INDITEX

Annual report on the proceedings of the

Nomination Committee

FY2022

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1. Foreword

This annual report on the proceedings of the Nomination Committee of Industria de Diseño Textil, S.A. (INDITEX, S.A.) ("Inditex" or the "Company") has been drawn up pursuant to Recommendation 6 of the Good Governance Code of Listed Companies, approved by the National Securities Market Commission of Spain ("CNMV") on 18 February 2015 and amended in part by resolution of CNMV's board of directors on 25 June 2020 ("GGC"), section 11 of CNMV's Technical Guide 1/2019 on nomination and remuneration committees ("Technical Guide 1/2019") and section 22.3 of the Nomination Committee's Regulations.

2. The Nomination Committee: origin and evolution, regulations and composition

2.1. Origin and evolution

The current Nomination Committee originates in the defunct Nomination and Remuneration Committee. Following Recommendation 48 GGC, the Board of Directors resolved at the meeting held on 9 June 2015 to split the Nomination and Remuneration Committee into two separate and newly formed committees: the Nomination Committee and the Remuneration Committee.

Subsequently, the Annual General Meeting held on 14 July 2015 approved the amendment to the Articles of Association in order to meet the latest regulatory development and adhere to GGC Recommendations, and consequently the split of the Nomination and Remuneration Committee into two separate committees was finally approved.

Since then, the board of directors has been amending its corporate governance regulations regarding the proceedings and composition of the Committee, in line with regulatory developments, recommendations and existing best practices in the field of corporate governance, and to align its duties and composition with the size and status of the Group and its governing bodies from time to time.

The Nomination Committee's Regulations were amended in 2022 for the purposes of reflecting the clear separation of duties assigned to the Chair and those assigned to the CEO as chief executive of the Company, thus preventing any risk of confusion regarding the profile and role of the new non-executive Chair.

2.2. Regulation, duties and powers

Regulations

The regulation of the Nomination Committee is provided in article 29 of the Articles of Association, section 16 of the Board of Directors' Regulations and more specifically in its terms of reference.

The full text of the internal regulations above referred, as amended, is available on the corporate website (www.inditex.com).

Mission and powers

The mission and powers of the Nomination Committee are provided in article 29.3 of the Articles of Association, section 16 of the Board of Directors' Regulations, and sections 5 to 9 of the Nomination Committee's Regulations.

In addition to the powers it is expressly assigned pursuant to statute and GGC Recommendations, the Nomination Committee is entrusted with the following duties, without limitation:

- With regard to directors' 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; (iii) to ensure that, upon filling new vacancies or upon appointing new directors, selection procedures shall encourage diversity and ensure the absence of any bias, and shall follow merit-based approach; and (iv) to be regularly apprised of the succession and career plans of senior managers.
- With regard to the annual evaluation programme: (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 CEO, the Secretary and the Lead Independent Director; (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 the convenience of discussing with the directors the findings of their individual evaluations and, if appropriate, the measures to be adopted to improve their performance.

  Additionally, the Committee may gather information about the evaluation of senior managers.
- Other powers entrusted to the Committee: to design and periodically organise the induction and refresher programmes for directors.

2.3. Composition

2.3.1. Structure

Pursuant to the provisions of article 29 of the Articles of Association and section 10 of its terms of reference, the Nomination Committee shall be made up of a minimum of 3 and a maximum of 7 non-executive directors appointed by the board. Its Chair shall be appointed by the board out of its independent members.

Members of the Nomination Committee shall be in office for a 4-year term at the end of which they will be eligible for re-election.

With regard to the composition of the Nomination Committee, Ms Pilar López Álvarez and Mr Rodrigo Echenique Gordillo were re-elected in 2022 as members of such Committee, following their re-election to the board as independent directors approved at the Annual General Meeting.

In addition, the composition of the Committee was amended in 2022. Mr Emilio Saracho Rodriguez de Torres ceased to be an independent director in July 2022 and became an affiliate director, after 12 years of service on the board of directors. Consequently, the board resolved, on the proposal of the Nomination Committee, to put an end to his service as member and Chair of the Nomination Committee and to appoint Mr Durán in his stead, to hold such offices.

