate the number of times the Board met without the Chair being present. Number of meetings held by the Lead Independent Director with the other directors where there was neither attendance nor representation of any executive director. Number of meetings held by each Board Committee during the year.
Activity and decision-making: activities report for the year ended 31 January 2026	C.1.26. Number of meetings held by the Board of Directors during the year with member attendance data.
Composition and Diversity	C.1.29. Indicate if the Secretary of the Board is a director.
Competencies and proceedings of the Board of Directors	C.1.35. Provide details, if applicable, if there is a procedure for directors to be sure of having the information necessary to prepare the meetings of the governing bodies with sufficient time.
Procedure for selection, appointment, re-election and/or removal	C.1.36. Indication, where applicable, of whether the company has established rules requiring directors to report and, where appropriate, to resign in circumstances affecting them, whether or not related to their position within the company, that may harm the company's standing and reputation.
Procedure for selection, appointment, re-election and/or removal	C.1.37. Indication, apart from such special circumstances as may have arisen and been duly recorded in the minutes, of whether the Board has been informed of, or has otherwise become aware of, any situation affecting a director, whether or not related to their actions in the company, that may harm the company's standing and reputation .Indication of whether the Board has examined the matter and adopted any measures in this regard.
Activity and decision-making: activities report for the year ended 31 January 2026	C.1.38. Material agreements entered into by the company that come into force, are modified or are terminated in the event of a change in control of the company following a public takeover bid, and their effects.

Heading	Circular 3/2021
Remuneration of Directors and Senior Managers	C.1.39. Individual identification as regards directors, and in aggregate form in other cases, of any agreements between the company and its directors, executives or employees that provide for severance payments, indemnity or golden parachute clauses in the event of resignation or dismissal without due cause or termination of employment as a result of a takeover bid or any other type of transaction. Indication of whether, beyond the cases provided for by law, these contracts must be reported to and/or approved by the governing bodies of the company or its group.
"Board Committees" Chapter	
Proceedings, meetings held, attendance and external advice	C.1.25. Number of meetings held by Board Committees during the year.
"Composition and Diversity" section of each Board Committee	C.2.1. Board Committees, their members, and the proportion of executive, proprietary, independent and affiliate directors forming them. Explanation of the functions delegated or assigned to each Committee, and their most relevant proceedings in the year.
Gender diversity on Board Committees	C.2.2. Information regarding the number of female directors who were members of Board Committees at the close of the past four years.
"Main action lines" section of each Board Committee	C.2.3. Existence of any regulations governing Board Committees, where these regulations are to be found, any amendments made to them during the year, and, where applicable, any annual report on the activities of each committee.
"Related party and intra-group transactions" Chapter	
Procedure	D.1. Procedure and competent bodies relating to the approval of transactions with related and intragroup parties, indicating the criteria and general internal rules of the entity that regulate the abstention obligations of the affected director or shareholders and providing details of the internal information and periodic control procedures established by the company in relation to those related party transactions whose approval has been delegated by the Board Of Directors.
Related party transactions entered into in 2025	D.2. Transactions that are significant due to their amount or of importance due to their subject matter carried out between the company or its subsidiaries and shareholders holding 10% or more of the voting rights or who are represented on the board of directors of the company, indicating which has been the competent body for its approval and if any affected shareholder or director has abstained. In the event that the general meeting of shareholders has responsibility, indicate if the proposed resolution has been approved by the board without a vote against the majority of the independent directors.
Related party transactions entered into in 2025	D.3. Transactions that are significant due to their amount or of importance due to their subject matter carried out by the company or its subsidiaries with the directors or officers of the company, including those transactions carried out with entities that the director or officer controls or controls jointly, indicating which has been the competent body for its approval and if any affected shareholder or director has abstained. In the event that the general meeting of shareholders has responsibility, indicate if the proposed resolution has been approved by the board without a vote against the majority of the independent directors.
Related party transactions entered into in 2025	D.4. Transactions that are significant due to their amount or of importance due to their subject matter carried out by the company with its parent company or with other entities belonging to the parent's group, including subsidiaries of the company, except where no other related party of the company has interests in these subsidiaries or that they are fully owned, directly or indirectly, by the company.
Related party transactions entered into in 2025	D.5. Transactions that are significant due to their amount or of importance due to their subject matter carried out by the company or its subsidiaries with other related parties pursuant to the International Accounting Standards adapted by the EU, which have not been reported in previous headings.
Mechanisms to detect, determine and resolve conflicts of interest	D.6. Mechanisms in place to detect, determine and resolve potential conflicts of interest between the company and/or its group and its directors, officers, significant shareholders or other related parties.
Business relationship with the controlling shareholder	D.7. Indication of whether the company is controlled by another entity in the meaning of Article 42 of the Commercial Code, whether listed or not, and whether it has, directly or through any of its subsidiaries, business relationships with said entity or any of its subsidiaries (other than the company) or carries out activities related to those of any of them. Indication of whether precise public disclosure has been made regarding the respective areas of activity and any potential business relationships between, on the one hand, the listed company or its subsidiaries and, on the other hand, the parent company or its subsidiaries. Mechanisms in place to resolve potential conflicts of interest between the parent of the listed company and the other Group companies.
"Financial information and statutory audit" chapter	
Process for the preparation of financial and non-financial information, statutory audit and verification of sustainability information	C.1.27. Indication of the prior certification of the individual and consolidated financial statements submitted to the Board for approval. Identification of the persons who have certified the company's individual and consolidated financial statements for submission to the Board for approval.

Heading	Circular 3/2021
Process for the preparation of financial and non-financial information, statutory audit and verification of sustainability information	C.1.28. Explanation of the mechanisms, if any, established by the Board of Directors to ensure that the financial statements it presents to the General Meeting of Shareholders are prepared in accordance with accounting regulation.
Specific mechanisms to safeguard the independence of the external auditor and other actors	C.1.30. Specific mechanisms established by the company to safeguard the independence of the external auditors, and any mechanisms to safeguard the independence of financial analysts, investment banks and rating agencies, including how legal provisions have been implemented in practice.
Statutory auditors of the Company and the Group	C.1.31. Indication of whether the company changed its external auditor during the year. Indication of whether there were any disagreements with the outgoing auditor.
Specific mechanisms to safeguard the independence of the external auditor and other actors	C.1.32. Indication of whether the audit firm performs any non-audit work for the company and/or its group and, if so, state the amount of fees it received for such work and express this amount as a percentage of the total fees invoiced to the company and/or its group for audit work.
Process for the preparation of financial and non-financial information, statutory audit and verification of sustainability information	C.1.33. Indication of whether the auditors' report on the financial statements for the previous year contains a qualified opinion or reservations. Indication of the reasons given to shareholders at the general meeting by the Chair of the Audit Committee to explain the content and extent of the qualified opinion or reservations.
Statutory auditors of the Company and the Group	C.1.34. Number of consecutive years for which the current audit firm has been auditing the company's individual and/or consolidated financial statements. Also, indication of the number of years audited by the current audit firm as a percentage of the total number of years in which the financial statements have been audited.
"Enterprise Risk Management (ERM)" Chapter	
Integrated Risk Management System (IRMS)	E.1. Scope of the company's financial and non-financial risk management and control system, including tax risk.
Integrated Risk Management System (IRMS)	E.2. Bodies within the company responsible for preparing and executing the financial and non-financial risk management and control system, including tax risk.
Risk Map	E.3. Principal financial and non-financial risks, including tax risks, as well as those deriving from corruption (with the scope of these risks as set out in *Real Decreto Legislativo* 18/2017), to the extent that these are significant and may affect the achievement of business objectives.
Integrated Risk Management System (IRMS)	E.4. Risk tolerance levels, including for tax risk.
Risks that materialised in the year	E.5. Risks, financial and non-financial, including tax risks, which have materialised in the year.
Risk Map	E.6. Response and oversight plans for the company's principal risks, including tax risks, as well as the procedures followed by the company in order to ensure that the Board of Directors responds to any new challenges that arise.
"Internal control and risk management systems relating to financial reporting (ICFR) Chapter	
The entity's control environment	F.1.1. The bodies and/or departments that are responsible for: (i) the existence and maintenance of an adequate and effective ICFR system; (ii) its implementation; and (iii) its oversight.
The entity's control environment	F.1.2. Departments and/or mechanisms in charge of: (i) the design and review of the organisational structure; (ii) clear definition of lines of responsibility and authority with an appropriate distribution of tasks and functions; and (iii) ensuring that adequate procedures exist for their proper dissemination throughout the entity. Code of Conduct, the body responsible for its approval, degree of dissemination and instruction, principles and values covered (stating whether there is specific mention of record keeping and preparation of financial information), body charged with analysing breaches and proposing corrective actions and sanctions. Whistleblower Channel (Ethics Line), allowing notifying the audit committee of irregularities of a financial and accounting nature, in addition to potential breaches of the Code of Conduct and unlawful activities undertaken in the organisation, indicating whether this channel is confidential and whether anonymous concerns can be made, protecting the rights of the whistleblower and the person reported. Training and periodic refresher programmes for personnel involved in the preparation and revision of financial information, as well as in the assessment of the ICFR system, covering at least accounting standards, auditing, internal control and risk management.

Heading	Circular 3/2021
Risk assessment	F.2.1. main characteristics of the risk identification process, including risks of error and fraud, as regards: (a)whether the process covers all the objectives of financial reporting, (existence and occurrence; completeness; valuation; presentation; disclosure and comparability; and rights and obligations), whether it is updated and if so how often; (b), the existence of a process for identifying the scope of consolidation, taking into account, among other factors, the possible existence of complex corporate structures or special purpose vehicles; (c) Whether the process takes into account the effects of other types of risk (operational, technological, financial, legal, tax, reputational, environmental, etc.) to the extent that they affect the financial statements; and (d) the governing body within the company that supervises the process.
Control and management activities	F.3.1. Review and authorisation procedures for financial information and a description of the ICFR, to be disclosed to the securities markets, indicating those responsible, as well as documentation describing the flow of activity and controls (including those relating to the risk of fraud) of the various types of transactions which may materially affect the financial statements, including accounting closing procedures and the specific review of significant judgements, estimates, valuations and projections.
Control and management activities	F.3.2. Internal IT control policies and procedures (access security, control of changes, system operation, operational continuity and segregation of duties, among others) which support significant processes within the company relating to the preparation and publication of financial information.
Control and management activities	F.3.3. Internal control policies and procedures for overseeing the management of activities subcontracted to third parties, as well as of those aspects of assessment, calculation or valuation entrusted to independent experts, which may materially affect financial statements.
Information and communication	F.4.1. A specifically assigned function for defining and updating accounting policies (accounting policy area or department) and resolving doubts or conflicts arising from their interpretation, maintaining a free flow of information to those responsible for operations in the organisation, as well as an up-to-date accounting policy manual distributed to the business units through which the company operates.
Information and communication	F.4.2. Mechanisms for capturing and preparing financial information in standardised formats for application and use by all units of the entity or group, and support its main financial statements and notes, as well as disclosures concerning ICFR.
Supervision of the system's operation	F.5.1. The activities of the audit committee in overseeing ICFR as well as whether there is an internal audit function one of the responsibilities of which is to provide support to the committee in its task of supervising the internal control system, including ICFR. Scope of ICFR assessment made during the year and the procedure through which the person responsible for performing the assessment communicates its results, whether the company has an action plan detailing possible corrective measures, and whether their impact on financial reporting has been considered.
Supervision of the system's operation	F.5.2. Discussion procedure whereby the statutory auditor (as defined in the Spanish Technical Auditing Standards), the internal audit function and other experts may report to senior management and to the Audit Committee or the company's directors any significant weaknesses in internal control identified during the review of the annual accounts or in the course of other assignments entrusted to them. Action plan aimed at correcting or mitigating the weaknesses identified.
Control and management activities	F.6 Other relevant information.
External auditor's report	F.7.1. 1 Information on whether the ICFR information sent to the markets has been subject to review by the external auditor, in which case the entity should include the corresponding report as an attachment. If not, reasons why should be given.
External auditor's report	F.7. External auditor's report.
"Degree of compliance with corporate governance recommendations" Chapter	
Degree of compliance with corporate governance recommendations	G. Degree of compliance with corporate governance recommendations.
N/A	H.1. Any significant aspect regarding corporate governance in the company or other companies in the group that has not been included in other sections of this report, but which it is necessary to include in order to provide a more comprehensive and reasoned picture of the structure and governance practices in the company or its group. Subject to any corporate governance legislation other than the Spanish law. Indication of whether the company has voluntarily adhered to other ethical or best practice codes, whether international, sector-based or other.

Cross-reference table of the requirements of the CSRD Directive and the European Sustainability Reporting Standards (ESRS)

Heading	Sustainability Report Requirements
Chapter: Overview on Corporate Governance	
	GOV-1 The role of the administrative, management and supervisory bodies: GOV-1_04, GOV-1_05, GOV-1_06, GOV-1_09, GOV-1_10, GOV-1_11, GOV-1_12, GOV-1_13, GOV-1_14, GOV-1_15, GOV-1_16 and GOV-1_17.
Chapter: Board of Directors	
Composition and diversity	**GOV-1 The role of the administrative, management and supervisory bodies:** GOV-1_01, GOV-1_02, GOV-1_03, GOV-1_04, GOV-1_05, GOV-1_06, GOV-1_07, GOV-1_08, GOV-1_16, GOV-1_17.
Competencies and proceedings of the Board of Directors	**GOV-1 The role of the administrative, management and supervisory bodies:** GOV-1_09.
Directors' training	**GOV-1 The role of the administrative, management and supervisory bodies:** GOV-1_16 and GOV-1_17.
Activity and decision-making: Activities Report 2025	**GOV-1 The role of the administrative, management and supervisory bodies:** GOV-1_10, GOV-1_11, GOV-1_12, GOV-1_13, GOV-1_14 and GOV-1_15. **GOV-2 Information provided to and sustainability matters addressed by the undertaking's administrative, management and supervisory bodies:** GOV-2_01, GOV-2_02 and GOV-2_03.
Chapter: Board Committees	
Common provisions regarding Board Committees' composition and proceedings	**GOV-1 The role of the administrative, management and supervisory bodies:** GOV-1_16 and GOV-1_17.
Gender diversity on Board Committees	**GOV-1 The role of the administrative, management and supervisory bodies:** GOV-1_05 and GOV-1_06.
Mission and powers – Audit and Compliance, Remuneration, Nomination and Sustainability Committees	**GOV-1 The role of the administrative, management and supervisory bodies:** GOV-1_09.
Composition and diversity - Audit and Compliance, Remuneration, Nomination and Sustainability Committees	**GOV-1 The role of the administrative, management and supervisory bodies:** GOV-1_01, GOV-1_02, GOV-1_08, GOV-1_16 and GOV-1_17.
Main action lines - Audit and Compliance, Remuneration, Nomination and Sustainability Committees	**GOV-1 The role of the administrative, management and supervisory bodies:** GOV-1_10, GOV-1_11, GOV-1_12, GOV-1_13, GOV-1_14 and GOV-1_15. **GOV-2 Information provided to and sustainability matters addressed by the undertaking's administrative, management and supervisory bodies:** GOV-2_01, GOV-2_02 and GOV-2_03.

The list of requirements included in the table above is supplementary to the information reported in the "Governance" section of the Consolidated Statement on Non-Financial Information and Sustainability Information for the year ended 31 January 2026, which also includes certain supplementary information required under the CSRD Directive and the European Sustainability Reporting Standards (ESRS).

G. Degree of compliance with corporate governance recommendations

Specify the company's degree of compliance with recommendations of the Good Governance Code of listed companies.

In the event that a recommendation is not followed or only partially followed, a detailed explanation of the reasons must be included so that shareholders, investors and the market in general have enough information to assess the company´s conduct. General explanations are not acceptable.

1. That the articles of association of listed companies should not limit the maximum number of votes that may be cast by one shareholder or contain other restrictions that hinder the takeover of control of the company through the acquisition of its shares on the market.

Complies x Explain

2. That when the listed company is controlled by another entity within the meaning of section 42 of the Commercial Code, whether listed or not, and has, directly or through its subsidiaries, business relations with said entity or any of its subsidiaries (or than the listed company) or carries out activities related to those of any of them it should make accurate public disclosures on:

- The respective areas of activity and possible business relationships between the listed company or its subsidiaries and the parent company or its subsidiaries.
- The mechanisms in place to resolve any conflicts of interest that may arise.

Complies x Complies partially Explain

3. That, during the Annual General Meeting, as a complement to the distribution of the written annual corporate governance report, the chairman of the Board of Directors should inform shareholders orally, in sufficient detail, of the most significant aspects of the company's corporate governance, and in particular:

- Changes that have occurred since the last Annual General Meeting.
- Specific reasons why the company has not followed one or more of the recommendations of the Code of Corporate Governance and the alternative rules applied, if any.

Complies x Complies partially Explain

4. That the company should define and promote a policy on communication and contact with shareholders and institutional investors, within the framework of their involvement in the company, and with proxy advisors that complies in all aspects with rules against market abuse and gives equal treatment to shareholders who are in the same position. And that the company should publish this policy on its website, including information on how it has been put into practice and identifying the contact persons or those responsible for implementing it.

And that, without prejudice to the legal obligations regarding dissemination of inside information and other types of regulated information, the company should also have a general policy regarding the communication of economic-financial, non-financial and corporate information through any channels that as it may consider appropriate (media, social media or other channels) that helps maximise the dissemination and quality of information available to the market, investors and other stakeholders.

Complies x Complies partially Explain

5. That the Board of Directors should not submit to the General Meeting of Shareholders any proposal for delegation of powers allowing the issue of shares or convertible securities with the exclusion of pre-emptive rights in an amount exceeding 20% of the capital at the time of delegation.

And that whenever the Board of Directors approves any issue of shares or convertible securities with the exclusion of pre-emptive rights, the company should immediately publish the reports mentioned by company law on its website.

Complies x Complies partially Explain

6. That listed companies that prepare the reports listed below, whether under a legal obligation or voluntarily, should publish them on their website well in advance of the Annual General Meeting, even if their publication is not mandatory:

- Report on auditor independence.
- Reports on the proceedings of the audit and nomination and remuneration committees.
- Report by the audit committee on related party transactions.

Complies x Complies partially Explain

7. That the company should broadcast its Annual General Meeting live on its website.

And that the company should have mechanisms in place allowing to grant proxy and to cast votes by means of data transmission and even, in the case of large-caps and to the extent that it is proportionate, attendance and active participation in the General Meeting to be conducted by said remote means.

Complies x Explain

8. That the audit committee should ensure that the financial statements submitted to the General Meeting of Shareholders are prepared in accordance with accounting regulations. And that in cases in which the auditor has included a qualification or reservation in its audit report, the chairman of the audit committee should clearly explain to the general meeting the opinion of the audit committee on its content and scope, making a summary of this opinion available to shareholders at the time when the meeting is called, alongside the other Board proposals and reports.

Complies x Complies partially Explain

9. That the company should permanently publish on its website the requirements and procedures for certification of share ownership, the right of attendance at the General Meeting of Shareholders, and the exercise of the right to vote or to issue a proxy.

And that these requirements and procedures promote attendance and the exercise of shareholder rights in a non-discriminatory manner.

Complies x Complies partially Explain

10. That when a duly authenticated shareholder has exercised his or her right to supplement the agenda or submit new proposals for resolutions in advance of the General Meeting of Shareholders, the company should:

- immediately distribute the supplementary items and new proposals for resolutions.
- publish the standard form of attendance card or the form to vote by proxy or cast absentee voting with the necessary changes so that the new agenda items and alternative proposals may be voted on in the same terms as those proposed by the Board of Directors.
- put all these items or alternative proposals to the vote applying the same voting rules as for those submitted by the board of directors, with particular regard to presumptions or deductions about the direction of votes.
- after the General Meeting of Shareholders, disclose the breakdown of votes on said supplementary items or alternative proposals.

Complies x Complies partially Explain

11. That if the company intends to pay premiums for attending the General Meeting of Shareholders, it should establish in advance a general policy on said premiums and this policy should be stable.

Complies partially Explain Not applicable x

12. That the board of directors should perform its functions with a unity of purpose and independence of criterion, treating all similarly situated shareholders equally and being guided by the best interests of the company, which is understood to mean the pursuit of a profitable and sustainable business in the long term, promoting its continuity and maximising the economic value of the business.

And that in pursuit of the company's interest, in addition to complying with applicable law and rules and conducting itself on the basis of good faith, ethics and a respect for commonly accepted best practices, it should seek to reconcile its own company interests, when appropriate, with the interests of its employees, suppliers, customers and other stakeholders that may be affected, as well as the impact of its corporate activities on the communities in which it operates and on the environment.

Complies x Complies partially Explain

13. That the Board of Directors should be of an appropriate size to perform its duties effectively and in a collegial manner, which makes it advisable for it to have between five and fifteen members.

Complies x Explain

14. That the Board of Directors should approve a policy aimed at encouraging an appropriate composition of the Board and that:

- Is specific and ascertainable;
- Ensures that motions for appointment or re-election are based upon a prior analysis of the needs of the board of directors; and
- Favours diversity of knowledge, experience, age and gender. For these purposes, it is considered that the measures that encourage the company to have a significant number of female senior executives favour gender diversity.

That the result of the prior analysis of the competences required by the board of directors are written up in the explanatory report from the nomination committee published upon calling the Annual General Meeting to which the ratification, appointment or re-election of each director is submitted.

The nomination committee shall verify annually compliance with this policy and explain its findings in the annual corporate governance report.

Complies x Complies partially Explain

15. That proprietary and independent directors should constitute a substantial majority of the board of directors and that the number of executive directors be kept to a minimum, taking into account the complexity of the corporate group and the ownership interest of executive directors.

And that the number of female directors should represent at least 40% of the members of the Board of Directors before the end of 2022 and thereafter, and not less than 30% prior to that date.

Complies x Complies partially Explain

16. That the number of proprietary directors out of all non-executive directors should not be greater than the proportion of the company's share capital represented by those directors and the rest of the capital.

This yardstick may be relaxed:

- In large-cap companies where very few shareholdings are legally considered significant.
- In the case of companies where a plurality of shareholders is represented on the board of directors without ties among them.

Complies x Explain

17. That the number of independent directors should represent at least half of the total number of directors.

That, however, when the company does not have a high level of market capitalisation or in the event that it is a large-cap company with one shareholder or a group of shareholders acting in concert who together control more than 30% of the company's share capital, the number of independent directors should represent at least one third of the total number of directors.

Complies x Explain

18. That companies should publish the following information on its directors on their website, and keep it regularly updated:

- Professional experience and biography.
- Any other boards to which the directors belong, regardless of whether or not the companies are listed, as well as any other remunerated activities engaged in, regardless of type.
- Directorship type, indicating, in the case of individuals who represent significant shareholders, the shareholder that they represent or to which they are connected.
- Date of their first appointment as a director of the company's board of directors, and any subsequent re-elections.
- Company shares and share options that they own.

Complies x Complies partially Explain

19. That the annual corporate governance report, following verification by the nomination committee, should explain the reasons for the appointment of any proprietary directors on the proposal of shareholders whose holding is less than 3%. It should also explain, where applicable, any rejection of a formal request for a board position from shareholders whose equity stake is equal to or greater than that of others applying successfully for a proprietary directorship.

Complies Complies partially Explain Not applicable x

20. That proprietary directors representing significant shareholders should resign from the board when the shareholder they represent disposes of its entire shareholding. They should also resign, in a proportional fashion, in the event that said shareholder reduces its stake to a level that requires a decrease in the number of proprietary directors.

Complies x Complies partially Explain Not applicable

21. That the board of directors should not propose the removal of any independent director before the completion of the director's term provided for in the articles of association unless the Board of Directors finds just cause and a prior report has been prepared by the nomination committee. Specifically, just cause is considered to exist if the director takes on new duties or commits to new obligations that would interfere with his or her ability to dedicate the time necessary for attention to the duties inherent to his or her position as a director, are in breach of their fiduciary duty, or is affected by any of the circumstances that would cause the loss of independent status in accordance with applicable law.

The removal of independent directors may also be proposed as a result of a public takeover bid, merger or other similar corporate transaction entailing a change in the shareholder structure of the company, provided that these changes in the structure of the Board are the result of application of the proportionate representation criterion provided in Recommendation 16.

Complies x Explain

22. That companies should establish rules requiring that directors inform the Board of Directors and, where appropriate, resign from their posts, when circumstances arise that affect them, whether or not related to their actions in the company itself, and that may harm the company's standing and reputation, and in particular requiring them to inform the board of any criminal charges brought against them as well as of how the legal proceedings subsequently unfold.

And that, if the board is informed or becomes aware in any other manner of any of the circumstances mentioned above, it must examine the case as quickly as possible and, depending on the specific circumstances, decide, based on a report from the nomination and remuneration committee, whether or not any measure must be adopted, such as the opening of an internal investigation, asking the director to resign or proposing that he or she be dismissed. And that these events must be reported in the annual corporate governance report, unless there are any special reasons not to do so, which must also be noted in the minutes. This without prejudice to the information that the company must disclose, if appropriate, at the time when the corresponding measures are implemented.

Complies x Complies partially Explain

23. That all directors clearly express their opposition when they consider any proposal submitted to the board of directors to be against the company's interests. This particularly applies to independent directors and directors who are unaffected by a potential conflict of interest if the decision could be detrimental to any shareholders not represented on the board of directors.

Furthermore, when the board of directors makes significant or repeated decisions about which the director has serious reservations, the director should draw the appropriate conclusions and, in the event the director decides to resign, explain the reasons for this decision in the letter mentioned in the next recommendation.

This recommendation also applies to the secretary of the Board of Directors, even if he or she is not a director.

Complies x Complies partially Explain Not applicable

24. That whenever, due to resignation or resolution of the General Meeting of Shareholders, a director leaves before the completion of his or her term of office, the director should explain the reasons for this decision, or in the case of non-executive directors, their opinion of the reasons for the general meeting resolution, in a letter addressed to all members of the board of directors.

And that, without prejudice to all this being reported in the annual corporate governance report, as far as it is relevant to investors, the company should publish an announcement of the departure as rapidly as possible, with sufficient reference to the reasons or circumstances provided by the direct.

Complies x Complies partially Explain Not applicable

25. That the nomination committee should make sure that non-executive directors have sufficient time available in order to properly perform their duties.

And that the Board regulations establish the maximum number of company boards on which directors may sit.

Complies x Complies partially Explain

26. That the board of directors meet frequently enough to be able to effectively perform its duties, and at least eight times per year, following a schedule of dates and agendas established at the beginning of the year and allowing each director individually to propose other items that do not originally appear on the agenda.

Complies x Complies partially Explain

27. That director absences occur only when absolutely necessary and be quantified in the annual corporate governance report. And when absences do occur, that the director appoint a proxy with instructions.

Complies x Complies partially Explain

28. That when directors or the secretary express concern regarding a proposal or, in the case of directors, regarding the direction in which the company is headed and said concerns are not resolved by the board of directors, these concerns should be included in the minutes at the request of the director expressing them.

Complies x Complies partially Explain Not applicable

29. That the company should establishes adequate means for directors to obtain appropriate advice in order to properly fulfil their duties including, should circumstances warrant, external advice at the company's expense.

Complies x Complies partially Explain

30. That, without regard to the knowledge necessary for directors to complete their duties, companies make refresher courses available to them when circumstances make this advisable.

Complies x Complies partially Explain

31. That the agenda for meetings should clearly indicate those matters on which the board of directors is to make a decision or adopt a resolution so that the directors may study or gather all relevant information ahead of time.

When, under exceptional circumstances, the chairman wishes to bring urgent matters for decision or resolution before the board of directors that do not appear on the agenda, the prior express agreement of a majority of the directors shall be required, and said consent shall be duly recorded in the minutes.

Complies x Complies partially Explain

32. That directors be periodically informed of changes in shareholding and of the opinions of significant shareholders, investors and rating agencies of the company and its group.

Complies x Complies partially Explain

33. That the chairman, as the person responsible for the efficient workings of the board of directors, in addition to carrying out the duties assigned by law and the articles of association, should prepare and submit to the board of directors a schedule of dates and matters to be considered; organise and coordinate the periodic evaluation of the board as well as, where applicable, the chief executive of the company, should be responsible for leading the board and the effectiveness of its work; ensuring that sufficient time is devoted to considering strategic issues, and approve and supervise refresher courses for each director when circumstances make this advisable.

Complies x Complies partially Explain

34. That when there is a lead independent director, the articles of association or Board regulations should confer upon him or her the following powers in addition to those conferred by law: to chair the board of directors in the absence of the chairman and deputy chairmen, should there be any; to reflect the concerns of non-executive directors; to liaise with investors and shareholders in order to understand their points of view and respond to their concerns, in particular as those concerns relate to corporate governance of the company; and to coordinate a succession plan for the chairman.

Complies x Complies partially Explain Not applicable

35. That the secretary of the board of directors should pay special attention to ensure that the activities and decisions of the board of directors take into account the recommendations regarding good governance contained in the Good Governance Code as may be applicable to the company.

Complies x Complies partially

36. That the board of directors meets in plenary session once a year and adopt, where appropriate, an action plan to correct any deficiencies detected in the following:

- Quality and efficiency of the proceedings of the board.
- Proceedings and composition of its committees.
- Diversity of board membership and competences.

- Performance of the chairman of the board of directors and of the chief executive officer of the company.
- Performance and input of each director, paying special attention to those in charge of the various board committees.

In order to perform its evaluation of the various committees, the Board of Directors shall take a report from the committees themselves as a starting point and for the evaluation of the Board, a report from the nomination committee.

Every three years, the Board of Directors will turn for its evaluation to an external advisor, whose independence shall be verified by the nomination committee.

Business relationships between the external adviser or any member of the adviser's group and the company or any company within its group must be specified in the annual corporate governance report.

The process and the areas evaluated must be described in the annual corporate governance report.

Complies x Complies partially Explain

37. That if there is an executive committee, it must contain at least two non-executive directors, at least one of whom must be independent, and its secretary must be the secretary of the Board.

Complies Complies partially Explain Not applicable x

38. That the board of directors must always be aware of the matters discussed and decisions taken by the executive committee and that all members of the board of directors receive a copy of the minutes of meetings of the executive committee.

Complies Complies partially Explain Not applicable x

39. That all members of the audit committee, in particular its chairman, be appointed in consideration of their knowledge and experience in accountancy, audit and risk management issues, both financial and non-financial.

Complies x Complies partially Explain Not applicable

40. That under the supervision of the audit committee, there should be a unit in charge of the internal audit function, which ensures that information and internal control systems operate correctly, and which reports to the non-executive chairman of the board or of the audit committee.

Complies x Complies partially Explain Not applicable

41. That the person in charge of the unit performing the internal audit function should present an annual work plan to the audit committee, for approval by that committee or by the board, reporting directly on its execution, including any incidents or limitations of scope, the results and monitoring of its recommendations, and present an activity report at the end of each year.

Complies x Complies partially Explain Not applicable

42. That in addition to the provisions of applicable law, the audit committee should be responsible for the following:

1) With regard to information systems and internal control:

(a) Overseeing and evaluating the process of preparation and the completeness of financial and non-financial information, as well as the control and management systems for financial and non-financial risk relating to the company and, where applicable, the group - including operational , technological, legal, social, environmental, political and reputational risk, or risk related to corruption- reviewing compliance with regulatory requirements, the appropriate delimitation of the scope of consolidation and the correct application of accounting criteria.

(b) Ensuring the independence of the unit charged with the internal audit function; proposing the selection, appointment and dismissal of the head of internal audit; proposing the budget for this service; approving or proposing its orientation and annual work plans for approval by the Board, making sure that its activity is focused primarily on material risks (including reputational risk); receiving periodic information on its activities; and verifying that senior management takes into account the conclusions and recommendations of its reports.

(c) Establishing and overseeing a mechanism that allows employees and other persons related to the company, such as directors, shareholders, suppliers, contractors or subcontractors, to report any potentially serious irregularities, especially those of a financial or accounting nature, that they observe in the company or its group. This mechanism must guarantee confidentiality and in any case provide for cases in which the communications can be made anonymously, respecting the rights of the whistleblower and the person reported.

(d) Generally ensuring that internal control policies and systems are effectively applied in practice.

2) With regard to the external auditor:

(a) In the event that the external auditor resigns, examining the circumstances leading to their resignation.

(b) Ensuring that the remuneration paid to the external auditor for its work does not compromise the quality of the work or the auditor's independence.

(c) Making sure that the company informs the CNMV of the change of auditor, along with a statement on any differences that arose with the outgoing auditor and, where applicable, the contents thereof.

(d) Ensuring that the external auditor holds an annual meeting with the Board of Directors in plenary session in order to make a report regarding the tasks performed and the development of the company's accounting situation and risks.

(e) Ensuring that the company and the external auditor comply with applicable rules regarding the provision of services other than auditing, limits on the concentration of the auditor's business, and, in general, all other rules regarding auditors' independence.

Complies x Complies partially Explain

43. That the audit committee be able to require the presence of any employee or manager of the company, even stipulating that he or she appear without the presence of any other member of management.

Complies x Complies partially Explain

44. That the audit committee be kept abreast of any corporate and structural changes planned by the company in order to perform an analysis and draw up a prior report to the Board of Directors on the economic conditions and accounting implications and, in particular, any exchange ratio involved.

Complies x Complies partially Explain Not applicable

45. That the risk management and control policy identify or determine, as a minimum:

(a) The various types of financial and non-financial risks (including operational, technological, legal, social, environmental, political and reputational risks and risks relating to corruption) that the company faces, including among the financial or economic risks contingent liabilities and other off-balance sheet risks.

(b) An enterprise risk management model based on different levels, which will include a specialised risk committee when sector regulations so require, or the company considers it to be appropriate.

(c) The level of risk that the company considers to be acceptable.

(d) Measures in place to mitigate the impact of the risks identified in the event that they should materialise.

(e) Internal control and information systems to be used in order to control and manage the aforementioned risks, including contingent liabilities or off-balance sheet risks.

Complies x Complies partially Explain

46. That under the direct supervision of the audit committee or, where applicable, of a specialised committee of the Board of Directors, an internal risk control and management function should exist, performed by an internal unit or department of the company that is expressly charged with the following responsibilities:

(a) Ensuring the proper functioning of the enterprise risk management systems and, in particular, that they adequately identify, manage and quantify all material risks affecting the company.

(b) Actively participating in drawing up the risk strategy and in important decisions regarding risk management.

(c) Ensuring that the enterprise risk management systems adequately mitigate risks as defined by the policy set forth by the Board of Directors.

Complies x Complies partially Explain

47. That in designating the members of the nomination and remuneration committee–or of the nomination committee and the remuneration committee if they are separate–efforts are made to ensure that they have the knowledge, skills and experience appropriate to the functions that they are called upon to perform and that the majority of said members are independent directors.

Complies x Complies partially Explain

48. That large-cap companies have separate nomination and remuneration committees.

Complies x Complies partially Explain

49. That the nomination committee consult with the chairman of the Board of Directors and the chief executive of the company, especially in relation to matters concerning executive directors.

And that any director be able to ask the nomination committee to consider potential candidates that he or she considers suitable to fill a vacancy on the board of directors.

Complies x Complies partially Explain

50. That the remuneration committee operates independently and that, in addition to the functions it has been assigned by statute, it should be responsible for the following:

(a) Proposing to the board of directors the basic terms and conditions of employment for senior management.

(b) Verifying compliance with the company's remuneration policy.

(c) Periodically reviewing the remuneration policy applied to directors and senior managers, including share-based remuneration systems and their application, as well as ensuring that their individual remuneration is proportional to that received by the company's other directors and senior managers.

(d) Making sure that potential conflicts of interest do not undermine the independence of external advice given to the committee.

(e) Verifying the information on remuneration of directors and senior managers contained in the various corporate documents, including the annual report on director remuneration.

Complies x Complies partially Explain

51. That the remuneration committee should consult with the chairman and the chief executive of the company, especially on matters relating to executive directors and senior management.

Complies x Complies partially Explain

52. That the rules on membership and proceedings of the supervision and control committees should appear in the regulations of the Board of Directors and that they should be consistent with those applying to legally mandatory committees in accordance with the foregoing recommendations, including:

(a) That they be composed exclusively of non-executive directors, with a majority of independent directors.

(b) That their chairpersons be independent directors.

(c) That the board of directors appoints members of these committees taking into account their knowledge, skills and experience and the duties of each committee; discuss their proposals and reports; and require them to render account of their activities and of the work performed in the first plenary session of the Board of Directors held after each committee meeting.

(d) That the committees be allowed to avail themselves of outside advice when they consider it necessary to perform their duties.

(e) That their meetings be recorded and their minutes be made available to all directors.

Complies x Complies partially Explain Not applicable

53. That verification of compliance with the company's policies and rules on environmental, social and corporate governance matters, and with the internal codes of conduct be assigned to one or divided among more than one committee of the Board of Directors, which may be the audit committee, the nomination committee, a specialised committee on sustainability or corporate social responsibility or any other specialised committee that the Board of Directors, in the exercise of its powers of self-organisation, may have decided to create. And that this committee be composed exclusively of non-executive directors, with a majority of these being independent directors, and that the minimum functions indicated in the next recommendation be specifically assigned to it.

Complies x Complies partially Explain

54. The minimum functions mentioned in the foregoing recommendation are the following:

(a) Monitoring compliance with the company's internal codes of conduct and corporate governance rules, also ensuring that the corporate culture is aligned with its purpose and values.

(b) Monitoring the application of the general policy on disclosure of economic and financial information, non-financial and corporate information and communication with shareholders and investors, proxy advisors and other stakeholders. The manner in which the entity communicates and handles relations with small and medium-sized shareholders must also be monitored.

(c) The periodic evaluation and review of the company's corporate governance system, and environmental and social policy, with a view to ensuring that they fulfil their purposes of promoting the interests of society and take account, as appropriate, of the legitimate interests of other stakeholders.

(d) Oversee the company's environmental and social practices to ensure that they are in alignment with the established strategy and policy.

(e) Oversee and evaluate the company's interaction with its different stakeholders.

Complies x Complies partially Explain

55. That environmental and social sustainability policies identify and include at least the following:

(a) The principles, commitments, objectives and strategy relating to shareholders, employees, customers, suppliers, social issues, the environment, diversity, tax responsibility, respect for human rights, and the prevention of corruption and other unlawful conduct.

(b) Means or systems for monitoring compliance with these policies, their associated risks, and management.

(c) Mechanisms for supervising non-financial risk, including that relating to ethical aspects and aspects of business conduct.

(d) Channels of communication, participation and dialogue with stakeholders.

(e) Responsible communication practices that impede the manipulation of data and protect integrity and honour.

Complies x Complies partially Explain

56. That director remuneration be sufficient in order to attract and retain directors who meet the desired professional profile and to adequately compensate them for the dedication, qualifications and responsibility demanded of their posts, while not being so excessive as to compromise the independent judgement of non-executive directors.

Complies x Explain

57. That only executive directors should receive variable remuneration linked to corporate results and personal performance, as well as remuneration in the form of shares, options or rights to shares or instruments referenced to the share price and long-term savings plans, such as pension plans, retirement schemes or other provident schemes.

Consideration may be given to delivering shares to non-executive directors as remuneration providing this is conditional upon their holding them until they cease to be directors. The foregoing shall not apply to shares that the director may need to sell in order to meet the costs related to their acquisition.

Complies x Complies partially Explain

58. That as regards variable remuneration, remuneration policies should incorporate the necessary limits and technical safeguards to ensure that this remuneration is in line with the professional performance of its beneficiaries and not based solely on general developments in the markets or in the sector in which the company operates, or other similar circumstances.

And, in particular, that variable remuneration components:

(a) Are linked to pre-determined and measurable performance criteria and that said criteria take into account the risk incurred to achieve a given result.

(b) Promote the sustainability of the company and include non-financial criteria that are geared towards creating long term value, such as compliance with the company's rules and internal operating procedures and with its risk management and control policies.

(c) Are based on balancing the attainment of short-, medium-and long-term objectives, so as to allow remuneration of continuous performance over a period long enough to be able to assess its contribution to the sustainable creation of value, in such a way that the elements used to measure performance are not associated only with one-off, occasional or extraordinary events.

Complies x Complies partially Explain Not applicable

59. That the payment of variable remuneration components be subject to sufficient verification that previously established performance or other conditions have effectively been met. Entities must include in their annual report on director remuneration the criteria for the time required and methods used for this verification depending on the nature and characteristics of each variable component.

That, additionally, companies consider the inclusion of a reduction ('malus') clause for the deferral of the payment of a portion of variable remuneration components that would imply their total or partial loss if an event were to occur prior to the payment date that would make this advisable.

Complies x Complies partially Explain Not applicable

60. That remuneration related to company results should take into account any reservations that might appear in the external auditor's report and that would diminish said results.

Complies x Complies partially Explain Not applicable

61. That a material portion of executive directors' variable remuneration be linked to the delivery of shares or financial instruments referenced to the share price.

Complies x Complies partially Explain Not applicable

62. That once shares or options or financial instruments have been allocated under remuneration schemes, executive directors be prohibited from transferring ownership or exercising options or rights until a term of at least three years has elapsed.

An exception is made in cases where the director has, at the time of the transfer or exercise of options or rights, a net economic exposure to changes in the share price for a market value equivalent to at least twice the amount of his or her fixed annual remuneration through the ownership of shares, options or other financial instruments.

The forgoing shall not apply to shares that the director may need to sell in order to meet the costs related to their acquisition or, following a favourable assessment by the nomination and remuneration committee, to deal with any extraordinary situations that may arise and so require.