Consequently, the composition of the Nomination Committee as of 31 January 2023 is as follows:

Name	Position	Directorship type	Date of first appointment
Mr José Luis Durán Schulz[1]	Chair	Independent	13-07-2022
Ms Anne Lange	Ordinary member	Independent	10-12-2019
Ms Pilar López Álvarez	Ordinary member	Independent	17-07-2018
Mr Rodrigo Echenique Gordillo	Ordinary member	Independent	14-07-2015
Mr José Arnau Sierra	Ordinary member	Proprietary	14-07-2015

Mr Javier Monteoliva Díaz acts as Secretary non-member of the Nomination Committee.

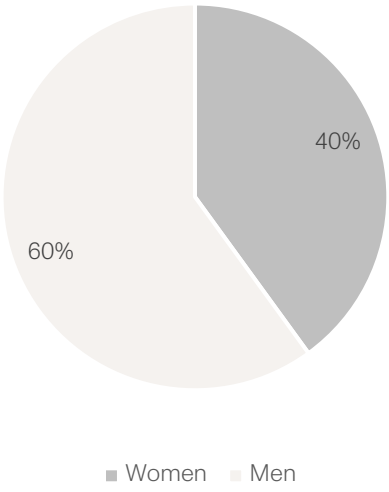
2.3.2. Diversity

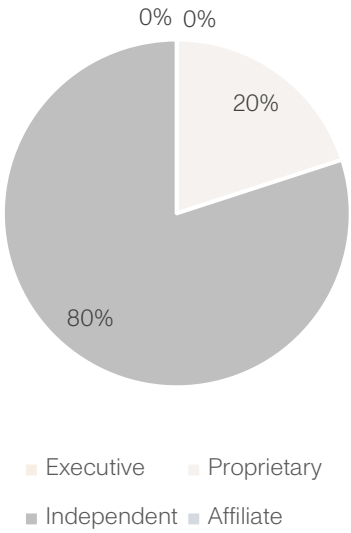
Pursuant to the provisions of the Nomination Committee's Regulations, such committee shall be composed of a majority of independent directors who shall be appointed, as a whole, and in particular its Chair, taking into account their knowledge, qualifications and experience on corporate governance issues, analysis and strategic assessment of human resources, selection of directors and officers and assessment of the suitability requirements legally provided for the discharge of senior management functions.

Meanwhile, pursuant to section 5.1.2 of the Diversity of Board of Directors Membership and Directors' Selection Policy and section 10 of the Nomination Committee's Regulations, the Board of Directors shall encourage a diverse membership on the committee as regards professional experience, competencies, personal skills, sector-specific knowledge international experience or geographic origin, age and gender, taking into account the restrictions that are a result of the smaller size of the Committee.

Gender diversity and directorship types on the Remuneration Committee is shown in the graphs below:

[1] Mr Durán was appointed as Chair of the Nomination Committee effective as of 13 July 2022.





Below is an overview of the experience, background and merits of members of the Nomination Committee:

/ Mr Durán has a profound knowledge of the retail sector, both in fast-moving consumer goods and in fashion niche brands. He has spent his career mainly in the field of financial management and executive decision-making. Mr Durán has a large background in audit, construction and application of accounting regulations and risk management. He has also served on other committees with corporate governance duties.

/ Ms Lange, a graduate of *Institut d'Études Politiques* and of *École Nationale d'Administration* (ENA), is an entrepreneur with a long career and extensive and proven experience in business management and strategy of companies in the sector of technological innovation and digital transformation. She has broad experience holding C-level positions and serving on boards of international entities of different sectors. Her experience in the public sector is also noteworthy.

/ Ms López has extensive experience in management of companies in the financial sector and in particular of new technologies and IT services companies in different geographical markets, where she has held positions relating to enterprise risk management, financial oversight and corporate strategy.

/ Mr Echenique has legal training and is a State Lawyer, currently on leave. His career spans the management and executive leadership of companies mainly in the banking sector. He also has extensive experience as company director in a large number of companies in different sectors.

/ Mr Arnau is a State Tax Inspector currently on leave, and his area of expertise includes tax and financial advice, both in the public and the private sector. Furthermore, he has had a long career at the Inditex Group, where he headed the Tax Department, having also held different positions in the companies of Pontegadea Group, of which he has been the chief executive since 2001.

The CV of all the members of the Audit and Compliance Committee, with full information about their profile, experience and knowledge, is available on the corporate website (www.inditex.com).

3. Proceedings and activities of the Nomination Committee: meetings held, business transacted and reports

3.1. Proceedings

The Committee meets at least (three) 3 times a year, and each time that its Chair calls it. The Chair of the Nomination Committee shall call it whenever the Board of Directors or its Chair would request the issue of a report or the submission of motions, and at any rate whenever it is appropriate for the successful performance of its functions.