Complies x Complies partially Explain Not applicable

63. That contractual arrangements should include a clause allowing the company to demand reimbursement of the variable remuneration components in the event that payment was not in accordance with the performance conditions or when payment was made based on data subsequently shown to have been inaccurate.

Complies x Complies partially Explain Not applicable

64. That payments for contract termination should not exceed an amount equivalent to two years of total annual remuneration and should not be paid until the company has been able to verify that the director has fulfilled all previously established criteria or conditions for payment.

For the purposes of this recommendation, payments for contractual termination will be considered to include any payments the accrual of which or the obligation to pay that arises as a consequence of or on the occasion of the termination of the contractual relationship between the director and the company, including amounts not previously vested of long-term savings schemes and amounts paid by virtue of post-contractual non-competition agreements.

Complies x Complies partially Explain Not applicable

ANNUAL REPORT ON REMUNERATION OF DIRECTORS (ARR) **2025**



INDITEX

Issuer Identification

Year-end date:

31/01/2026

Tax Identification Number (CIF):

A-15075062

Company name:

Industria de Diseño Textil, S.A. (INDITEX,S.A.)

Registered office:

Avenida Diputación, Edificio Inditex, Arteixo (A Coruña)

About this Report

This Report (the "Report" or the "Annual Report on Remuneration of Directors") provides information on remuneration of directors for the period running from 1 February 2025 through 31 January 2026 (financial year 2025) and offers detailed information about the Directors' Remuneration Policy of INDUSTRIA DE DISEÑO TEXTIL, S.A. (INDITEX, S.A.), ("**Inditex**" or the "**Company**") applicable in financial year 2026.

This Report has been drawn up by the Remuneration Committee (the "Remuneration Committee" or the "Committee") pursuant to the provisions of Section 541 of the Spanish Companies Act ("**LSC**" *(Spanish acronym)* or the "**Companies Act**"); Order EEC/461/2013 of 20 March, whereby the contents and structure of the annual corporate governance report, the annual report on remuneration, and of other information instruments of listed companies, savings banks and other entities which issue securities admitted to trading on official securities markets, are determined, as amended by Order ECC/2515/2013 of 26 December; Circular 3/2021 of 28 September issued by the National Securities Market Commission ("**CNMV**" (*Spanish acronym*)) amending Circular 4/2013 of 12 June, which provides the standard forms of the annual report on remuneration of directors of listed companies and of members of the board of directors or the control committees of savings banks and other entities that issue securities admitted to trading on official securities markets and Section 30 of the Board of Directors' Regulations and Section 6 of Inditex's Remuneration Committee's Regulations.

This Report is filed in free format, in accordance with the provisions of Circular 4/2013 (consolidated text); however, its content complies with the minimum requirements established in the regulations above and is accompanied by the standardised statistical appendix stipulated therein.

This Annual Report on Remuneration of Directors for the year ended 31 January 2026 was approved by Inditex's Board of Directors on 10 March 2026, on the proposal of the Remuneration Committee, and following a favourable report from the Audit and Compliance Committee. As provided in Section 541.4 LSC, this Report will be submitted to an advisory say-on-pay vote at the next AGM as a separate agenda item.

A. Company remuneration policy for the current year

A.1.1. Current directors' remuneration policy for the current year.

Inditex's Directors' Remuneration Policy for financial years 2024, 2025 and 2026 was approved at the Annual General Meeting of Shareholders held on 11 July 2023 (the "**2023 AGM**") with 98.37% of votes for.

The aforementioned Remuneration Policy became effective on 1 February 2024 and applies for financial years 2024, 2025 and 2026 (the "**Remuneration Policy**").

A.1.1. a) Procedures and Company bodies involved in determining, approving and applying the remuneration policy and its terms and conditions.

The procedures and Company bodies involved in determining and approving the Remuneration Policy and its terms and conditions are described below:

1. General Meeting of Shareholders. Pursuant to Sections 219, 529*septdecies* and *novodecies* and 541 LSC and Article 31 of the Articles of Association, the General Meeting of Shareholders shall be responsible for the following:

/ To approve the Directors' Remuneration Policy, at least every three years.

/ To determine the maximum amount of the annual remuneration to be paid to all directors in their capacity as such.

/ To approve remuneration systems that include the delivery of shares or stock options, or any share-based remuneration for directors.

/ To approve, on an advisory basis, the Annual Report on Remuneration of Directors for each year.

In this line, the Board of Directors plans to submit for approval at the 2026 Annual General Meeting ("**2026 AGM**") the following proposed resolutions as separate agenda items: (i) this Annual Report on Remuneration of Directors for the year ended 31 January 2026 (submitted for an advisory say-on-pay vote); and (ii) the new Directors' Remuneration Policy for financial years 2027, 2028 and 2029.

2. Board of Directors. Pursuant to Sections 249, 249*bis* and 529 *septedecies* and *octodecies* LSC, the Board of Directors shall have the following powers, which are non-delegable:

/ Decisions relating to remuneration of directors within the scope of the Articles of Association and of the Remuneration Policy approved by the General Meeting of Shareholders.

/ The approval of the contracts entered into with the executive directors including, without limitation, the remuneration items they may be entitled to for the performance of executive functions, including the potential severance pay as a result of early termination, and the amounts to be paid by the Company as insurance premiums or contributions to savings systems.

/ The determination of the individual remuneration of each director in their capacity as such, as well as the individual remuneration of executive directors.

3. Remuneration Committee. Pursuant to the provisions of the Board of Directors' Regulations, the Remuneration Committee's Regulations and the Directors' Remuneration Policy, below is a summary of the duties this Committee is entrusted with regarding the determination, application, review and transparency of the Remuneration Policy:

a) Determination of the Remuneration Policy:

/ To propose to the Board of Directors the Directors' Remuneration Policy as well as its regular review and update.

/ To propose to the Board of Directors the system and amount of the annual remuneration of directors, to be submitted to shareholders at the General Meeting of Shareholders.

/ To propose, for approval of the Board of Directors, the individual remuneration of executive directors and the remaining basic terms and conditions of their contracts, including any potential severance payment or indemnity which may be payable in the event of termination of the contract by unilateral decision of the Company and the amounts to be paid by the Company as insurance premiums or contributions to savings schemes, pursuant to the provisions of the internal regulations of the Company and of the Directors' Remuneration Policy from time to time in force.

b) Application of the Remuneration Policy:

/ To propose to the Board of Directors the targets to which the annual variable remuneration of executive directors is tied and evaluate the achievement thereof at the end of the year. Further to such evaluation, the Remuneration Committee drafts a proposal on annual variable remuneration of executive directors that is submitted to the Board of Directors for approval.

/ To propose to the Board of Directors the targets of each cycle of long-term variable remuneration for executive directors. The Remuneration Committee carries out an annual evaluation and an overall evaluation, at the end of each cycle, of the level of achievement reached for each target, considering the information provided by the Company, and proposes to the Board of Directors for approval, the levels of incentive associated to achievement, based upon the performance scales set, and extraordinary factors, where applicable, which may have occurred during the performance period of the relevant plan.

The evaluation of targets and the level of achievement thereof to which annual and long-term variable remuneration of executive directors is tied, is based upon the results provided by different areas and departments of the Company, pursuant to the terms of section A.1.6 below. Considering the foregoing, the Remuneration Committee drafts a proposal on annual variable remuneration of executive directors which is submitted to the Board of Directors for approval. In the proposal on variable remuneration, the Remuneration Committee also considers the quality of results in the long-term as well as any risk associated thereto.

/ To propose to the Board of Directors the cancellation of payment or, where appropriate, the recovery (clawback) of the variable items of the remuneration of executive directors based on results, when these items have been paid on the basis of information clearly shown later to be inaccurate, as well as, where appropriate, the filing claims or any other applicable measures.

- To regularly review the terms and conditions of the contracts entered into with executive directors and establish their alignment with current remuneration policies.

c) Review of the Remuneration Policy:

/ To regularly review the Directors' Remuneration Policy, including share-based remuneration systems and the application thereof, verifying that it is consistent with the specific circumstances of the Company, and aligned with its strategy, in the short, mid and long-term, and with market conditions, considering whether it contributes to building sustainable value, and to ensuring an appropriate enterprise risk management.

d) Transparency of the Remuneration Policy:

/ To prepare and submit to the Board of Directors, for approval, the Annual Report on Remuneration of Directors, and to verify, liaising with the Audit and Compliance Committee, the information on the remuneration of directors provided in the corporate documents, the notes to the annual accounts and in the interim financial statements of the Company.

The Remuneration Committee meets at least three times a year and whenever it is deemed appropriate for its effectiveness. In any case, it shall meet each time the Board of Directors or its Chair requests the issuing of a report or the submission of proposals within its remit.

Likewise, the Committee shall consider the suggestions made by the Chair, Board members, officers and/or shareholders of the Company. Moreover, the Remuneration Committee must meet once a year to prepare the information on the remuneration of directors, which the Board of Directors has to approve and include as part of its annual public documentation.

The Remuneration Committee shall report to the Board of Directors on the matters discussed and the decisions made, accounting for its proceedings and work done at the meeting that the Board of Directors holds immediately after each meeting of the Remuneration Committee. Additionally, a copy of all the minutes taken at the Committee's meetings shall be made available to all directors.

In accordance with its schedule for financial year 2026, the Remuneration Committee is expected to hold, at least, three (3) meetings.

A.1.1. b) Consideration of comparable companies in order to establish the Company's Remuneration Policy.

The Remuneration Committee deems essential to regularly review the Directors' Remuneration Policy, in line with best practices on corporate governance endorsed by institutional investors and the recommendations of the main proxy advisors.

In financial year 2026, as part of the process to define the new Remuneration Policy to be submitted to shareholders for approval at the 2026 AGM, the Remuneration Committee will undertake a number of **reviews of the external competitiveness of total remuneration**, with the support of an independent external advisor specialising in director remuneration, in order to assess the appropriateness of directors' remunerations levels.

The outcome of these reviews will inform the Committee's assessment of the reasonableness and competitiveness of the proposed remuneration structure and levels, ensuring their alignment with prevailing market practices, the Company's size and complexity, and the long-term interests of shareholders.

A.1.1. c) Information on external advisors.

To better perform its duties, the Remuneration Committee may request from the Board of Directors the engagement of legal, accounting, financial or other experts at the expense of the Company.

In this regard, in the current financial year 2026 until this date, the Remuneration Committee, in the exercise of its powers, has been advised by Towers Watson (WTW), an independent consultant with experience in the field of directors' and senior executives' remuneration, both in the preparation of this Report and in the implementation of the long-term incentive plans.

A.1.1. d) Procedures set forth in the current directors' remuneration policy in order to apply temporary exceptions to the policy, conditions under which those exceptions can be used and components that may be subject to exceptions according to the policy.

The Remuneration Policy does not allow for the possibility of applying temporary exceptions.

A.1.2. a) Remuneration mix. Criteria and targets taken into consideration in their determination and to ensure an appropriate balance between fixed and variable remuneration items.

Remuneration of **directors in their capacity as such** is fully comprised of **fixed remuneration items.**

The **CEO's** total remuneration also includes a **fixed** element, a short-term or **annual variable** element **and** a **long-term** or multi-year variable element, **in cash and in shares**.

Pursuant to the Remuneration Policy, under a scenario of maximum achievement of targets, the **weight** of **variable** or at-risk remuneration **on total remuneration** (considered for these purposes as fixed remuneration, annual variable remuneration and long-term incentive annualised according to the share price at the beginning of each cycle) could represent **up to 75%** of the total remuneration for the CEO, approximately.

The remuneration mix in the different remuneration scenarios based on the achievement of targets ensures that the **fixed remuneration** represents a significant part of total remuneration, for the purposes of preventing taking any unnecessary risks.

Variable remuneration items to reward the CEO, tied to the achievement of Group's targets, are **flexible** enough to allow their shaping to the extent that under certain circumstances, the possibility of not being paid any amount as variable remuneration exists; in such case, fixed remuneration would represent 100% of total remuneration. **Under no circumstances is variable remuneration guaranteed.**

A.1.2. b) Actions adopted to adapt the Remuneration Policy to the long-term targets, values and interests of the Company, and measures to guarantee that the long-term results of the company are taken into account in the Remuneration Policy.

In the design of the remuneration scheme, fixed and variable components are efficiently balanced, as indicated above. Specifically, pursuant to the Remuneration Policy, long-term or multi-year variable remuneration, on an annualised basis and for a maximum target achievement scenario, has a weight of 35% of total remuneration of the CEO (considering for these purposes the fixed, short-term variable and long-term variable remuneration annualised based on the share price at the beginning of each cycle).

Long-term variable remuneration plans are encompassed in a **multi-year framework** (of at least 3 years) to ensure that the evaluation process is based upon long-term results and that the underlying economic cycle of the Company and the achievement of strategic targets is considered therein.

Part of this long-term variable remuneration is **granted and delivered in shares**, based upon value creation, so that the interests of the CEO - and of senior management and other key employees who are participants in plans- are aligned with shareholders' interests. Specifically, in a scenario of maximum target achievement, close to 20% of the CEO's total variable remuneration would be delivered in shares (this value considers the share price at the start of each cycle; it does not take into account the potential change in share price during the performance period).

The CEO has undertaken to retain the net shares that he may receive as a result of any variable remuneration scheme for at least 3 years, until he holds a number of shares equivalent to, at least, 2 times his fixed remuneration. In any case, once this shareholding requirement has been reached, the CEO must comply with the lock-up obligations set out from time to time for shares delivered through incentive schemes.

Additionally, in relation to the 2023-2027 Long-Term Incentive Plan (LTIP) and the 2025-2029 LTIP approved at the 2023 AGM and the 2025 AGM, respectively, the Board of Directors resolved, on the proposal of the Remuneration Committee, to reinforce the **lock-up obligation** for the two (2) years following the delivery of shares, with this lock-up obligation surviving even after termination of the contractual relationship with the Company (if said period had not ended). However, the CEO may elect to transfer the shares **once the relationship has ended**, provided that he retains ownership, for the remainder of the applicable holding period, of an amount equivalent to the value of the incentive received in shares at the time of delivery.

All these measures strengthen the alignment of the CEO's interests with those of shareholders.

Payment of **variable remuneration** at Inditex, both annual and multi-year, is tied to the achievement of **sustainability targets**. These targets are aligned with the Group's sustainable strategy, wherein all stakeholders are considered, and allows rewarding its implementation. Namely, in financial year 2026 the **weight** of sustainability targets on the CEO's total variable remuneration is approximately **20%**.

A.1.2. c) Actions adopted relating to the remuneration system to reduce exposure to excessive risks and avoid conflicts of interest and clauses reducing the deferred remuneration or obliging the director to return remuneration received.

(i) Measures taken by the Company to reduce exposure to excessive risks.

The measures taken by the Company to **reduce exposure to excessive risks** are the following:

- The CEO's total remuneration for the performance of executive functions comprises different remuneration items, mainly consisting of: (i) a fixed remuneration, (ii) a short-term (annual) variable remuneration, and (iii) a long-term (multi-year) variable remuneration. The **remuneration mix** in the different remuneration scenarios based on the achievement of targets, ensures that the fixed remuneration represents a significant part of aggregate remuneration, for the purposes of preventing taking any unnecessary risks.

- **No guaranteed variable** remunerations exist. Variable remuneration items are flexible enough to allow their shaping, to the extent that it is possible that no variable remuneration is paid.

(ii) Measures taken in respect of those categories of staff whose professional activities may have a relevant impact on the Company's risk profile.

The Company identifies as staff whose professional activities may have a relevant impact on its risk profile those members of the executive management included within the Group's Senior Management population who have the authority to take strategic, budgetary or operational decisions with a significant impact on the financial, reputational, regulatory or sustainability areas. This identification is subject to periodic review by the Nomination Committee and the Remuneration Committee, each within the scope of its respective responsibilities.

The measures taken in respect of those **categories of staff** whose professional activities may have a **relevant impact on the Company's risk profile** are:

/ The remuneration structure of this group consists of the same items and follows the same principles as the remuneration applicable to the CEO. Its main features are:

  - There are **no guaranteed variable** remunerations.

  - Their variable remuneration is **tied to the achievement of financial and non-financial objectives**, aligned with the Group's strategy. This ensures that their remuneration is tied to the Group's performance.

  - The application of **adjustment mechanisms allowing for their reduction or cancellation** to the incentives from which they benefit of in the event of risk materialisation, regulatory breaches or results that are not sustainable over time (see section (iv) below).

/ The Remuneration Committee is responsible for reviewing the consistency of the Directors' and senior managers' Remuneration Policy with the Company's particular circumstances, and its alignment at all times with its strategy and market conditions.

The Committee is also responsible for verifying on an annual basis that this Remuneration Policy is properly applied, ensuring that the remuneration paid to this group is effectively linked to the Group's performance. The Committee is entitled to propose adjustments to the determination and assessment of the incentives where circumstances so warrant.

Likewise, the Committee must ensure that the individual remuneration of each member of Senior Management is proportionate and consistent within their group, considering their decision-making authority, level of responsibility, the complexity of the functions performed and their impact on the Company's results and risk profile. In this way, it is ensured that the determination of incentives adequately reflects the actual contribution of each area of responsibility, avoiding potential distortions or disproportionate payments.

In addition, the Committee is tasked with conducting regular reviews of the terms and conditions of executive directors' and senior managers' contracts and ensuring that they are consistent with the remuneration policies in force.

/ All **members** of the **Remuneration Committee also sit on** the **Audit and Compliance Committee**. The latter is responsible for overseeing the Company's risk management systems in respect of financial and non-financial risks. The presence of the same directors on both committees and the reporting to the Board of Directors by the Chairs of the Remuneration and the Audit and Compliance Committees on the main matters discussed at their respective meetings, ensures that risks associated to remuneration are considered in the course of the debates of the Remuneration Committee and of the Audit and Compliance Committee and in the proposals they submit to the Board of Directors, regarding both the determination and the evaluation of annual and multi-year incentives.

/ Likewise, the **Remuneration** Committee and the **Sustainability Committee share two members**, one of them being the Chair of the Sustainability Committee. The Sustainability Committee is responsible, amongst other aspects, for overseeing and monitoring proposals in the field of sustainability, on social and environmental issues, on health and safety of the products that the Company places on the market, and the relations with the different stakeholders, and with following up on the sustainable strategy, evaluating the level of compliance with the same and, as the case may be, proposing recommendations to improve the Group's positioning in the field. Thus, this cross-membership allows to ensure: (i) that alignment with the Group's priorities in the field of sustainability and with those of its stakeholders is considered upon establishing and enforcing the Directors' Remuneration Policy and (ii) a comprehensive and appropriate monitoring for the assessment and determination of the level of achievement of the sustainability objectives to which the different variable items of remuneration are tied.

(iii) Measures taken by the Company to avoid potential conflicts of interest.

With regard to the **measures** set to detect, determine and resolve any potential **conflict of interest**, Section 33 of the Board of Directors' Regulations defines the situations of conflict of interest and establishes the rules governing them. Sections 31 and 32 of the Board of Directors' Regulations set out, respectively, directors' general duties (including those relating to the use of corporate assets, the use of non-public information for private purposes and the appropriation of corporate business opportunities) and the non-compete obligation. Meanwhile, Section 34 covers the specific matters on which Directors must report to the Company.

Additionally, Section 1 of the Board of Directors' Regulations provides that the rules of conduct for directors shall apply, insofar as they are compatible with their specific nature, to senior managers of the Company. In particular, the provisions of Section 31 (Directors' general duties) shall apply, with the necessary qualifications, insofar as they relate to the duty of confidentiality and, in connection therewith, the prohibition on carrying out transactions in Inditex securities on the basis of non-public information. Likewise, the provisions of Section 33, concerning the duty to avoid conflicts of interest shall apply, particularly with regard to the duty to inform the Company, the use of corporate assets, the appropriation of business opportunities and the prohibition on taking advantage of one's position.

Moreover, with regard to significant shareholders, directors, senior managers and their related parties, Section 35 of the Board of Directors' Regulations provides the rules applicable to "Related party Transactions". One of the duties assigned to the Audit and Compliance Committee consists of assessing and reporting on certain related party transactions. In light of this report, it is responsibility of the General Meeting of Shareholders, the Board of Directors or another body with delegated authority, as the case may be, to approve the transaction when appropriate.

Meanwhile, the Code of Conduct and the Conflicts of Interest Policy of the Group address how Inditex's employees must act when faced with a conflict of interest between their personal interests and those of the Company, as well as the situations which need to be reported, in particular, to the Ethics Committee.

(iv) Measures taken by the Company regarding the clauses on reduction or return of variable remuneration.

With regard to the **clauses on reduction** of the deferred remuneration or forcing directors to **return** remuneration received where such remuneration was determined on the basis of data that has later been clearly shown to be inaccurate:

/ The Remuneration Committee may propose to the Board of Directors the cancellation of payment or, where appropriate, the recovery or clawback of the variable items of the executive director's remuneration based on results, when these items have been paid on the basis of data that has later been clearly shown to be inaccurate. In such cases, the Committee may also propose the termination of the relationship with the individual and the filing of the corresponding claims. All the foregoing pursuant to the terms of Section 6.(ii).(g) of the Remuneration Committee's Regulations.

In this regard, should (i) any event or circumstance occur that would result in the negative change or variation, in final terms, of the financial statements, results, economic data, performance data or otherwise, upon which the accrual and payment to the executive director of any variable remuneration amount would have been based, and, (ii) should such change or variation determine that, if they had become known at the date of accrual or payment, the executive director would not have received any amount, or, would have received a lesser amount than the one initially paid, the Remuneration Committee may propose to the Board of Directors that the Company claims the full sum or any excess paid (whether or not the executive director in question is still in the Company at the time of the claim).

/ With regard to the in-flight long-term incentives (the second cycle (2024-2027) of the 2023-2027 LTIP and the first cycle (2025-2028) and the second cycle (2026-2029) of the 2025-2029 LTIP), as well as any outstanding variable remuneration while the Remuneration Policy is in effect, the Company may cancel before payment and/or claim recovery of the incentive previously paid, in full or in part, in the event that any of the following unforeseen circumstances would occur during (i) the period immediately before its vesting, or (ii) the 2 years following settlement of the incentive for the executive director's performance in each cycle, as the case may be:

  (i) losses in the Group (negative PBT) in the 2 years after the end of each cycle on account of management decisions made in the performance period of each cycle;

  (ii) material restatement of the Group's financial statements, when considered as such by the external auditors, except where this is appropriate pursuant to a change to accounting standards;

  (iii) serious breach of the internal regulations on the part of the executive director, as proven by the Ethics Committee.

A.1.3. Amount and nature of fixed components that are due to be accrued during the year by directors in their capacity as such.

Pursuant to Section *529septdecies* LSC, the directors' remuneration policy must determine the maximum amount of remuneration that may be paid each year by the Company to all directors in their capacity as such. Under the current Remuneration Policy, this maximum amount has been set at €3,380 thousand, in accordance with the current membership on the Board of Directors and its Committees.

Within the limit set by the General Meeting of Shareholders, it is responsibility of the Board of Directors, upon proposal of the Remuneration Committee, to determine how and when such amounts are to be paid. At its meeting held on 10 March 2026 and on the proposal of the Remuneration Committee, the Board of Directors resolved to maintain in financial year 2026 the following amounts set out in the current Remuneration Policy (approved at the 2023 AGM with 98.37% of votes for):

/ Each director will receive an annual fixed remuneration in the amount of €100,000 for their directorship.

/ The non-executive Chair of the Board of Directors will receive an additional annual fixed remuneration of €900,000.

/ The Deputy Chair or Deputy Chairs of the Board of Directors, if any, will receive an additional annual fixed remuneration of €80,000.

/ Directors who sit on the Audit and Compliance Committee, the Nomination Committee the Remuneration Committee and the Sustainability Committee (including the Chair of each Committee) will receive an additional annual fixed remuneration of €50,000; and

/ The Chairs of the Audit and Compliance Committee, the Nomination Committee, the Remuneration Committee and the Sustainability Committee, will receive an additional annual fixed remuneration of €50,000.

Such amounts are fully independent and compatible with each other. They are fully paid in cash.

These items and amounts have remained unchanged since they were approved at the AGM held on 19 July 2011 (with 99.59% of votes for), except for the fixed remuneration established for the Chair of the Board of Directors, as a new position without executive functions created in financial year 2022, following the full separation of the positions of Chair of the Board of Directors and CEO of the Company. This allocation also remains unchanged in 2026.

With regard to the remuneration for the position of Deputy Chair of the Board of Directors, although it remains provided for under the current Remuneration Policy, no amount has accrued, nor is expected to accrue in 2026, as no director currently performs such functions.

Except for the CEO's remuneration for the performance of executive functions, the amounts shown above represent the only remuneration paid to directors of the Company for membership of the Board of Directors of Inditex or any Group company. No attendance fees are paid to attend Board and Committees' meetings, nor is there any remuneration in the form of profit-sharing or bonuses, or remuneration systems or pension plans incorporating variable remuneration, or severance pays for the termination of their relationship with the Company or any other items determined for the performance of executive functions. The remuneration of the Chair of the Board of Directors will also not include any other remuneration and/or compensation item in addition to the above.

The foregoing is notwithstanding the refund to the directors of any reasonable travelling and accommodation fees incurred upon attending the meetings of the Board of Directors or of the Committees where they sit.

Inditex has in place a D&O liability policy for directors, officers and staff performing similar duties in the Company.

A.1.4. Amount and nature of fixed components that are due to be accrued during the year for the performance of senior management functions of executive directors.

Pursuant to the provisions of the current Remuneration Policy, the CEO's fixed remuneration for financial year 2026 amounts to €2,500 thousand. This remuneration has remained unchanged since 2022 (having been approved at the 2022 AGM).

A.1.5. Amount and nature of any component of remuneration in kind that will accrue during the year.

No remunerations in kind exist other than the delivery of shares referred to in the following section regarding variable components of remuneration.

A.1.6. Amount and nature of variable components, differentiating between those established in the short and long terms. Financial and non-financial, including social, environmental and climate change parameters selected to determine variable remuneration for the current year, explaining the extent to which these parameters are related to performance, both of the director and of the company, and to its risk profile, and the methodology, necessary period and techniques envisaged to be able to determine the effective degree of compliance, at the end of the year, with the parameters used in the design of the variable remuneration, explaining the criteria and factors applied in regard to the time required and methods of verifying that the performance or any other conditions linked to the accrual and vesting of each component of variable remuneration have effectively been met.

Monetary terms of the different variable components according to the degree of fulfilment of the objectives and parameters established, and whether any maximum monetary amounts exist in absolute terms.

With regard to directors in their capacity as such, including the Chair of the Board of Directors, the fixed remuneration items referred to above are the only remuneration paid to them for membership of the Board of Directors of Inditex. There is no remuneration under a profit-sharing scheme, nor any variable remuneration systems or schemes.

The variable items of the **CEO'**s remuneration for the performance of his senior management functions, as set out in the Remuneration Policy approved at the 2023 AGM, are as follows:

/ Short-term or annual variable remuneration.

/ Long-term or multi-year variable remuneration.

Below is a description of the main features of each of these components:

- Short-term or annual variable remuneration:

Annual variable remuneration is tied to the achievement of annual quantitative and qualitative targets, specific, pre-established and quantifiable, aligned with the interest of the Company and consistent with the medium to long-term strategy.

Financial and business targets linked to the Company management represent at least 60% of the aggregate incentive. Non-financial metrics represent at least 30% of the aggregate incentive.

A performance scale is associated, when reasonably possible, to targets. Such scale, set at the beginning of each financial year, includes a minimum threshold below which no incentive is paid, a target level of achievement, which corresponds to the standard level of achievement, and a maximum level of achievement, above which the incentive is not increased. Each metric has associated a specific performance scale, determined and calibrated in accordance with the variability of each metric and the target's level of requirement. In this regard, scales may have different slopes (i.e. relationship between level of achievement and payout level). Additionally, the scale may include different payout levels between minimum and on target level, and between on target and maximum level of achievement regarding the same target.

The Board of Directors, upon the Remuneration Committee's proposal, is responsible for approving the targets at the beginning of each financial year and evaluating their achievement at year end. This evaluation is done based upon the data and the results provided by the Financial Department, the General Counsel's Office and the Sustainability Department, all of which are first reviewed by the Audit and Compliance Committee and the Sustainability Committee, as appropriate. The Board of Directors is responsible for the annual assessment of the CEO's performance, following a report from the Nomination Committee.

Further to such review, the Remuneration Committee draws up a proposal on annual variable remuneration which is submitted to the Board of Directors for approval. In this proposal, the Remuneration Committee also considers the quality of results in the long-term as well as any associated risk.

For the purposes of ensuring that the annual variable remuneration is effectively aligned with the Company performance and the CEO's individual performance, any positive or negative economic effects arising from any extraordinary events which might introduce distortions into the results of the evaluation, may be removed upon determining the level of achievement of the financial targets.

In accordance with the Remuneration Policy, the **target amount** of the CEO's **annual variable remuneration**, i.e., the one which corresponds to a level of achievement of the objectives on target, shall be equivalent to **120% of the fixed remuneration** for the performance of senior management functions. In case of **overachievement** of the pre-established targets, it could reach a maximum of **125% of the annual target variable remuneration** (150% of the fixed remuneration for the performance of senior management duties, i.e. €3,750 thousand).

The terms of the annual variable remuneration system for the CEO, including the structure, maximum levels of remuneration, targets established and the weight of each of them, are reviewed every year by the Remuneration Committee, considering the Company's strategy, business needs and situation, and the recommendations and best practices in the market in the field of remuneration. Such terms are submitted to the Board of Directors for approval.

Specifically, the Board of Directors has resolved at its meeting held on 10 March 2026, on the proposal of the Remuneration Committee, that the annual variable remuneration for the CEO will be determined in accordance with the following criteria:

Weighting	Target	Performance criteria
70%	Net sales (35%) and contribution margin (35%)	The same criteria established for senior managers according to the budget of the Company are applied.
15%	CEO's individual performance	Assessment by the Board of Directors, on the proposal of the Nomination Committee.
	Strategic development of the Company	Drive the initiatives related to advancing the four strategic priorities, such as improving the fashion proposal, enhancing the customer experience, increasing the focus on sustainability and preserving the talent and commitment of our people.
15%	Progress in the implementation of the strategy towards global sustainability at Inditex, measured against the following indicators:	(i) Degree of progress in adoption of recycled fibres. (ii) Degree of progress in the supply chain transformation plan (water, energy, waste and chemicals). (iii) Degree of progress in the development of strategic partnerships aimed at the transformation of the industry. (iv) Degree of progress in improving traceability across our supply chain. (v) Level of implementation of environmental projects related to the initiative to charge for paper bag and envelopes at stores. (vi) Development of innovation projects in fibres and production processes.
	Progress in corporate governance	Degree of compliance with the recommendations of the Good Governance Code of Listed Companies and alignment with international best practices.
	Progress in implementing diversity and compliance programmes	Approval of internal regulations and degree of international roll-out.

The short-term variable remuneration for 2026 based on the achievement of the above referred targets will be paid in 2027 in cash.

- **Multi-year or long-term variable remuneration**

In-flight long-term incentives in 2026 are: the second cycle (2024-2027) of the 2023-2027 LTIP and the first cycle (2025-2028) and the second cycle (2026-2029) of the 2025-2029 LTIP.

a) 2025-2029 LONG-TERM INCENTIVE PLAN

The **2025-2029 LTIP** for members of the executive management, including the CEO and other Inditex Group employees, was approved at the 2025 AGM (with 99.253% of votes for).

The Plan consists of the combination of a **multi-year bonus in cash and the promise to deliver shares**, which, once a specific period of time has elapsed and the achievement of the specific targets has been verified, will be paid to the beneficiaries of the Plan, either in full or in the applicable percentage, as the case may be.

The total duration of the Plan is **4 years** and it is structured in **2** independent time **cycles**:

/ The first cycle of the Plan runs from 1 February 2025 to 31 January 2028.

/ The second cycle runs from 1 February 2026 to 31 January 2029.

The Board of Directors, on the proposal of the Remuneration Committee, is responsible for approving the targets at the beginning of each cycle as well as the performance scale for each of the metrics (as identifiable and quantifiable parameters) to which each cycle of each LTIP is tied, which enables the calculation of the payout coefficient for each level of target achievement.

The Committee annually monitors the objectives. Once the performance period of each cycle has ended, it will assess the level of achievement of each objective as well as in the cycle as a whole. This assessment will be made based on the data and results provided by the Financial Department, the General Counsel's Office and the Sustainability Department, reviewed by the external and internal auditors, and previously assessed by the Audit and Compliance Committee and the Sustainability Committee, where applicable.

Following such review, the Remuneration Committee will draw up a proposal, to be submitted to the Board of Directors for approval, on the incentive levels associated with the degree of achievement attained, based on the established performance scales.

To establish the targets and to assess their achievement, the Remuneration Committee also considers the quality of results in the long-term as well as any associated risk.

Any positive or negative economic effects arising from any extraordinary events which might introduce distortions into the results of the evaluation, may be removed upon determination of the level of achievement of the targets.

Under such Plan, the CEO will receive, if applicable, an incentive which will materialise as follows: **60% in shares** and **40% in cash**. Regarding 60% of the incentive which would, if appropriate, be settled in shares, the number of shares granted at the beginning of each cycle has been determined based upon the average weighted share price on the 30 trading days immediately prior to the initial date of each cycle. Upon end of each cycle, the Remuneration Committee will assess the level of achievement of objectives and propose the number of shares to be released.

The CEO has **undertaken to retain for at least 3 years** the net shares that he may receive pursuant to any variable remuneration scheme, until he reaches ownership of a number of shares with a value equivalent to, at least, 2 years of his fixed remuneration. In any case, once this shareholding requirement has been reached, the CEO must fulfil the lock-up obligations under this Plan, which require holding a number of shares equivalent to the incentive received in shares, net of applicable taxes, for 2 years after their delivery. This obligation will survive even when relationship has ended, as set out in section A.1.1 above.

Likewise, the Company may **cancel** before payment **and/or claim recovery** of the long-term incentive previously paid, in full or in part, (clawback) should certain unforeseen circumstances occur during the 2 years following the delivery of the incentive for the performance during each cycle. Such specific circumstances have been addressed in section A.1 above.

The incentive amounts and features for the two cycles of the 2025-2029 LTIP are detailed below:

- The **maximum amount of the incentive** assigned to the CEO would amount to:

	Maximum incentive	**=**	**Cash**	**+**	**Shares**
First Cycle (2025-2028)	133% of annual fixed remuneration		€1,331 thousand		39,980
Second Cycle (2026-2029)	133% of annual fixed remuneration		€1,331 thousand		35,755

/ For the **first cycle (2025-2028)**, the incentive to be delivered will be subject to the following **metrics** and weights:

Weighting	**Target**	**Performance criteria**
25%	Profit Before Tax ("PBT")	PBT achieved at 2027 year-end (ending on 31 January 2028), expressed in euros, compared with the target amount set by the Board of Directors at the commencement of the first cycle.
25%	Store and Online Sales ("TTTT" (*Spanish acronym*))	Amount in euros of total store and online sales in constant currency at the end of FY2027 (31 January 2028) in constant currency, according to the Company's information, measured against the target amount set by the Board of Directors at the commencement of the first cycle.
12.5%	Absolute Total Shareholder Return ("TSR")	Performance of an investment in Inditex shares over the period of the first cycle, determined by the ratio (expressed as a percentage) between the final value of a hypothetical investment in Inditex shares (reinvesting the dividends from time to time) and the initial value of that same hypothetical investment. The initial value is defined as the average weighted share price on the 30 trading days immediately prior to 1 February 2025 (exclusive) (€49.93), and the final value is defined as the average weighted share price on the 30 trading days immediately prior to 31 January 2028 (inclusive). To this end, for calculating such final value, the dividends or other similar amounts received by shareholders on said investment during the respective period of time will be considered, as if the gross amount thereof (before taxes) would have been reinvested in more shares of the same class on the first date on which the dividend or any similar amount is payable to shareholders and at the closing share price on that date. The absolute TSR achieved during the 2025-2028 period will be measured against the TSR set by the Board of Directors at the commencement of the first cycle, as maximum target.
12.5%	Relative Total Shareholder Return ("TSR")	Performance of an investment in Inditex shares compared to the performance of an investment in shares of a Peer Group company (as defined below) during the first cycle, determined by the difference (subtraction) between Inditex's annualised TSR and the annualised TSR of this Peer Group. For the purposes of Inditex's TSR and the TSR of every company in the Peer Group, the initial value shall mean the weighted average share price on the 30 trading days immediately prior to 1 February 2025 (exclusive). For the purposes of Inditex's TSR and the TSR of every company in the Peer Group, final value shall mean the weighted average share price on the 30 trading days immediately prior to 31 January 2028 (inclusive). To this end, for calculating such final value, the dividends or other similar amounts received by shareholders on said investment during the respective period of time will be considered, as if the gross amount thereof (before taxes) would have been reinvested in more shares of the same class on the first date on which the dividend or any similar amount is payable to shareholders and at the closing share price on that date.

Weighting	Target	Performance criteria
25%	Sustainability index (comprising 4 indicators)	(i) "Consumption of lower impact raw materials (referred to as 'preferred'): measured as the percentage of preferred textile raw materials used in the 2027 Winter campaign expressed as a percentage on the total textile raw materials purchased in such campaign. *Fibres or materials must meet recognised third-party best practice standards and be subject to third-party certification or second-party verification to ensure compliance. The Fibre Plan includes standards developed by Textile Exchange, Canopy, Changing Markets and the Leather Working Group, among others. (ii) "Biodiversity Improvement": measured as the number of hectares that are protected, restored, regenerated or under other forms of biodiversity improvement management, as a cumulative data for the three years of the cycle (2025, 2026 and 2027). (iii) "Decarbonisation": measured in terms of percentage reduction of the volume of Scope 3 GHG emissions, in the "procured goods and services" between the start date of the cycle (1 February 2025) and its end date (31 January 2028). (iv) Traceability of the origin of raw materials: measured as the percentage of textile products made from cotton, viscose, and polyester for which verification of the origin of the raw material is available, in the FY2027 Winter campaign, over the total purchase of such raw materials in that campaign.

/ For the purpose of calculating the payout coefficient attained for each level of target achievement, a **performance scale** will be determined for each metric, set at the beginning of the cycle, which will include a minimum threshold below which no incentive will be paid, corresponding to a payout of 30% of the maximum incentive, and a maximum level, corresponding to a payout of 100% of the Maximum Incentive. For intermediate levels, the results shall be determined by linear interpolation.

/ For PBT, TTTT, absolute and relative TSR, and Sustainability index, the following will be measured:

Level of achievement	Level of Incentive (% of Maximum Incentive)
Below minimum	0%
Minimum	30%
Maximum	100%

/ To measure the evolution of relative TSR:

- The Peer Group consists of 14 companies in the retail industry with a potential impact in its share price due to similar external factors as Inditex, as detailed below: Nike, Fast Retailing, Lululemon Athletica, Adidas, H&M, Associated British Foods, VF Corporation, Burberry, Next, Puma, Zalando, JD Sports Fashion, Ralph Lauren Corporation and Hugo Boss (the "**Peer Group**").

/ The following will be calculated at the end of the first cycle:

- Inditex's TSR and the TSR of each company in the Peer Group for the 2025-2028 period.
- The arithmetic mean of the TSR of each company, to determine the average TSR for the Peer Group..
- Inditex's annualised TSR and the annualised TSR of the Peer Group.

  Next, the difference (subtraction) between Inditex's annualised TSR and the annualised TSR of the Peer Group will be calculated. This difference will be compared against the target set by the Board of Directors at the beginning of the first cycle and a payout ratio, ranging from 0% to 100% of the Maximum Incentive, will be applied in accordance with the specified scale.
- To measure the sustainability index: the Remuneration Committee will jointly assess the four indicators, based on the results achieved, provided by the Sustainability Department.

In order to be eligible to receive the relevant incentive, as a general rule, Plan participants must remain in the Company until end of the accrual period.

/ The incentive for the **second cycle (2026-2029)** will vary depending upon the following **metrics**, with the following weights:

Weight	Target	Performance criteria
25%	Profit Before Tax ("PBT")	PBT achieved at 2028 year- end (31 January 2029), expressed in euros, compared with the target amount set by the Board of Directors at the commencement of the second cycle.
25%	Store and Online Sales ("TTTT" (Spanish acronym))	Amount in euros of total store and online sales in constant currency at the end of FY2028 (31 January 2029) according to the Company's information, measured against the target amount set by the Board of Directors at the commencement of the second cycle.
12.5%	Absolute Total Shareholder Return ("TSR")	Performance of an investment in Inditex shares over the period of the second cycle, determined by the ratio (expressed as a percentage) between the final value of a hypothetical investment in Inditex shares (reinvesting the dividends from time to time) and the initial value of that same hypothetical investment. The initial value is defined as the average weighted share price on the 30 trading days immediately prior to 1 February 2026 (exclusive) (€55.83) and the final value is defined as the average weighted share price on the 30 trading days immediately prior to 31 January 2029 (inclusive). To this end, for calculating such final value, the dividends or other similar amounts received by shareholders on said investment during the respective period of time will be considered, as if the gross amount thereof (before taxes) would have been reinvested in more shares of the same class on the first date on which the dividend or any similar amount is payable to shareholders and at the closing share price on that date. The absolute TSR achieved during the 2026-2029 period will be measured against the TSR set by the Board of Directors at the commencement of the second cycle, as maximum target.
12.5%	Relative Total Shareholder Return ("TSR")	The relative TSR is defined as the performance of an investment in Inditex shares compared to the performance of an investment in the shares of the companies within the Peer Group (as defined below) during the second cycle, determined by the difference (subtraction) between Inditex's annualised TSR and the annualised TSR of this Peer Group. For the purposes of calculating Inditex TSR and the TSR for each of the companies within the Peer Group, the initial value shall be the average weighted share price of each company on the 30 trading days immediately prior to 1 February 2026 (exclusive). The final value shall be the average weighted share price of each company on the 30 trading days immediately prior to 31 January 2029 (inclusive). In calculating the final value, dividends or other similar distributions received by a shareholder during the relevant period shall be treated as having been reinvested on a gross basis (i.e. before tax) into additional shares of the same class on the first date on which such dividend or similar distribution becomes payable to shareholders, at the closing market price on that date.
25%	Sustainability index (comprising 4 indicators)	(i) "Consumption of lower impact raw materials (referred to as 'preferred'): measured as the percentage of preferred textile raw materials used in the 2028 Winter campaign expressed as a percentage on the total textile raw materials purchased in such campaign. *Fibres or materials must meet recognised third-party best practice standards and be subject to third-party certification or second-party verification to ensure compliance. The Fibre Plan includes standards developed by Textile Exchange, Canopy, Changing Markets and the Leather Working Group, among others. (ii) "Biodiversity Improvement": measured as the number of hectares that are protected, restored, regenerated or under other forms of biodiversity improvement management, as a cumulative data for the three years of the cycle (2026, 2027 and 2028). (iii) "Decarbonisation": measured in terms of percentage reduction of he volume of Scope 3 GHG emissions, in the "procured goods and services" between the start date of the cycle (1 February 2026) and its end date (31 January 2029). (iv) Traceability of the origin of raw materials: measured as the percentage of textile products made from cotton, viscose, and polyester for which verification of the origin of the raw material is available, in the FY2028 Winter campaign, over the total purchase of such raw materials in that campaign.