Ordinary meetings shall be called by letter, fax, telegram or e-mail and the meeting notice shall be signed by the Chair or the Secretary. A quorum for committee meetings shall be declared when at least half plus one of its members, attend in person or by proxy. The committee may also pass resolutions in writing, without holding a meeting, pursuant to the provisions of section 15 of the Nomination Committee's Regulations.

Committee meetings may be held via videoconference or conference call, or any other equivalent system allowing to recognize and identify attendees, for them to communicate, speak and cast vote, all of it in real time.

The Chair may arrange working meetings to prepare committee meetings on specific topics apart from the formal meetings of the committee.

For the purposes of making the appropriate arrangements that ensure the achievement of the objectives effectively sought, the committee shall prepare an annual working plan that shall include at least the annual schedule of its ordinary meetings. The committee may rely on external advisors to duly perform the duties it has been entrusted with.

The Committee may call executive directors, members of Management and any employee of the Company, who shall be bound to attend its meetings and provide it with assistance and access to the information available to them when the Committee so requests.

The deliberations and the resolutions passed by the Committee are recorded in the relevant minutes of the meeting taken by the Secretary thereof.

3.2. Activities: meetings held, business transacted and reports

The Nomination Committee held five (5) meetings in 2022.

Directors' attendance rate, whether in person or by proxy, at the meetings held in 2022 stands at 100%.

In 2022, the Nomination Committee has held both in-person and hybrid meetings (with some directors attending in person and others remotely). Videoconference or conference call systems were used to hold such meetings.

The duration of committee meetings was changing. Its members allocated enough time for consideration and review of agenda items.

The schedule of meetings held and business transacted by the Nomination Committee from 1 February 2022 through 31 January 2023 is included in the Appendix attached hereto.

4. Main action lines

In 2022, the main proceedings of the Nomination Committee have revolved around the following areas:

4.1. Proceedings relating to the appointment and removal of Directors and Senior Managers

At the meeting held on 14 March 2022, it gave a favourable report to the proposal for the appointment of the new Deputy Secretary of the board of directors. At that same meeting, the Committee acknowledged the appointment of the new Chief Compliance Officer. The board of directors approved the appointment of its new Deputy Secretary on 15 March 2022.

At the meeting held on 12 May 2022, the committee issued the proposals for the appointment of Ms Ortega and Mr García as ordinary member and Chair, respectively, of the Executive Committee. Such proposals were approved by the board at its meeting held on 12 July 2022 following approval at the AGM of the resolutions on the ratification of the co-option to the board and subsequent appointment of both directors.

At its May meeting, the Nomination Committee compiled a new skills matrix as a tool to review the criteria to adhere to regarding the election and re-election of directors, to ensure an appropriate and diverse board membership and a possible assessment and selection of candidates. The matrix identified the competences of the members of the board in terms of education and professional experience as well as others such as origin, age, tenure, etc. The board skills matrix was approved by the board at its meeting held on 12 May 2022.

At its meeting held on 6 June 2022, the committee gave a favourable report to the proposals for the ratification of the co-option of Ms Ortega and Mr García to the board as proprietary and executive director, respectively, and issued the proposals for the re-election of Ms López and Mr Echenique to the board, both of them as independent directors. In such reports and proposals, the Nomination Committee assessed the suitability of each candidate to be ratified or re-elected, considering the Company's description, its business and international dimension as well as their directorship type.

The proposals for ratification, appointment and re-election of directors above referred were approved at the Annual General Meeting held on 12 July 2022.

The Nomination Committee also proposed for Mr Echenique to continue holding the position of Lead Independent Director even though this is no longer a statutory requirement following the effective separation of the roles of Chair and CEO, as according to best international practices this is a good corporate governance practice to reinforce independence.

The Committee had previously approved an explanatory report on the analysis of prior board needs, for the purposes of the above referred proposals, which took into account the outcome of both the skills matrix and the annual evaluation of performance.

The report on the needs of the board of directors, including the skills matrix, the different proposals issued and the explanatory report of the board of directors were made available to shareholders on the corporate website at the time the notice calling the Annual General Meeting was posted.