/ For the purpose of calculating the payout coefficient attained for each level of target achievement, a **performance scale** will be determined for each metric, set at the beginning of the cycle, which will include a minimum threshold below which no incentive will be paid, corresponding to a payout of 30% of the maximum incentive, and a maximum level, corresponding to a payout of 100% of the Maximum Incentive. For intermediate levels, the results shall be determined by linear interpolation.

/ For PBT, TTTT, absolute and relative TSR, and Sustainability index, the following will be measured:

Level of achievement	Level of Incentive (% of Maximum Incentive)
Below minimum	0%
Minimum	30%
Maximum	100%

/ To measure relative TSR:

- The Peer Group consists of 15 companies in the retail industry with a potential impact in its share price due to similar external factors as Inditex, as detailed below: TJX Companies, Nike, Fast Retailing, Lululemon Athletica, Adidas, H&M, Associated British Foods, VF Corporation, Burberry, Next, Puma, Zalando, JD Sports Fashion, Ralph Lauren Corporation and Hugo Boss.

  This Peer Group incorporates an additional company (TJX Companies) compared with the Group defined in prior cycles. In the regular review process, a set of competitors for capital resources was considered and evaluated based on their relative correlation and volatility with respect to Inditex, in order to assess their suitability and comparability. Back-testing analyses were conducted to validate the consistency of the outcomes and to confirm that the composition did not entail selection bias. In addition, among the companies included in the Peer Group, those potentially exposed to a corporate transaction were identified. Given the uncertainty associated with these situations, it was agreed to maintain their inclusion while continue monitoring their evolution.

/ At the end of the second cycle, the following will be calculated:

- Inditex's TSR and the TSR of each company in the Peer Group for the 2026-2029 period.
  - The arithmetic mean of the TSR of each company, to determine the average TSR for the Peer Group.
  - Inditex's annualised TSR and the annualised TSR of the Peer Group.

  Next, the difference (subtraction) between Inditex's annualised TSR and the annualised TSR of the Peer Group will be calculated. This difference will be compared against the target set by the Board of Directors at the beginning of the first cycle and a payout ratio, ranging from 0% to 100% of the Maximum Incentive, will be applied in accordance with the specified scale.

In order to be eligible to receive the relevant incentive, as a general rule participants must remain in the company until the end of the accrual period.

b) 2023-2027 LONG TERM INCENTIVE PLAN

The 2023-2027 LTIP for members of the executive management, including the CEO and other Inditex Group employees, was approved at the 2023 AGM (with 98.94% of votes for).

The first cycle (2023-2026) of the 2023-2027 LTIP, approved at the 2023 AGM, ended on 31 January 2026. Its description, and the amounts of the associated incentive are detailed in section B of this Report, which provides information on the application of the Remuneration Policy in 2025 (the "**2023-2027 LTIP**").

In 2026, the second cycle (2024-2027) of the 2023-2027 LTIP will be ongoing. The amounts of the incentive and its associated characteristics are detailed below.

The **maximum amount of the incentive** assigned to the CEO would amount to:

	Maximum incentive	**=**	**Cash**	**+**	**Shares**
Second Cycle (2024-2027)	133% of annual fixed remuneration		€1,331 thousand		51,502

- At the end of each cycle, the Remuneration Committee will assess the level of target achievement and propose the cash amount and the number of shares to be delivered. The achievement of targets will be measured against identifiable and quantifiable parameters, called metrics.

The incentive for the **second cycle (2024-2027)** of the 2023-2027 LTIP will vary depending upon the following **metrics**, with the following weight:

Weighting	Target	Performance criteria
25%	Profit Before Tax ("PBT")	PBT achieved at 2026 year-end (ending on 31 January 2027), expressed in euros, compared with the target amount set by the Board of Directors at the commencement of the first cycle.
25%	Store and Online Sales ("TTTT" (*Spanish acronym*))	Amount in euros of total store and online sales in constant currency at the end of FY2026 (31 January 2027) according to the Company's information, measured against the target amount set by the Board of Directors at the commencement of the first cycle.
12.5%	Absolute Total Shareholder Return ("TSR")	Performance of an investment in Inditex shares over the period of the second cycle, determined by the ratio (expressed as a percentage) between the final value of a hypothetical investment in Inditex shares (reinvesting the dividends from time to time) and the initial value of that same hypothetical investment. The initial value is defined as the average weighted share price on the 30 trading days immediately prior to 1 February 2024 (exclusive) (€38.76), and the final value is defined as the average weighted share price on the 30 trading days immediately prior to 31 January 2027 (inclusive). To this end, for calculating such final value, the dividends or other similar amounts received by shareholders on said investment during the respective period of time will be considered, as if the gross amount thereof (before taxes) would have been reinvested in more shares of the same class on the first date on which the dividend or any similar amount is payable to shareholders and at the closing share price on that date. The TSR achieved will be measured against the TSR set by the Board of Directors at the commencement of the second cycle.
12.5%	Relative Total Shareholder Return ("TSR")	Performance of an investment in Inditex shares compared to the performance of an investment in shares of a Peer Group company (as defined below) during the first cycle, determined by the difference (subtraction) between Inditex's annualised TSR and the annualised TSR of this Peer Group. For the purposes of Inditex's TSR and the TSR of every company in the Peer Group, the initial value shall mean the weighted average share price on the 30 trading days immediately prior to 1 February 2024 (exclusive). For the purposes of Inditex's TSR and the TSR of every company in the Peer Group, final value shall mean the weighted average share price on the 30 trading days immediately prior to 31 January 2027 (inclusive). To this end, for calculating such final value, the dividends or other similar amounts received by shareholders on said investment during the respective period of time will be considered, as if the gross amount thereof (before taxes) would have been reinvested in more shares of the same class on the first date on which the dividend or any similar amount is payable to shareholders and at the closing share price on that date.
25%	Sustainability index (comprising 4 indicators)	"(i) "Consumption of textile raw materials with a lower impact (referred to as preferred)": measured as the percentage of preferred textile materials in the FY2026 Winter campaign on the total purchase of the raw materials in that campaign. (ii) "Biodiversity Improvement": measured as the increase in the number of hectares that are protected, restored, regenerated or under other forms of biodiversity improvement management, between the start date of the second cycle (1 February 2024) and the end date (31 January 2027). (iii) "Decarbonisation": measured as the percentage reduction in the volume of Greenhouse Gas emissions (scope 3), in the category "procured goods and services", between the start date of the second cycle (1 February 2024) and its end date (31 January 2027). (iv) "Implementation of the Environmental Improvement Programme for Supply Chain Transformation": measured as the percentage of facilities in which the plan has been implemented over the total facilities targeted by the plan (cumulative data for the three financial years: FY2024, 2025 and 2026).

/ For the purpose of calculating the payout coefficient attained for each level of target achievement, a performance scale will be determined for each metric, set at the beginning of the cycle, which will include a minimum threshold below which no incentive will be paid, corresponding to a payout of 30% of the maximum incentive, and a maximum level, corresponding to a payout of 100% of the Maximum Incentive. For intermediate levels, the results shall be determined by linear interpolation.

/ For PBT, TTTT, absolute and relative TSR, and Sustainability index, the following will be measured:

Level of achievement	Level of Incentive (% of Maximum Incentive)
Below minimum	0%
Minimum	30%
Maximum	100%

/ To measure relative TSR's evolution:

- The Peer Group consists of the same 14 competitors in the textile industry previously listed.
- The following will be calculated at the end of the second cycle:
  - Inditex's TSR and the TSR of each company in the Peer Group for the 2024-2027 period.
  - The arithmetic mean of the TSR of each company, to determine the average TSR for the Peer Group.
  - Inditex's annualised TSR and the annualised TSR of the Peer Group.

Next, the difference (subtraction) between Inditex's annualised TSR and the annualised TSR of the Peer Group will be calculated. This difference will be compared with the target set by the Board of Directors at the beginning of the second cycle, which will correspond with a payout ratio, ranging from 0% to 100% of the maximum incentive, in accordance with the specified scale.

/ To measure the sustainability index: the Remuneration Committee will jointly assess the four indicators, based on the results achieved, provided by the Sustainability Department.

In order to be eligible to receive the relevant incentive, as a general rule, beneficiaries must remain in the Company until end of the accrual period.

A.1.7. Main characteristics of long-term savings systems.

Pursuant to the Remuneration Policy, the CEO is not a beneficiary of any long-term saving system, including retirement and/or any other survivor benefit, partly or wholly funded by the Company. In any event, a provision is made for the possibility that the Board of Directors may implement such a system for executive directors during its term.

A.1.8. Any type of payment or indemnification for early termination or dismissal, or deriving from the termination of the contractual relationship, in the terms provided, between the company and the director, whether at the company's or the director's initiative, as well as any type of agreement reached, such as exclusivity, post-contractual non-competition, minimum contract term or loyalty, that entitles the director to any kind of remuneration.

No severance pay has been agreed in case of termination of duties as director, except for that provided in subparagraphs (iii) and (iv) of the following section regarding the CEO for the performance of senior management duties.

A.1.9. State the conditions that contracts should respect for those exercising senior management duties as executive directors.

Pursuant to the provisions of sections 249 and 529*octodecies* LSC and Section 30.3 of the Board of Directors' Regulations, the relevant terms of the contracts entered into with the CEO are detailed below:

(i) Term

The CEO's contract has an indefinite term.

(ii) Notice period

Both in case of termination of the contract on account of certain grounds attributable to Inditex, and on account of voluntary resignation of the executive director, notice shall be given at least three (3) months in advance. Such notice may be replaced with an amount equivalent to the fixed remuneration of the non-observed notice period.

(iii) Termination clause

The CEO shall be entitled to severance pay in a gross amount equivalent to the remuneration of **two (2) years** calculated based upon the sum of his **annual fixed and variable remuneration**, established for the current year, where the relevant contract is terminated by unilateral decision of the Company, as well as in case of resignation by the CEO under certain reasons (including the company's succession or a change in control in the Company that affects more than 50% of the share capital or of the voting rights, provided that a significant renewal of the governing bodies of the Company or a change in the nature and scope of the main business activity of the Company takes place at the same time, if such request for termination is made within six months of the occurrence of such event. For such purpose, no succession or change in control shall be deemed to have taken place in the event of direct or indirect family succession in the ownership of the Company).

(iv) Agreement on exclusivity and post-contractual non-compete obligation

For as long as his contractual relationship with Inditex remains in force, the CEO shall perform his senior management functions exclusively for the Company and the Inditex Group, and he shall refrain from working either directly or indirectly for any third parties, or for his own account, even where the activities he may carry out would not compete with those of the Inditex Group. This provision does not apply to the office of non-executive director on the board of other companies which do not compete with Inditex, subject to the restrictions set out in the Board of Directors' Regulations.

Under the terms and conditions of his contract, compensation for the post-contractual non-compete obligation is included in the severance pay.

With regard to the post-contractual non-compete agreement, and for all members of the Board of Directors, irrespective of their category, Section 24.3 of the Board of Directors' Regulations provides that *"a director whose term of office has ended or who ceases to hold office for any other reason may not provide services in any other company whose corporate purpose is similar to that of the company for a 2-year period"*.

(v) Clawback provision

Pursuant to the provisions of section A.1 of this Report, should (i) any event or circumstance occur that would result in the negative change or variation, in final terms, of the financial statements, results, economic data, performance data or otherwise, upon which the accrual and payment to the executive director of any variable remuneration would

have been based, and, (ii) should such change or variation determine that, if they had become known at the date of accrual or payment, the executive director would have received a lesser amount than the one initially paid, the Company shall be entitled to claim from them any excess paid.

Additionally, as explained in section A.1 above, the Company may cancel and/or claim the clawback of the long-term incentive previously paid to the executive director, in full or in part, in the event of occurrence of certain unforeseen circumstances during the 2 years following the delivery of the incentive.

A.1.10. The nature and estimated amount of any other supplementary remuneration accrued by directors in the current year in consideration for services rendered other than those inherent in their position.

Directors will not receive in the current year any remuneration other than that accrued for the services rendered in their position.

A.1.11. Other items of remuneration such us any deriving from the company's granting the director advances loans or guarantees or any other remuneration.

The granting of advance payments, loans or guarantees to directors is not covered in the Remuneration Policy.

As at the date of this Report, no advanced payment, loans or guarantees have been granted to any director.

A.1.12. The nature and estimated amount of any other planned supplementary remuneration to be accrued by directors in the current year that is not included in the foregoing sections, whether paid by the company or by another group company.

No supplementary remuneration other than the one explained above are provided in the Remuneration Policy.

As at the date of this Report, no supplementary remuneration has been accrued to directors in consideration for services rendered other than those inherent in their position, nor any additional remuneration item other than those addressed in the sections above.

A.2. Significant changes in the Remuneration Policy applicable in the current year.

The Remuneration Policy is valid until 31 January 2027.

The Board of Directors plans to submit for approval at the 2026 AGM as separate agenda items: (i) this Annual Report on Remuneration of Directors for the year ended 31 January 2026 (to be submitted to an advisory say-on-pay vote); and (ii) the new Directors' Remuneration Policy to be effective at least for financial years 2027, 2028 and 2029.

A.3. Direct link to the document containing the company's current remuneration policy, which must be available on company's website.

A link to the Remuneration Policy applicable for financial year 2026 is provided below:

https://www.inditex.com/itxcomweb/api/media/5bec12ad-9a1b-4a82-bff8-8b5dfa5e738b/Board+Members+Remuneration+Policy_24_25_26.pdf?t=1689089034597

A.4. Consideration on the voting by the General Meeting of Shareholders on the annual report on remuneration for the previous year.

The 2025 AGM approved the Annual Report on the Remuneration of Directors for the year ended 31 January 2025 with 98.12% of votes for.

Since the first directors' remuneration policy was approved, the Annual Reports on the Remuneration of Directors have been broadly supported by shareholders in the advisory say-on-pay vote and, in addition, by institutional investors and proxy advisors.

B. Overall summary of how remuneration policy has been applied during the year ended

Inditex Directors' Remuneration Policy for financial years 2024, 2025 and 2026 was approved at the 2023 AGM with 98.37% of votes for.

The following sections detail the application of the current Remuneration Policy during 2025.

B.1.1. Process followed to apply the remuneration policy and determine the individual remuneration contained in Statistical Appendix. Role of the Remuneration Committee, decisions made by the Board of Directors and role played by external advisors.

B.1.1. a) Remuneration Committee's membership

As provided in Article 30 of the Articles of Association, Section 17 of the Board of Directors' Regulations, and Section 8 of the Remuneration Committee's Regulations, the Remuneration Committee shall comprise at least 3 and at most 7 non-executive directors, a majority of whom must be independent directors.

Members of the Remuneration Committee are appointed by the Board of Directors following a report from the Nomination Committee. The Chair of the Remuneration Committee is also appointed by the Board of Directors, out of the independent members of such Committee.

As at 31 January 2026 and as at the date of this Report, the Remuneration Committee comprised the following members, **all** of them **independent directors,** except for Mr Roberto Cibeira, a proprietary director:

Mr Rodrigo Echenique Gordillo (Chair, Independent Director)	Bns. Denise Patricia Kingsmill (Member, Independent Director)
Mr Roberto Cibeira Moreiras (Member, Proprietary Director)	Mr José Luis Durán Schulz (Member, Independent Director)

The 2025 AGM approved the appointment of Mr Roberto Cibeira Moreiras as new proprietary director, at the conclusion of Mr José Arnau Sierra's term of office, who stepped down from Inditex Board and its Committees.

In line with the policy of appointing professionals of recognised standing into the Company's Board Committees, and in view of Mr Cibeira's experience and professional career, he was appointed as a member of the Remuneration Committee.

As at 31 January 2026, Mr Javier Monteoliva Díaz is the Secretary non-member of the Committee.

The Remuneration Committee meets whenever it is deemed appropriate for it to be effective, and in any case, whenever the Board of Directors or its Chair requests the issuing of a report or the submission of proposals within its remit. Moreover, the Remuneration Committee shall hold a meeting every year to prepare the information on the remuneration of directors, which the Board of Directors has to approve and include as part of its annual public documentation.

During the meeting that the Board of Directors holds immediately after each meeting of the Remuneration Committee, the Chair of the latter reports to the Board on the matters discussed.

B.1.1. b) Process followed to enforce the Remuneration Policy and determine individual remunerations.

The duties of the Remuneration Committee are covered in Article 30 of the Articles of Association, Section 17 of the Board of Directors' Regulations and Sections 6 and 7 of the Remuneration Committee's Regulations.

The Remuneration Committee met five (5) times in financial year 2025. Directors' attendance rate, whether physical or virtual at the meetings held in 2025 stands at 95%.

In financial year 2026 up to the date of release of this Report, the Committee has held one (1) meeting.

One of the central pillars of the Committee's work in 2025 has been to ensure that the design, implementation, and monitoring of remuneration systems remain aligned with the Company's strategy, the creation of sustainable value, and best market practices, while also incorporating criteria of prudence and risk control.

At the aforementioned meetings, the Remuneration Committee has discussed, among others, the following matters, and resolved, where appropriate, to submit them to the Board of Directors for approval:

- At the meeting held on 10 March 2025:
  - With regard to the CEO's remuneration, the Committee resolved to submit to the Board of Directors the following proposals:
    - The assessment of the level of achievement of the targets tied to the CEO's variable remuneration for the year ended 31 January 2025 (FY 2024) (approved in 2024), and the proposal on the total remuneration payable to the CEO corresponding to that financial year.
    - The proposal on the items and yardsticks to determine the CEO's remuneration for the year ended 31 January 2026 (FY2025) for the performance of his duties and responsibilities as chief executive.

    The Board of Directors approved at its meeting of 11 March 2025, the achievement of these targets and the pertaining level of incentive payment, as well as the total remuneration payable in 2024 to the CEO and the proposed overall remuneration payable to Mr García Maceiras in 2025.
  - In relation to the 2021-2025 Long-term Incentive Plan, the Committee assessed the level of achievement of the targets set for the second cycle (2022-2025) of the Plan to which the long-term variable remuneration of the CEO and senior managers for the year ended 31 January 2024 (FY2023) was tied and the corresponding payout level.

Furthermore, the Committee reviewed the outcome of the external auditors' agreed-upon procedures report, in accordance with International Standard on Related Services (ISRS) 4400 (Revised), in relation to the calculation of the "Total shareholder return (TSR)" and the degree of achievement of the target assigned to the sustainability index for this second cycle (2022-2025) of the 2021-2025 Plan. This review helped to reinforce the objectivity of the process and, consequently, the credibility of the remuneration system.

The Board of Directors approved at its meeting of 11 March 2025 the level of achievement of the targets and the corresponding payout level proposed by the Remuneration Committee regarding the settlement of the second cycle (2022-2025) of the 2021-2025 Plan.

- In relation to the Annual Report on Remuneration of Directors for the year ended 31 January 2025, the Committee reviewed and gave a favourable report on the draft Report, assessing whether the total remuneration payable to the Board of Directors was aligned with the items and amounts provided for in the Directors' Remuneration Policy for financial years 2024, 2025 and 2026.

  The Annual Report on Remuneration of Directors was approved by the Board of Directors at its meeting of 11 March 2025 and, in addition, at the AGM held on 15 July 2025 (with 98.14% of votes for) in an advisory say-on-pay vote.

/ At its meeting on 9 June 2025, the Committee assessed the general framework of the new 2025-2029 LTIP (its structure and general description), taking into account market practices and the expectations of proxy advisors and institutional investors. At that meeting, the Committee gave a favourable report on the proposed general framework of the 2025-2029 LTIP, as well as the various metrics to which it subject and the maximum incentive allocated in relation to the first cycle (2025-2028) of the Plan.

This proposal was approved by the Board of Directors at the meeting held the following day and was also submitted to the 2025 AGM. The 2025-2029 LTIP was approved at the AGM under agenda item number seven.

/ At the meetings on 4 November and 1 December 2025, the Committee reviewed the proposal on objectives, methodology for calculating the metrics to which the first cycle (2025-2028) of the 2025-2029 Plan is subject, and the performance scales for each of said metrics:

- At the meeting on 4 November, it gave a favourable report on the objectives set for the sustainability and shareholder return metrics, the calibration of their corresponding performance scales, and the proposal on the draft 2025-2029 LTIP Regulations.

- At the meeting held on 1 December 2025, following its internal review, the Committee approved the proposals on: (i) the new targets and the recalibration of the scales for the financial metrics, (ii) Appendix II to the 2025-2029 LTIP Regulations, with the specific terms and conditions for this first cycle (2025-2028) of the Plan, the different levels of participants of the aforementioned first cycle of the 2025-2029 LTIP, and the criteria for their individual designation.

  The Board of Directors approved the above-mentioned proposals and the final text of the 2025-2029 LTIP Regulations at its meeting on 2 December 2025.

/ At the meeting held on 9 March 2026, the Committee:

- Assessed the level of achievement of the targets tied to the first cycle (2023-2026) of the 2023-2027 LTIP and the associated payout level, which were approved by the Board of Directors at its meeting of 10 March 2026.

- Reviewed the proposal on objectives and performance scales for each of the metrics to which the second cycle (2026-2029) of the 2025-2029 LTIP is subject.
- Submitted to the Board of Directors the proposals on (i) the overall CEO's remuneration accrued in 2025, and (ii) the items and yardsticks to determine the remuneration for the current year. This proposal was approved by the Board at its meeting held on 10 March 2026, date of issue of this Report.

- Issued the proposal on the draft Annual Report on Remuneration of Directors for the year ended 31 January 2026, assessing whether the overall remuneration payable to members of the Board of Directors was aligned with the items and amounts set out in the Directors' Remuneration Policy for FY2024, FY2025 and FY2026. This Report was reviewed by the Audit and Compliance Committee at the meeting held on the same day, to ensure that it is consistent with all other information disclosed in other mandatory transparency reports, and establish its integrity and observance of applicable regulations.

  Lastly, the Board of Directors approved the Annual Report on Remuneration of Directors for the year ended 31 January 2026 at the meeting held on 10 March 2026. The Board resolved to submit it to an advisory say on pay at the 2026 AGM.

Further information on the remaining meetings of the Committee and its proceedings in 2025 is shown in the Annual Report on its proceedings, issued by the Remuneration Committee at its meeting held on 9 March 2026 and in the Annual Corporate Governance Report issued by the Audit and Compliance Committee at its meeting held on that same day. Both reports were approved by the Board of Directors on the same day this Annual Report on Remuneration of Directors was approved, i.e., 10 March 2026.

B.1.1. c) Identity and role of external advisors.

To better perform its functions, the Remuneration Committee may request from the Board of Directors the engagement of legal, accounting, financial or other experts at the expense of the Company.

In this regard, the Remuneration Committee has been advised in financial year 2025 by Towers Watson (WTW), an independent consultant specialising in the field of compensation of directors and senior managers, (i) in the preparation of the Annual Report on the Remuneration of Directors for the year ended 31 January 2025 and, (ii) in the design of the 2025-2029 LTIP and its appropriate implementation as well as that of the other in-flight LTIPs.

B.1.2. Explain any deviation from the procedure established for the application of the remuneration policy that has occurred during the year.

There were no deviations from the established procedure in the application of the Remuneration Policy in financial year 2025.

B.1.3. Temporary exceptions to the remuneration policy and exceptional circumstances that have led to the application of these exceptions, the specific components of the remuneration policy affected and the reasons why the company deems that these exceptions have been necessary to serve the long-term interests and sustainability of the company as a whole or to ensure its viability. Quantification of the impact the application of these exceptions has had on the remuneration of each director in the financial year.

No temporary exceptions to the Remuneration Policy have been applied in financial year 2025.

B.2. Actions taken to align the remuneration system with the long-term targets, values and interests of the Company, and measures to guarantee that the long-term results of the Company have been taken into consideration in the remuneration accrued. Actions taken regarding the remuneration system to reduce exposure to excessive risks and measures to avoid conflicts of interest.

B.2.1. Actions taken to align the remuneration system with the long-term targets, values and interests of the Company, and measures to guarantee that the long-term results of the Company have been taken into consideration in the remuneration accrued.

The measures taken in 2025 to ensure that **long-term results** of the Company **are considered** in the **application** of the Remuneration Policy are described below:

/ The CEO' total remuneration comprises different remuneration elements, mainly consisting of: (i) a fixed remuneration, (ii) a short-term variable remuneration (annual), and (iii) a long-term variable remuneration (multi-year).

/ In financial year 2025, this long-term element had a weighting of 48% on the total remuneration accrued (fixed + short-term variable + long-term variable).

/ Long-term variable remuneration plans are part of a multi-year framework to ensure that the evaluation is based upon long-term results and that the underlying economic cycle of the Company is considered therein.

/ Part of this remuneration is awarded and will be delivered in shares, based upon shareholder value creation, so that the interests of the executive director and officers are aligned with shareholders' interests.

/ The CEO has undertaken to retain, for at least 3 years, the net shares that he may receive as a result of any element of variable remuneration, until he holds a number of shares equivalent to at least 2 years of his fixed remuneration. In any case, once this shareholding requirement has been met, the CEO must comply with the lock-up obligations under the long-term incentive plans, which involve holding a number of shares equivalent to the incentive received in shares, net of applicable taxes, for 2 years after their release. This obligation will remain, in respect of the shares the CEO receives from the 2023-2027 LTIP and 2025-2029 LTIP, even after termination of the relationship with the Company, as detailed in section A.1.1 above.

These measures result in a better alignment of the interests of the CEO with those of the shareholders.

The Remuneration Policy in effect in 2025 set an **appropriate balance between fixed and variable** items of the remuneration as described below:

/ The design of the remuneration scheme shows an efficient balance between fixed and variable items, as described in section A.1. above.

/ Variable remuneration items were flexible enough to allow their shaping, to the extent that it was possible that no amount was paid on in terms of variable remuneration, whether annual or multi-year; in such case, fixed remuneration would have represented 100% of total compensation.

/ Variable remuneration is not guaranteed.

B.2.2. Actions taken regarding the remuneration system to reduce exposure to excessive risks and measures to avoid conflicts of interest.

The **measures** taken in 2025 with regard to **those members of staff** whose professional activity may have a **material impact on the risks profile** of the Company were:

/ The Remuneration Committee has reviewed on an ongoing basis whether the principles, yardsticks and remaining terms of the Remuneration Policy are fit for the Company's specific circumstances and aligned with market remuneration practices.

/ The Remuneration Committee was the internal body responsible for considering and reviewing the appropriate and consistent application of the Remuneration Policy in relation to the remuneration of directors, in particular the CEO, but also with respect to the application of the remuneration policy for the Groups's senior managers, ensuring that no payments have been made that are disproportionate in relation to their peers or outside the scope of the Policy and or the relevant contracts. Those professionals whose activity may have a material impact on the risks' profile of the Company are included among them.

Thus, within the framework of this oversight, the calculation of the financial and sustainability metrics linked to the second cycle (2022-2025) of the 2021-2025 LTIP has been subject to independent review by external auditors in accordance with International Standard on Related Services (ISRS) 4400 (Revised), strengthening control and mitigating the risk of errors or inaccuracies in determining the payout level.

On the other hand, within the framework of the design of the first cycle (2025-2028) of the 2025-2029 LTIP, the Remuneration Committee assessed in detail the definition of the metrics, their calculation methodology, and the corresponding performance scales, especially reviewing the minimum achievement thresholds in order to ensure an appropriate level of performance and prevent the accrual of incentives from occurring in the absence of real and sustainable value creation.

As a result of this assessment, certain objectives and minimum target achievement levels were recalibrated, reinforcing the system's consistency with the principles of prudence, proportionality, and alignment with shareholders' interest.

Finally, regarding the evaluation of annual variable remuneration, the Committee also assessed performance differences across retail formats, ensuring that the determination of incentives adequately reflected the actual contribution of each area of responsibility and avoiding potential distortions or disproportionate payments.

These actions have helped mitigate the risk of accruing incentives for insufficient performance or due to the effects of methodological changes, reinforcing the technical robustness and credibility of the compensation system.

/ All members of the Remuneration Committee also serve on the Audit and Compliance Committee. This ensures that risks associated to remuneration are considered in the course of the debates of the Remuneration Committee and of the Audit and Compliance Committee and in proposals submitted by both Committees to the Board of Directors, on both the determination and the process to assess annual and multi-year incentives.

/ Likewise, two (2) ordinary members of the Remuneration Committee also serve on the Sustainability Committee. In particular, the Chair of the Sustainability Committee is a member of the Remuneration Committee. The Sustainability Committee is responsible for overseeing and monitoring proposals in the field of sustainability, on social and environmental issues, on health and safety of the products that the Company places on the market, and the relations with the different stakeholders in the field of sustainability. Accordingly, the fact that the same directors serve on different committees allows ensuring that alignment with the Group's priorities in the field of sustainability for all its stakeholders is considered upon establishing and enforcing the terms of the Remuneration Policy.

With regard to **clawback** provisions in order to be entitled to the recovery of variable items of the remuneration that are based on results, when such items have been paid on the basis of information clearly shown later to be inaccurate:

/ A clawback clause is included in the contract with the executive director in respect of variable items of his remuneration in such cases. Additionally, the Company may cancel and/or claim the recovery of the long-term incentive previously paid in full or in part, in the event of certain unforeseen circumstances, as described in section A.1 above.

/ The Remuneration Committee may propose to the Board of Directors the cancellation of payment or, where appropriate, the recovery of the variable items of the remuneration of directors based on results, when they have been paid on the basis of information clearly shown to be inaccurate. It can also propose the termination of the relationship with the individual and the filing of the relevant claims, pursuant to the terms of Section 6 of the Remuneration Committee's Regulations.

The measures taken to detect, determine and resolve potential **conflicts of interest** have been addressed in section A.1.2.c) above.

B.3. How the remuneration accrued in the financial year complies with the provisions of the applicable remuneration policy and how it contributes to the long-term and sustainable performance of the company. Relationship between the remuneration accrued by the directors and the results or other performance measures of the company in the short and long term.

The Directors' Remuneration Policy applied in financial year 2025 was approved at the 2023 AGM. The Policy expires on 31 January 2027, which means that its characteristics, described in section A.1. above, are applicable to this section.

The amounts set out in said section A.1 above are the only remuneration paid in 2025 to directors in their capacity as such for membership of the Board of Directors of Inditex, or of any Group companies, except for the CEO's remuneration for the performance of senior management functions. Directors have not received any other remuneration under a profit-sharing scheme or bonus, nor any remuneration systems or schemes covering a variable remuneration or based on results or other indicators of performance of the Company.

As regards the CEO, certain items of his remuneration for the performance of senior management functions are tied to results and other indicators of performance of the Company. In particular, in 2025:

- **Short-term or annual variable remuneration:**

As explained below, the Board of Directors resolved, on the proposal of the Remuneration Committee, that the annual variable remuneration for the CEO in financial year 2025 should be determined in accordance with the following criteria:

Weighting	Target	Performance criteria
70%	Net sales (35%) and contribution margin (35%)	The same criteria as those established for senior managers according to the budget of the Company are applied.
15%	CEO's individual performance	Assessment by the Board of Directors, on the proposal of the Nomination Committee.
	Strategic development of the Company	Drive the initiatives related to advancing the four strategic priorities, such as improving the fashion proposal, enhancing the customer experience, increasing the focus on sustainability and preserving the talent and commitment of our people
15%	Progress in the implementation of the strategy towards global sustainability at Inditex, measured against the following indicators:	(i) Degree of progress in adoption of recycled fibres. (ii) Degree of progress in the supply chain transformation plan (water, energy, waste and chemicals). (iii) Degree of progress in the development of strategic partnerships aimed at the transformation of the industry. (iv) Degree of progress in improving traceability across our supply chain. (v) Level of implementation of environmental projects related to the initiative to charge for paper bag and envelopes at stores. (vi) Development of innovation projects in fibres and production processes.
	Progress in corporate governance	Degree of observance of the recommendations set out in the Good Governance Code of Listed Companies and alignment with international best practices.
	Progress in implementing diversity and compliance programmes	Approval of internal regulations and degree of international roll-out.

In order to assess the criteria above for the purpose of determining the CEO's annual variable remuneration for financial year 2025, the Remuneration Committee has taken into account the target achievement levels and the performance scales associated with each target, with their corresponding slopes (i.e., the relation between the level of achievement and the payout level):

/ Inditex Group's net sales were €39.864 billion in financial year 2025, slightly above the target achievement scenario, which implies a 100.8% payout level for this target.

/ Contribution margin reached €7.782 billion in financial year 2025, exceeding the maximum achievement scenario, which implies a 125% payout level for this target.

The results achieved in financial year 2025 highlight the robust operating performance of Inditex Group, which can be seen in the corresponding lines of the consolidated Income Statement. This performance has been achieved in a global environment of high financial volatility, uncertainty, and a macroeconomic complexity that maintains the need for very efficient management in terms of operations and cost centres.

Sales have performed well both in-store and online and across all formats, with a 3.2% growth at average exchange rates (+7% in constant currency).

The transformation of the physical stores sales space has continued, resulting in 190 openings, 293 closures and 217 refurbished stores . The retail selling space has increased by 1.5% compared to the end of the previous financial year.

The evolution of the gross margin has been positive, with 3.9% growth in absolute terms, reaching 58.3% of sales. This is despite the adverse effect of the net depreciation of sales currencies other than the euro and the increase in tariffs expenses.

The efficient execution of the business model can also be observed in the management of operating expenses, whose real growth of 2.7%, considering all lease expenses, was 51 basis points below sales increase in the year expressed in percentage terms.

Profit Before Tax and Net Profit growth stands at 6%, against very demanding comparables in the previous years.

Strong cash generation continues, along with its reinvestment in the business, focused on executing the logistics expansion plan. This exceptional two-year investment program has allocated €1.800 million between 2024 and 2025 to increase logistics and operational capacity and achieve efficiencies that are being reinvested in the business, further enhancing differentiation. The total dividend paid in 2025, of €1.68 per share, amounted to €5.235 billion. At the end of 2025, the Group's net financial position stood at €10.958 billion.

These results have been reflected in the positive share performance. Inditex's market capitalisation at 31 January 2026 reached €171.416 billion.

/ With regard to the remaining targets, which represent an aggregate 30% weighting, the Remuneration Committee has assessed a level of achievement and a payout level of 125% for these targets. In this regard, the Remuneration Committee has considered the following:

  – The findings of the evaluation of the **CEO's performance**, carried out by the Board of Directors at the meeting held on 2 December 2025, following a report from the Nomination Committee, have once again been highly positive, confirming the strong ratings achieved in previous years. This evaluation particularly highlighted his performance in managing complex matters within a demanding global environment, as well as his commitment to continuously enhancing the Company's overall management by strengthening its governance structure. In this regard, his active contribution to reinforcing Inditex's corporate governance model was emphasised once more, with special recognition given to his important role in promoting best practices, in ensuring a well-balanced coordination of responsibilities with the Chair of the Board, and in the transparency and clarity of the information provided to the Board. His strong listening skills and diligence in addressing Directors' requests were also underscored.

    All of which keeps contributing to a continuous improvement in the working dynamics of the Board and Committees' meetings.

– In terms of progress relating to the **strategic development** of the Company, during 2025, the Group has continued to develop initiatives to keep strengthening and building up the four priority focus areas: fashion proposal, customer experience, sustainability and focus on people. To this end, work has continued on constant innovation, diversification and flexibility as essential pillars of the business model. The continuous improvement of our customers' experience has been strengthened by the consolidation of the rollout of the new alarm system across the different retail formats, facilitating the increasing use of assisted checkouts. Progress has also continued on projects offering unique spaces for menswear (such as the recent opening of the ZARA Man store at Palazzo Veroni in Rome) or the Apartment concept (this year also available at ZARA Serrano, Madrid). The various retail formats have continued to develop their strategies, including the start of a physical presence in new markets (such as Bershka in India or Sweden, Stradivarius in Austria, or Oysho in the Netherlands) as well as their enhanced presence in locations where they already operated (for example, the new Massimo Dutti and Pull & Bear stores in London Oxford Street). All of this contributes to the geographical diversification of the Group, complemented by the diversity of manufacturing sources. Throughout the year, all retail formats have remained highly active in responding to new trends in order to offer customers what they want at any given time..

– During 2025, progress has continued to be made towards meeting the **sustainability objectives** in accordance with the current Roadmap. Thus:

- Degree of progress in the adoption of recycled fibres: one of the most important commitments made by the Group in terms of use of resources is the Fibres Plan, which aims for 100% of the textile fibres used in our products in 2030 to be fibres with a lower impact on the environment compared to the impacts of conventional fibres. Advancing in the use of recycled materials prevents the extraction of new raw materials and reduces waste generation. In the Winter 2025 campaign, 47% of the textile fibres used came from recycled origin, a very significant advance towards our 2030 goal (100%).

  - Degree of progress in the supply chain transformation plan (water, energy, waste and chemicals): in 2025, the 2024-2027 Supply Chain Environmental Transformation Plan -whose purpose is to support a significant portion of the Group's supply chain with the most relevant environmental impact — is being rolled out. The programme provides voluntary technical support to reduce environmental impacts (carbon footprint, chemicals, water consumption and discharges) through specialised consulting firms and the support of our local and global teams. To date, work has been carried out with a large number of facilities to provide technical diagnostic reports and to define the corresponding transformation plans. Most facilities are participating in this voluntary assistance programme. During 2026, progress will continue in the rollout of the Plan with the objective of covering all facilities.

  - Degree of progress in the development of strategic partnerships aimed at the transformation of the industry: in 2025, progress has continued to be made in Inditex's collaboration with the International Apparel Federation (IAF), a leading federation in the textile industry that brings together manufacturers, brands and sector associations from around the world. This collaboration seeks to promote a transformation in the clothing industry and in supply chains, laying the foundations for the implementation of projects that seek to improve working conditions, protect the environment, move towards circularity and promote transparency and traceability in supply chains. In this context, 2025 saw the launch of ATTI (Apparel and Textile Transformation Initiative), an international platform designed to accelerate the transformation of textile and apparel supply chains. This initiative is led by the IAF and the International Textile Manufacturers Federation (ITMF), and has already initiated pilot programmes in Türkiye and Bangladesh to promote innovation, energy efficiency and the use of renewable energies in production processes. In addition, Inditex's CEO serves as co-chair of the steering committee of The Fashion Pact, an initiative of which Inditex is a co-founding partner and which represents an agreement between leading companies in the fashion industry committed to setting specific targets to address the industry's challenges in the field of renewable energies, production and lower impact materials and biodiversity.

- Degree of progress in improving traceability across our supply chain: throughout 2025 further progress was made in our traceability strategy, with the following key areas of work worth highlighting:

  - Supporting the sourcing of lower impact materials by improving the efficiency of the fibre-validation process.

  - Supporting compliance with the new regulatory framework, while also enhancing our understanding of the supply chain.

  - Definition of a scalable procedure for implementing corrective action plans (CAPs) to improve compliance with traceability requirements.

  - Progress has continued in the strategy to verify the supply chain of certain fibres through a market-based platform (Textile Genesis).

- Degree of implementation of environmental projects related to the initiative of charging for paper bags and envelopes at the stores: in 2021 Inditex began to encourage the use of reusable bags at its stores to reduce the consumption of raw materials, water and energy associated with the paper bags and envelopes that it gives to its customers with their purchases. With the aim of raising customer awareness about the importance of using reusable alternatives, reducing waste generation and minimising the consumption of raw materials, water and energy, the initiative #TRAETUBOLSA (#BRINGYOUROWNBAG) was launched. Currently present in 84 markets, this initiative has enabled a 50% reduction in the number of bags and envelopes provided in our stores since its launch in 2021. The revenue generated from charging for these recycled paper bags and envelopes — which is allocated to environmental projects — amounts to €159 million since the start of the initiative. Of this amount, €75 million[66] had been allocated to projects in 46 markets during 2025.

[66] Due to the time lag between charging for the bags and the formulation of initiatives, the amount currently raised exceeds the contribution allocated to projects.

- Implementation of innovation projects in fibres and manufacturing processes: in 2025, work has continued on the Sustainability Innovation Hub (SIH), an innovation centre launched in 2020 with an action plan until 2030, designed to support the adoption and scaling of innovative technologies in fibres, materials, production processes and traceability in the textile and footwear sector. Its objective is to reduce the environmental impact associated with raw materials and production processes in the textile industry. In 2025:
  - New fibres have been validated and incorporated into the Fibre Plan.
  - Progress has continued on life-cycle evaluations.
  - New industrial facilities for fibres and materials have been added.
  - One (1) patent has been obtained in recycling technology

– Progress in **corporate governance.**

From the perspective of the composition, structure, organisation and functioning of Inditex's corporate bodies, in 2025 work has continued on the ongoing and permanent reinforcement of good governance practices, in line with the progress made in recent years.

- **Strengthening and updating the internal regulatory framework.**

In 2025, a significant review of the Company's internal corporate governance regulations was carried out, including partial amendments to the Board of Directors Regulations and to the Terms of Reference of its Committees, with the aim of aligning them with the recommendations set out in CNMV's Technical Guide 1/2024 and extending certain best practices—initially applicable only to audit committees—to the rest of the Board Committees. These amendments have strengthened coordination among bodies with overlapping responsibilities, systematised and clarified their functions, and adapted the internal framework to regulatory developments in areas such as sustainability, cybersecurity, diversity and related party transactions.

Specifically, regarding related party transactions, 2025 saw a comprehensive review of the applicable internal framework, culminating in the Board's approval, at its meeting on 10 March 2026, of a new Procedure on Related Party Transactions. This document consolidates and expands the previously existing regime into a single framework, including the former Internal Procedure for Reporting on and Monitoring Related Party Transactions. The new Procedure develops and organises the mechanisms for identifying, analysing, approving and overseeing these transactions, thereby strengthening safeguards for transparency, fairness and alignment with shareholders' interests.

- **Establishment of the International Advisory Board.**

In the context of a global environment marked by increasing geopolitical, economic and regulatory complexity, the Board of Directors approved the creation of the International Advisory Board, comprising internationally renowned experts, with the aim of strengthening strategic decision-making processes and the oversight of emerging risks from a global and forward-looking perspective. This new advisory body complements the Company's existing advisory mechanisms in areas such as sustainability and cybersecurity, further enhancing the Board's and its Committees' independent analytical capabilities.

- **Enhancement of coordination mechanisms between the Committees and advisory bodies.**

In 2025, coordination mechanisms between the various Board Committees were strengthened, particularly in areas with shared responsibilities—such as sustainability, risk, remuneration and non-financial reporting—both through the aforementioned updates to their Terms of Reference and through practical measures such as joint sessions, systematic information-sharing and cross-membership of Directors. This enhanced coordination proved highly effective throughout 2025, enabling a more integrated view of the oversight of financial and non-financial risks, internal control, and the consistency of the different transparency reports.

- **Strengthening the risk oversight and internal control model.**

The Board of Directors and the Audit and Compliance Committee continued to deepen the structured oversight of financial and non-financial risks, including technology, geopolitical, regulatory and sustainability-related risks.

In particular, following the amendment to the Audit and Compliance Committee Regulations, the Committee has formally assumed new responsibilities relating to the oversight of the Group's technology framework, and has strengthened its supervision of the activities carried out by the Information Security function. This has resulted in the formal and structured integration of technology and cybersecurity risks into the Group's overall internal control and risk management system.

This enhanced framework has enabled the consolidation of a more robust control environment in the technological domain, supported by periodic reporting from the Chief Information Security Officer (CISO), the ongoing monitoring of key cybersecurity and technology risks, and their explicit consideration within the Group's general risk management and oversight system.

- **Gradual board refreshment and diversity in the composition of the Board.**

In 2025, a new proprietary director was appointed to replace a director at the conclusion of their term of office, contributing to an orderly and gradual board refreshment. This appointment has enhanced the Board's collective experience in financial matters and risk oversight, in line with the Group's strategic priorities.

Furthermore, gender parity on the Board of Directors (50/50) has been maintained, exceeding the applicable legal and good governance requirements on balanced gender representation.

- **Strengthening the governance framework on diversity and inclusion.**

During 2025, the competencies of the Sustainability Committee in the area of diversity and inclusion were expanded and further defined, expressly integrating these matters into its oversight framework. The role of the Sustainability and Inclusion Advisory Committee was also strengthened by broadening its remit and progressively renewing its composition, with the aim of incorporating new perspectives and specialised expertise in this field.

These developments have reinforced the Group's strategic drive in this area, ensuring structured oversight across the organisation of the commitments undertaken on diversity and inclusion.

- **Continuous development of the Board.**

Within the framework of the ITX Board Academy programme, the Board's training scheme continued to advance throughout 2025, incorporating specialised content in areas of growing strategic and regulatory relevance, such as artificial intelligence governance, the effectiveness of criminal risk prevention models, and circularity in the fashion industry.

- **Renewal of the Corporate Governance Certification.**

As external confirmation of the robustness of the governance model, in 2025 the Company renewed its AENOR Corporate Governance Index Certification, maintaining the highest rating achieved in the previous year.

Overall, the progress made in 2025 reflects a dynamic and evolving corporate governance model, aimed not only at regulatory compliance but also at anticipating risks, ensuring continuous improvement in oversight processes, and consolidating a governance framework that is robust, transparent and aligned with shareholders' interests and stakeholder expectations.

  – With regard to progress in the field of **Compliance**, during financial year 2025 the Compliance function at Inditex continued to strengthen a solid Global Compliance Model, risk-based and fully integrated into the Company's corporate governance system, thereby reinforcing transparency, ethical culture and oversight by the governing bodies.

- **Transparency and accountability.**

The Inditex Group's Compliance Transparency Report has been published for the first time in 2025. This Report represents a strategic step forward in public accountability and positions the Inditex Group in line with leading Compliance reporting practices. It provides a structured, data-driven and qualitative overview of the governance and oversight of the Compliance function and the Global Compliance Model, as well as the operation of key components of the Model, such as the Ethics Line, due diligence processes, Internal Regulatory Framework coordination activities and the Compliance training plan. In an environment of increasing regulatory demands and expectations regarding Compliance and corporate governance, this initiative underscores the commitment of the Audit and Compliance Committee and the Board of Directors to strengthening the ethical culture of the organisation and fostering long-term sustainable value creation.

- **Ethical culture and training initiatives.**

Ethical culture has continued to be a priority, with a particular focus on groups with greater exposure to corruption and bribery risks. Among the priority group, 88% of individuals completed the mandatory compliance training, delivered either in person or remotely. During 2025, based on risk assessment, priority was given to groups exposed to risks related to anti-corruption and anti-bribery prevention, through in-person and hybrid training programmes specifically designed for their operational context. A total of 1,660 people from Design and Product Purchasing (100% attendance) and 418 people from Merchandising and Quality Control (100% attendance) in purchasing offices received in-person training.

With regard to members of the Board of Directors, they attended a training session during the year entitled "How to demonstrate to an authority the effectiveness of the Criminal Risk Prevention Model: A practical approach for Board members."

Since its launch in 2024 and through the end of the 2025 financial year, the course on the Code of Conduct has been completed by 201,134 employees. Of these, 133,309 remained active at the end of 2025, representing 87% of the active workforce. In 2025, the plan for acceptance of the Code of Conduct updated in 2024 continued. As of the end of the 2025 financial year, 152,079 employees — that is, 99% of the active workforce — had accepted the Code.

- **Amendment to internal regulations:**

During 2025, 24 corporate or global scope internal regulations were approved or amended, in addition to several other minor or locally scoped internal rules. In particular, during the year, the Board of Directors approved or amended eight regulations (the Internal Regulations of Conduct in the Securities Market, the Board of Directors Regulations, the Nominations Committee Regulations, the Remuneration Committee Regulations, the Sustainability Committee Regulations, the Audit and Compliance Committee Regulations, the Sustainability and Inclusion Advisory Committee Regulations and the International Advisory Board Regulations), one charter (the Internal Audit Charter) and four policies (the Sustainability Policy, the Energy Policy, the Water Policy and the Sustainability Stakeholder Relations Policy). This extensive regulatory activity reflects the ongoing update of the internal framework and its alignment with regulatory developments and best practices.

- **Ethics Line:**

As a result of the communication and training initiatives on the Code of Conduct, integrity and respect mentioned above, awareness of the existence and proceedings of the Ethics Line and the Ethics Committee has been strengthened. In addition, and in line with best practices, the Group uses a tool provided by an external supplier that enables the receipt and management of Ethics Line concerns in a more efficient manner. The tool is accessible 24 hours a day, seven days a week, is available in 25 languages and can be used in all markets in which the Group operates. The Ethics Line has continued to consolidate its role as a key element of the Global Compliance Model. In 2025, 1,164 concerns were received, compared with 791 in 2024, representing a 47% increase. This rise in concerns, together with periodic reporting to the Audit and Compliance Committee, confirms that the Ethics Line is an accessible, well-known and fully operational system with effective detection and response mechanisms.

- **Global Compliance Model**:

Throughout 2025, the Global Compliance Model strengthened its ability to anticipate and manage the Group's main compliance risks by standardising corporate methodologies, enhancing management tools and further developing the Global Risk and Control Matrix (the 'Matrix'). The global rollout of the Model is being carried out progressively, based on a risk-driven approach and a prioritisation of risks and markets, following a defined methodology. Oversight of the Global Compliance Model during the year included updating the Matrix, conducting the annual compliance risk assessment, performing periodic monitoring of controls and tracking action plans, with key results periodically reported to the Audit and Compliance Committee. These advances reflect a consolidated Compliance function, supported by a risk-based methodology, effective oversight by the Audit and Compliance Committee and a clear commitment to continuous improvement, fully aligned with leading compliance practices.

– In the field of **Diversity and Inclusion (D&I)**, in 2025 significant progress has been consolidated across various domains. Inditex's corporate purpose, '*We design opportunities for everyone*', has continued to guide the initiatives that reflect the Company's strong commitment to diversity, equality and inclusion.

The integration of people with disabilities has remained as one of the main priorities this year through the '*INcluye*' programme, our social and labour inclusion engine that aims for the direct and sustainable employability of people with different types of disabilities. After surpassing the threshold of 3,000 employees with disabilities worldwide in 2024, it is worth highlighting that, by the end of 2025, the Company exceeded 3,300 such employees, representing 2.1% of the average annual workforce. In this context, November 2025 saw the celebration, for the sixth straight year of 'Impact Week', a week dedicated to disability inclusion, with the participation of the vast majority of subsidiaries, headquarters and logistics centres.

Within the scope of gender equality, a new edition of 'Technovation Girls' was held in Spain, bringing together 124 girls and young women aged 8 to 18 who developed projects aimed at learning and building technological skills, supported by 52 Inditex mentors. The programme began its international expansion at the end of the year, with implementation in our subsidiaries in Mexico, Romania, Türkiye and India for the 2025–26 edition.

Within our ethnical and social inclusion pillar, the 'SALTA' programme has been once again a driving force for the employment of people in vulnerable situations. In 2025 SALTA has been launched in Austria, joining Germany, Australia, Brazil, Canada, South Korea, Croatia, Spain, the United States, France, Greece, India, Kazakhstan, Mexico, Poland, Portugal, the United Kingdom, the Czech Republic, Romania, Switzerland and Türkiye, for a total of 22 markets. Over the last 17 years, more than 2,100 people have had the opportunity to enter the labour market in the Inditex Group's stores, logistics centres and offices, and more than 4,800 people have participated in mentoring, training and support programmes.

The 'I Am Proud' initiative was also developed, reflecting our commitment to creating safe work environments where every individual can express themselves authentically and feel fully respected, ensuring that every voice can be heard without fear of prejudice, gender stereotypes or any form of discrimination.

All our pillars were further strengthened in 2025 through the 'Voices of our People' campaign, which gives visibility to colleagues across our workplaces worldwide, showcasing real stories and testimonials that inspire and embody our diverse and inclusive culture.

Raising awareness of diversity and inclusion issues has also been key this year, with the e-learning offering within the dedicated D&I Channel in 'Tra!n' training platform further strengthened through the launch of a new LGBTQI+ inclusion course, which has been accessed by 15,000 employees across several markets. In addition, 50,000 people worldwide have completed the training on disability inclusion since 2024, adding to the almost 130,000 people who have already accessed the course on general aspects of diversity and inclusion since its launch in 2023 and who give internal visibility to the Group's D&I Policy.

The role of 'Diversity Champions' has also been strengthened. These individuals are present in all the Group's markets and brands, and act as internal ambassadors for the D&I Policy and strategy, helping to implement initiatives locally and adapting them to the needs of each market.

Overall, financial year 2025 provided renewed momentum in strengthening the Company's values of respect, equality and non-discrimination, fostering among our people a strong commitment to our inclusive culture and an enhanced sense of belonging.

As a result of all the above, on the proposal of the Remuneration Committee, the Board of Directors resolved an overall payout level for the CEO's annual variable remuneration for financial year 2025 of 116.53% of target, amounting to €3,496 thousand (139.84% of his annual fixed remuneration and 93.2% of the maximum annual variable remuneration).

- **Multi-year or Long-term variable remuneration:**

On 31 January 2026 the first cycle (2023-2026) of the 2023-2027 LTIP, approved at the AGM held on 11 July 2023, came to an end.

The features and amounts for the first cycle (2023-2026) are set out below:

- This cycle began on 1 February 2023 and ended on 31 January 2026.
- The amount of the maximum incentive for the CEO in the first cycle (2023-2026) was as follows:

Maximum Incentive	=	Cash	+	Shares
133% of fixed remuneration		€1,331 thousand		75,045 shares

- The metrics to which this cycle is tied, and their weightings, are the following:

Weighting	Target	Performance criteria
25%	Profit Before Tax ("PBT")	PBT achieved at 2025 year-end (ending on 31 January 2026), expressed in euros, compared with the target amount set by the Board of Directors at the commencement of the first cycle.
25%	Store and Online Sales ("TTTT" (*Spanish acronym*))	Amount in euros of total store and online sales in constant currency at the end of FY2025 (31 January 2026) according to the Company's information, measured against the target amount set by the Board of Directors at the commencement of the first cycle.
12.5%	Absolute Total Shareholder Return ("TSR")	Performance of an investment in Inditex shares over the period of the first cycle, determined by the ratio (expressed as a percentage) between the final value of a hypothetical investment in Inditex shares (reinvesting the dividends from time to time) and the initial value of that same hypothetical investment. The initial value is defined as the average weighted share price on the 30 trading days immediately prior to 1 February 2023 (exclusive) (€26.6), and the final value is defined as the average weighted share price on the 30 trading days immediately prior to 31 January 2026 (inclusive). To this end, for calculating such final value, the dividends or other similar amounts received by shareholders on said investment during the respective period of time will be considered, as if the gross amount thereof (before taxes) would have been reinvested in more shares of the same class on the first date on which the dividend or any similar amount is payable to shareholders and at the closing share price on that date. The absolute TSR achieved during the 2023-2026 period will be measured against the TSR set by the Board of Directors at the commencement of the first cycle, as maximum target.
12.5%	Relative Total Shareholder Return ("TSR")	Performance of an investment in Inditex shares compared to the performance of an investment in shares of a Peer Group company (as defined below) during the first cycle, determined by the difference (subtraction) between Inditex's annualised TSR and the annualised TSR of this Peer Group. For the purposes of Inditex's TSR and the TSR of every company in the Peer Group, the initial value shall mean the weighted average share price on the 30 trading days immediately prior to 1 February 2023 (exclusive). For the purposes of Inditex's TSR and the TSR of every company in the Peer Group, final value shall mean the weighted average share price on the 30 trading days immediately prior to 31 January 2026 (inclusive). To this end, for calculating such final value, the dividends or other similar amounts received by shareholders on said investment during the respective period of time will be considered, as if the gross amount thereof (before taxes) would have been reinvested in more shares of the same class on the first date on which the dividend or any similar amount is payable to shareholders and at the closing share price on that date.
25%	Sustainability index (comprising 4 indicators)	(i) "Consumption of textile raw materials with a lower impact (referred to as 'preferred'): measured as the percentage of preferred textile raw materials (organic, in conversion, regenerative, recycled, certified as European linen, Green viscose in the Hot Button Report by Canopy and EU BAT compliant or "Next Generation") in FY2025 Winter campaign on the total purchase of the main fibres (cotton, polyester, linen, viscose, modal and Lyocell) in said campaign. (ii) "Water consumption": measured as the percentage reduction in water consumption (litre/kg) in the supply chain between the cycle start date (1 February 2023) and the cycle end date (31 January 2026). (iii) "Decarbonisation": measured in terms of percentage reduction of the volume of Scope 3 Greenhouse Gas emissions, in the category "procured goods and services" between the start date of the cycle (1 February 2023) and the end date of the cycle (31 January 2026). (iv) "Social": total number of workers who are part of the programmes of the priority impact areas of social dialogue, living wages, health, respect and resilience of the Workers at the Centre Strategy in the period between 1 February 2023 and 31 January 2026 (cumulative data for the three financial years: FY2023, FY2024 and FY2025).

- For the purpose of calculating the payout coefficient attained for each level of target achievement, a **performance scale** was determined for each metric at the beginning of the cycle, which includes a minimum threshold below which no incentive is paid, corresponding to a payout of 30% of the maximum incentive, and a maximum level, corresponding to a payout of 100% of the Maximum Incentive. For intermediate levels, the results shall be determined by linear interpolation.

Level of achievement	Level of Incentive (% of Maximum Incentive)
Below minimum	0%
Minimum	30%
Maximum	100%

  - To measure the evolution of relative TSR:

    The Peer Group consists of 14 competitors in the textile industry whose share price can be potentially impacted by external factors similar to Inditex's, as shown below: Nike, Fast Retailing, Lululemon Athletica, Adidas, H&M, Associated British Foods, VF Corporation, Burberry, Next, Puma, Zalando, JD Sports Fashion, Ralph Lauren Corporation and Hugo Boss.

    The following will be calculated at the end of the cycle:

    - Inditex's TSR and the TSR of each company in the Peer Group for the 2023-2026 period.
    - The arithmetic mean of the TSR of each company, to determine the average TSR for the Peer Group.
    - Inditex's annualised TSR and the annualised TSR of the Peer Group.

    Next, the difference (by subtraction) between Inditex's annualised TSR and the annualised TSR of the Peer Group will be calculated. This difference will be then compared with the target set by the Board of Directors at the beginning of the first cycle and a payout, ranging from 0% to 100% of the Maximum Incentive, will be applied in accordance with the specified scale.

  - To measure the sustainability index: the Remuneration Committee evaluates the four indicators above referred combined, based upon the results achieved, which are disclosed by the Company's Sustainability Department, in accordance with the following performance scales defined for each of them:

– Indicator no. 1: "Consumption of textile raw materials with a lower impact (referred to as 'preferred'): measured as the percentage of preferred textile raw materials (organic, in conversion, regenerative, recycled, certified as European linen, Green viscose in the Hot Button Report by Canopy and EU BAT compliant or "Next Generation") in FY2025 Winter campaign on the total purchase of the main fibres (cotton, polyester, linen, viscose, modal and Lyocell) in said campaign:

Reduction of preferred fibres	Level of Incentive (% of maximum incentive)
> 45%	0 %
45%	30 %
≤ 66.67%	100 %

– Indicator no. 2: Water consumption: measured as the percentage reduction in water consumption (litre/kg) in the supply chain:

Reduction of water consumption	Level of Incentive (% of maximum incentive)
> -6 %	0%
-6 %	30%
≤ -9.3 %	100%

– Indicator no. 3: Decarbonisation: measured in terms of percentage reduction of the volume of Scope 3 Greenhouse Gas emissions, in the category "procured goods and services":

Ratio of GHG emissions at the end and start date of the 2023-2026 cycle	Level of Incentive (% of maximum incentive)
> -5.9 %	0 %
-5.9%	30 %
≤ -13.1 %	100 %

– Indicator no. 4: Social: measured as the total number of workers who are part of the programmes of the priority impact areas of social dialogue, living wages, health, respect and resilience of the Workers at the Centre Strategy:

Thousands of people in the Worker at Centre '2023-2025' Plan	Level of Incentive (% of maximum incentive)
< 2,551	0 %
25.51	30 %
≥ 3,000	100 %

The incentive will be delivered within the calendar month following the publication of the annual accounts for the year ended 31 January 2026.

In order to determine the level of achievement reached and the resulting payout level,, at its meeting held on 10 March 2026 and on the proposal of the Remuneration Committee, the Board of Directors has taken into account the following results:

- Total Sales in financial year 2025 in constant currency amounted to €46.006 billion. This result is significantly above the maximum achievement scenario set at the beginning of the cycle. Therefore, the payout level corresponding to the achievement level of this metric is 100%.
- The Group's PBT in financial year 2025 was €8.020 billion. This result is significantly above the maximum achievement scenario set at the beginning of the cycle. Therefore, the payout level corresponding to the achievement level of this metric is 100%.

- Inditex's absolute TSR in the 2023-2026 period was 133.16%. As a result, the achievement level of this metric and its corresponding payout level is 100%.

- Inditex's stock price has appreciated 109.89% in the performance and vesting period of this cycle (2023-2026), going from €26.6 per share at the beginning of the cycle (average of the 30 trading days before 1 February 2023) to €55.83 per share at the end thereof (average of the 30 trading days before 31 January 2026).

- Inditex's annualised relative TSR was 25.9% higher than the annualised Peer Group's TSR. Therefore, the payout level corresponding to this metric's level of achievement stands at 100%.

- Regarding the sustainability index:

(i) The percentage of preferred fibres (cotton, polyester, man-made cellulosic and linen) in FY2025 Winter campaign reached 93.9% of total purchases of the main fibres. This result is above the maximum achievement scenario set at the beginning of the cycle.

(ii) Water consumption in the supply chain has been reduced by 10.1% at 31 January 2026. This result is above the maximum achievement scenario set at the beginning of the cycle.

(iii) The percentage reduction of the volume of Scope 3 GHG emissions in the category "procured goods and services" from 1 February 2023 to 31 January 2026 has decreased by 13%. This entails an 15.6% reduction since 2018, the baseline of the public commitment. This result is close to the maximum compliance scenario established at the beginning of the cycle, with an achievement level of 98.7%

(iv) The total number of workers reached through programmes in the priority impact areas of social dialogue, living wages, health, respect and resilience under the Worker at the Centre Plan during financial years 2023, 2024 and 2025 amounted to 3,112,562 people. This result is above the maximum achievement scenario set at the beginning of the cycle.

Consequently, the result of the sustainability index as a whole is above the maximum achievement scenario set at the beginning of the cycle. Therefore, the payout level corresponding to this metric's level of achievement stands at 100%.

The Remuneration Committee has assessed the results with a full view of the achievements in the first cycle period to ensure that the level of pay is consistent with them, carrying out an appropriate balance between the Company's performance and the protection of shareholders' interests.

Based on this analysis, the Remuneration Committee resolved an overall payout level of 100% of the incentive granted in the maximum achievement scenario, which is the result of applying the mechanics of the Plan and is considered to be consistent with the achievements attained.

On the proposal of the Remuneration Committee, the Board of Directors resolved the following incentive amounts for the CEO:

/ A cash incentive of €1,331 thousand.

/ A share incentive equivalent to 75,045 shares.

The year-on-year change in the CEO"s total remuneration is mainly driven by the increase recorded in long-term variable remuneration as a result of the following factors:

(i) The strong appreciation of Inditex's share price over the performance measurement and vesting period of this cycle, by 109.89%, going from €26.6 per share at the beginning of the cycle (average of the 30 trading days prior to 1 February 2023) to €55.83 at the end of the cycle (average of the 30 trading days prior to 31 January 2026); and

(ii) the increase in the share price considered for the quantification of the portion of the incentive delivered in shares upon settlement of this first cycle (2023–2026) of the 2023–2027 LTIP. Such share price was €54.93 per share, compared to €50.42, which was the share price as of 7 March 2025, taken as the reference for the settlement of the second cycle (2022–2025) of the 2021–2025 LTIP (as reported in the Annual Report on Remuneration of Directors for the year ended 31 January 2025).

The aforementioned share price of €54.93 per share, taken as the reference for the settlement of the first cycle (2023–2026) of the 2023–2027 LTIP corresponds to the average share price on the vesting date of that cycle. However, since the vesting date—31 January 2026—fell on a non-trading day (Saturday), the last immediately preceding trading day, 30 January 2026, has been taken as the reference date.

B.4. Report on the result of the advisory say-on-pay vote at the Annual General Meeting on remuneration in the previous year, indicating the number of votes in favour, votes against, abstentions and blank ballots:

The Annual Report on the Remuneration of Directors for the year ended 31 January 2025 was submitted to an advisory say-on-pay vote at the AGM held on 15 July 2025, as agenda item number 8, with the following outcome:

	Number	% of total
Votes cast	2,778,169,583	98.43 %

	Number	% cast
Votes against	43,693,288	1.57 %
Votes in favour	2,734,476,295	98.12 %
Abstentions	8,745,063	0.31 %

B.5. Determination of the fixed components accrued and vested during the year by the directors in their capacity as such, and their change with respect to the previous year.

To determine the remuneration accrued by the directors in their capacity as such in 2025, the amounts set in the Directors' Remuneration Policy for financial years 2024, 2025 and 2026 have been considered. These amounts have been applied since the resolution passed at the AGM held on 19 July 2011, except for the position of non-executive Chair of the Board of Directors, which was created in financial year 2022. The different items and amounts have been detailed in section A.1.7. above.

Pursuant to the foregoing, and based on the current composition of the Board of Directors and its Committees, in 2025 the total amount accrued by the directors in their capacity as such for the performance of supervisory and collegiate decision-making duties amounted to €3,087 thousand, of which €100,000 correspond to the CEO, Mr Óscar García Maceiras, who held the position of director throughout financial year 2025.

B.6. Determination of the salaries accrued and vested by each of the executive directors over the past financial year for the performance of management duties, and their change with respect to the previous year.

The fixed remuneration accrued by the CEO for senior management duties in financial year 2025 amounted to €2,500 thousand, as established in the Directors' Remuneration Policy for financial years 2024, 2025 and 2026, following its approval at the 2023 AGM and subsequent entry into force on 1 February 2024.

Payments were made in 14 instalments and entirely in cash.

The total amount accrued by the CEO in financial year 2025 remained unchanged from 2024.

B.7. Nature and main characteristics of the variable items of the remuneration systems accrued in the year ended.

A detailed breakdown of annual variable remuneration and long-term incentive plans is provided in sections A.1. and B.3. of this Report.

B.8. Reduction or return (clawback) of certain variable components, and, where appropriate, amounts reduced or clawed back, grounds for reduction or clawback and years to which they refer.

No such proceedings have taken place in 2025.

B.9. Main characteristics of the long-term savings systems.

In financial year 2025 Inditex has made no contributions to defined contribution pension schemes.

B.10. Severance pay or any other type of payment deriving from early cessation, accrued and/or received by directors during the year ended.

As at the date of this Report , no such remuneration has been accrued by any director.

B.11. Significant changes in the contracts entered into with executive directors.

In financial year 2025 the CEO's contract has not been subject to any changes.

B.12. Any supplementary remuneration accrued by directors in consideration of the provision of services other than those inherent in their position.

No supplementary remuneration other than the one explained above is provided in the Remuneration Policy.

As at the date of this Report, no supplementary remuneration has been accrued by the directors in consideration for the provision of services other than those inherent in the position.

B.13. Any remuneration deriving from advance payments, loans or guarantees granted.

The granting of advance payments, loans or guarantees to directors is not covered in the Remuneration Policy.

As at the date of this Report, no advance payment, loans or guarantees have been granted to any director.

B.14. Remuneration in kind accrued by the directors over the year.

No remunerations in kind exist.

B.15. Remuneration accrued by directors by virtue of payments settled by the listed company to a third company at which the director renders services when these payments seek to remunerate the director's services to the company.

As at the date of this Report, no such remuneration has been accrued by any director.

B.16. Any other items of remuneration other than those mentioned in the previous sections.

As at the date of this Report, no additional items of remuneration other than the ones mentioned in the previous sections are provided in the remuneration system for directors.

C. Statistical Appendix III to the annual report on the remuneration of directors of listed public companies (CNMV's Circular 2/2018, of 12 June), corresponding to Industria de Diseño Textil, S.A.

ISSUER IDENTIFICATION

Ending date of reference period: 31/01/2026

CIF: A-15075062

Company name: Industria de Diseño Textil, S.A. (Inditex, S.A.)

Registered office: Avenida de la Diputación, Edificio Inditex, Arteixo (A Coruña)

Statistical appendix to the annual report on remuneration of directors of listed public companies

B. OVERALL SUMMARY OF HOW REMUNERATION POLICY HAS BEEN APPLIED DURING THE YEAR ENDED

B.4. Report on the result of the advisory say-on-pay vote at the Annual General Meeting on the annual remuneration report for the previous year, stating the number of votes against that may have been cast:

	Number	% of total
Votes cast	2,778,169,583	98.43 %

	Number	% cast
Votes against	43,693,288	1.57 %
Votes in favour	2,734,476,295	98.12 %
Abstentions	8,745,063	0.31 %

C. ITEMIZED INDIVIDUAL REMUNERATION PAYABLE TO EACH DIRECTOR

Name	Type	Accrual period 2025
Ms Marta Ortega Pérez	Proprietary	From 01/02/2025 to 31/01/2026
Mr Óscar García Maceiras	Executive	From 01/02/2025 to 31/01/2026
Mr Amancio Ortega Gaona	Proprietary	From 01/02/2025 to 31/01/2026
Ms Flora Pérez Marcote	Proprietary	From 01/02/2025 to 31/01/2026
Mr Roberto Cibeira Moreiras	Proprietary	From 15/07/2025 to 31/01/2026
Mr José Luis Durán Schulz	Independent	From 01/02/2025 to 31/01/2026
Mr Rodrigo Echenique Gordillo	Independent	From 01/02/2025 to 31/01/2026
Bns Denise Patricia Kingsmill	Independent	From 01/02/2025 to 31/01/2026
Ms Pilar López Álvarez	Independent	From 01/02/2025 to 31/01/2026
Ms Belén Romana García	Independent	From 01/02/2025 to 31/01/2026
Mr José Arnau Sierra	Proprietary	From 01/02/2025 to 15/07/2025

C.1. Complete the following tables regarding the individual remuneration of each director (including the remuneration paid for performing executive functions) payable in the financial year.

a) Remuneration from the reporting company:

i) Remuneration in cash (in thousands of euros)

Name	Fixed remuneration for membership of the Board	Attendance fees	Remuneration for membership of board committees	Fixed remuneration or Salary	Short-term variable remuneration	Long-term variable remuneration	Termination benefits	Other items	Total year 2025	Total year 2024
MS MARTA ORTEGA PÉREZ	100	-	-	-	-	-	-	900	1,000	1,000
MR ÓSCAR GARCÍA MACEIRAS	100	-	-	2,500	3,496	1,331	-	-	7,427	7,611
MR AMANCIO ORTEGA GAONA	100	-	-	-	-	-	-	-	100	100
MS FLORA PÉREZ MARCOTE	100	-	-	-	-	-	-	-	100	56
MR ROBERTO CIBEIRA MOREIRAS	55	-	109	-	-	-	-	-	164	-
MR JOSE LUIS DURÁN SCHULZ	100	-	150	-	-	-	-	50	300	300
MR RODRIGO ECHENIQUE GORDILLO	100	-	150	-	-	-	-	50	300	300
BNS DENISE PATRICIA KINGSMILL	100	-	150	-	-	-	-	50	300	300
MS PILAR LÓPEZ ÁLVAREZ	100	-	150	-	-	-	-	-	250	272
MS BELÉN ROMANA GARCÍA	100	-	150	-	-	-	-	50	300	168
MR JOSÉ ARNAU SIERRA	46	-	91	-	-	-	-	37	174	380

ii) Table of changes in share-based remuneration schemes and gross profit from vested shares or financial instruments

		Financial instruments at start of FY2025		Financial instruments granted in FY2025		Financial instruments vested during the year				Instruments matured but not exercised	Financial instruments at end of FY2025	
Name	**Name of Plan**	**No. instruments**	**No. equivalent shares**	**No. instruments**	**No. equivalent shares**	**No. instruments**	**No. equivalent/ vested shares**	**Price of vested shares**	**shares or financial instruments (thousands of euros)**	**No. instruments**	**No. instruments**	**No. equivalent shares**
Mr ÓSCAR GARCÍA MACEIRAS	First cycle (2023-2026) of the 2023-2027 LTIP	75,045	75,045			75,045	75,045	54.93	4,122	0		
Mr ÓSCAR GARCÍA MACEIRAS	Second cycle (2024-2027) of the 2023-2027 LTIP	51,502	51,502								51,502	51,502
Mr ÓSCAR GARCÍA MACEIRAS	First cycle (2025-2028) of the 2025-2029 LTIP			39,980	39,980						39,980	39,980

iii) Long-term savings systems

Name	Remuneration from vesting of rights to savings system (€ thousand)
No data	

	Contribution over the year from the company (€ thousand)				Amount of accrued funds (€ thousand)			
	Savings systems with vested economic rights		Savings systems with non-vested economic rights		FY 2025		FY 2024	
Name	FY2025	FY 2024	FY 2025	FY 2024	Systems with vested economic rights	vested economic rights	Systems with vested economic rights	Systems with non-vested economic rights
No data								

iv) Details of other items

Name	Concept	Amount of remuneration
No data		

b) Remuneration paid to the company's directors for serving on the boards of other group companies:

i) Remuneration in cash (in thousands of euros)

Name	Fixed remuneration	Attendance fees	Remuneration for membership of Board committees	Salary	Short-term variable remuneration	Long-term variable remuneration	Compensation	Other items	Total FY 2025	Total FY 2024
No data										

ii) Table of changes in share-based remuneration schemes and gross profit from vested shares or financial instruments

	Name of Plan	Financial instruments at start of FY2025		Financial instruments granted in FY2025		Financial instruments vested during the year				Instruments matured but not exercised	Financial instruments at end of FY2025	
Name		No. instruments	No. equivalent shares	No. instruments	No. equivalent shares	No. instruments	No. equivalent/ vested shares	Price of vested shares	Gross profit from vested shares or financial instruments (€ thousand)	No. instruments	No. instruments	No. equivalent shares
No data												

iii) Long-term savings systems

Name	Remuneration from vesting of rights to savings systems
No data	

Name	Contribution over the year from the company (thousands of euros)				Amount of accrued funds (thousands of euros)			
	Savings systems with vested economic rights		Savings systems with non-vested economic rights					
					FY 2025		FY 2024	
	FY 2025	FY 2024	FY 2025	FY 2024	Systems with vested economic rights	Systems with non-vested economic rights	Systems with vested economic rights	Systems with non-vested economic rights
No data								

iv) Details of other items

Name	Concept	Amount of remuneration
No data		

c) Summary of remuneration (in thousands of euros):

This summary should include the amounts corresponding to all the remuneration items included in this report that have accrued to each director (in thousands of euros).

	Remuneration accrued in the company					Remuneration accrued in group companies				
Name	**Total cash remuneration**	**Gross profit from vested shares or financial instruments**	**Remuneration by way of savings systems**	**Other items of remuneration**	**Total FY 2025 company**	**Total cash remuneration**	**Gross profit from vested shares or financial instruments**	**Remuneration by way of savings systems**	**Other items of remuneration**	**Total FY2025 group**
MS MARTA ORTEGA PÉREZ	1,000	-			1,000					-
MR ÓSCAR GARCÍA MACEIRAS	7,427	4,122			11,549					-
MR AMANCIO ORTEGA GAONA	100	-			100					-
MS FLORA PÉREZ MARCOTE	100	-			100					-
MR ROBERTO CIBEIRA MOREIRAS	164	-			164					-
MR JOSE LUIS DURÁN SCHULZ	300	-			300					-
MR RODRIGO ECHENIQUE GORDILLO	300	-			300					-
BNS DENISE PATRICIA KINGSMILL	300	-			300					-
MS PILAR LÓPEZ ÁLVAREZ	250	-			250					-
MS BELÉN ROMANA GARCÍA	300	-			300					-
MR JOSÉ ARNAU SIERRA	174	-			174					-
TOTAL	**10,415**	**4,122**			**14,537**					

C.2. State the development over the last 5 years of the amount and the percentage change in the remuneration earned by each of the listed company's directors who have been directors during the year, the consolidated results of the company and the average remuneration on a full-time equivalent basis of the employees of the company and its subsidiaries who are not directors of the listed company.

	Total amounts accrued and annual variation								
	FY 2025	Percentage variation 2025/2024	FY 2024	Percentage variation 2024/2023	FY2023	Percentage variation 2023/2022	FY 2022	Percentage variation 2022/2021	FY 2021
Executive Directors (€ thousand)									
Mr ÓSCAR GARCÍA MACEIRAS	11,549	2.98 %	11,215	8.66 %	10,321	23.25 %	8,374	1022.52 %	746
Non-executive Directors									
Ms MARTA ORTEGA PÉREZ	1,000	0.00 %	1,000	— %	1,000	19.90 %	834	0.00 %	0
Mr AMANCIO ORTEGA GAONA	100	0.00 %	100	0.00 %	100	0.00 %	100	0.00 %	100
Ms FLORA PÉREZ MARCOTE	100	78.57 %	56	0.00 %	0	0.00 %	0	0.00 %	0
Mr ROBERTO CIBEIRA MOREIRAS	164	0.00 %	0	0.00 %	0	0.00 %	0	0.00 %	0
BNS. DENISE PATRICIA KINGSMILL	300	0.00 %	300	0.00 %	300	0.00 %	300	0.00 %	300
Mr JOSÉ LUIS DURÁN SCHULZ	300	0.00 %	300	0.00 %	300	7.91 %	278	11.20 %	250
Mr RODRIGO ECHENIQUE GORDILLO	300	0.00 %	300	0.00 %	300	0.00 %	300	0.00 %	300
Ms PILAR LÓPEZ ÁLVAREZ	250	(8.09)%	272	(9.33)%	300	0.00 %	300	0.00 %	300
Ms BELÉN ROMANA GARCÍA	300	78.57 %	168	— %	0	— %	0	— %	0
Mr JOSÉ ARNAU SIERRA	174	(54.21)%	380	0.00 %	380	0.00 %	380	0.00 %	380
Consolidated results of the company (€ million)	8,020	5.85 %	7,577	10.29 %	6,870	28.22 %	5,358	27.60 %	4,199
Average employee remuneration (€ thousand)	**40**	**5.26 %**	**38**	**5.56 %**	**36**	**9.09 %**	**33**	**10.00 %**	**30**

This annual remuneration report has been approved by the Board of Directors of the Company at the meeting held on 10 March 2026.

State whether any director has voted against or abstained from approving this Report.

Yes ☐ No ☒

Name or company name of the member of the board of directors who has not voted for the approval of this report	Reasons (against, abstention, non-attendance)	Explain the reasons

Cross-reference table of the requirements of the CSRD Directive and the European Sustainability Reporting Standards (ESRS)

Heading	Sustainability Report Requirements
"Company remuneration policy for the current year" Chapter	
A.1.2. b) Actions adopted to adapt the Remuneration Policy to the long-term targets, values and interests of the Company, and measures to guarantee that the long-term results of the company are taken into account in the Remuneration Policy	**GOV-3 Integration of sustainability-related performance in incentive schemes:** GOV-3_03 and GOV-3_05.
A.1.1. a) Procedures and Company bodies involved in determining, approving and applying the remuneration policy and its terms and conditions	**GOV-3 Integration of sustainability-related performance in incentive schemes**: GOV-3_06.
A.1.6. Amount and nature of variable components, differentiating between those established in the short and long terms	**GOV-3 Integration of sustainability-related performance in incentive schemes**: E1. GOV-3_01, E1. GOV-3_02, E1. GOV-3_03, E1. GOV-3, GOV-3_01, GOV-3_02, GOV-3_03, GOV-3_04 and GOV-3_05.

Heading	Sustainability Report Requirements
"Overall summary of how remuneration policy has been applied during the year ended" Chapter	
B.3. How the remuneration accrued in the financial year complies with the provisions of the applicable remuneration policy and how it contributes to the long-term and sustainable performance of the company. Relationship between the remuneration accrued by the directors and the results or other performance measures of the company in the short and long term	**GOV-3 Integration of sustainability-related performance in incentive schemes**: E1.GOV-3_01, E1.GOV-3_03, GOV-3_02, GOV-3_03, GOV-3_04 and GOV-3_05.
B.1.1. b) Process followed to enforce the Remuneration Policy and determine individual remunerations.	**GOV-3Integration of sustainability-related performance in incentive schemes::** GOV-3_06.
B.2.1. Actions taken to align the remuneration system with the long-term targets, values and interests of the Company, and measures to guarantee that the long-term results of the Company have been taken into consideration in the remuneration accrued.	**GOV-3 Integration of sustainability-related performance in incentive schemes**: E1.GOV-3_03, GOV-3_2 and GOV-3_3.
B.3. How the remuneration accrued in the financial year complies with the provisions of the applicable remuneration policy and how it contributes to the long-term and sustainable performance of the company. Relationship between the remuneration accrued by the directors and the results or other performance measures of the company in the short and long term.	**GOV-3 Integration of sustainability-related performance in incentive schemes:** GOV-3_01 and GOV-3_3

The list of requirements included in the table above is supplementary to the information reported in the "Governance" section of the Consolidated Statement on Non-Financial Information and Sustainability Information for the year ended 31 January 2026, which also includes certain supplementary information required under the CSRD Directive and the European Sustainability Reporting Standards (ESRS).

INDITEX