In addition, the committee resolved at the meeting held on 6 June 2022 to raise to the board the following proposals: (i) the recommendation that Mr Saracho should continue serving on the board having been an independent director on such body for the last 12 years; (ii) the end of his term as Chair of the Nomination Committee (having ceased to qualify as an independent director he is no longer eligible to chair it); and (iii) the resulting reorganisation of the Nomination and Sustainability Committees' membership by appointing Mr Durán as new member and Chair of the Nomination Committee and Mr Saracho as new member of the Sustainability Committee (following the end of Mr Durán's and Mr Saracho's offices on the Sustainability and Nomination Committees, respectively).

The above referred proposals were approved at the board meeting held on 7 June 2022. However, those referred to under sub-sections (ii) and (iii) above became effective on 13 July 2022, date on which Mr Saracho ceased to be independent.

Last, at its meeting held on 12 December 2022, the Nomination Committee approved the formal confirmation of the changes to Senior Management and to the Management Committee, in particular after Mr Crespo's resignation.

4.2. Ascertaining compliance with the Diversity of Board of Directors Membership and Director Selection Policy

At the meeting held on 13 February 2023, the Nomination Committee assessed compliance with the Diversity of Board of Directors Membership and Director Selection Policy in the directors' re-election, ratification and appointment process carried out in 2022.

As explained in detail in sections C.1.5 and C.1.7 of the 2022 Annual Corporate Governance Report, approved by the board of directors at its meeting held on 14 March 2023, further to such verification, the Nomination Committee found that the ratification of appointments and re-election of directors process carried out in 2022 has contributed to favour the diversity of board and committees' membership - in particular, gender diversity - seeking to ensure an appropriate membership and contribute to talent attraction.

4.3. Internal regulations

At its meeting held on 12 May 2022, the Nomination Committee gave a favourable report to the proposal for the partial amendment to its terms of reference, to align them with the changes to the Company's organisation and ensure the clear separation of duties assigned to the Chair and those assigned to the CEO, as chief executive of the Company, thus preventing any risk of confusion regarding the profile and role of the new non-executive Chair.

The above referred proposal was approved at the board meeting held on that same day.

4.4. Schedule of dates and agenda of business to be transacted

Pursuant to recommendations of CNMV's Technical Guide 1/2019, the Nomination Committee approved on 12 December 2022 the schedule of dates and agenda of business to be transacted by the committee itself.

4.5. Annual report on the proceedings of the Nomination Committee

The Nomination Committee issued on 6 June 2022 the annual report on its proceedings in 2021. Such report is available on the corporate website (www.inditex.com).

5. Main relations of the Nomination Committee

5.1. With the General Meeting of Shareholders

The Chair of the Committee attends the Annual General Meeting to answer the questions raised by shareholders regarding matters that fall within its purview.

In addition, this Report is made available to shareholders at the time the Annual General Meeting is called.

5.2. With the Board of Directors

At the beginning of each meeting of the Board of Directors, the Chair of the Nomination Committee reports on

the main business transacted and the resolutions passed at the last meeting of the Committee.

In addition, a copy of the minutes of every committee meeting is made available to all the directors.

5.3. With board committees

Directors sitting on the Nomination Committee also sit on several other committees.

5.4. With the CEO and Senior Managers

For the purposes of allowing the Nomination Committee to be directly apprised of the Company's business concerns, the CEO was in attendance at its meetings in 2022 to report on the changes to senior management structure. The presence at its meetings of other officers and heads of the business areas of the Company is encouraged where necessary, so that they would share their view on certain issues directly linked with its area of responsibility.

In particular, the Chief People Officer reports to the committee, where appropriate, on the changes, if any, to the global talent management, career development and succession programmes for key staff of the company.

However, 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.

5.5. With the Lead Independent Director

Mr Echenique, Lead Independent Director, also sits on the Nomination Committee, which allows him to better coordinate the annual evaluation of performance with regards to the areas under his purview: the performance of the non-executive Chair and of the CEO.

5.6. With external advisors

In order to receive assistance in the performance of their duties, directors may request that legal, accounting, financial or other experts be engaged at the Company's expenses. The assignment entrusted to such external advisors must necessarily address specific issues of certain weight and complexity that the above referred directors might face in the discharge of their duties.

Pursuant to Recommendation 36 GGC, in 2022 Inditex has relied on the advice of external consultant Deloitte regarding the self-evaluation of the performance of the board of directors, its members, the Chair, the CEO, the Secretary, the Lead Independent Director and board committees - including the Nomination Committee- .Other than this engagement, Deloitte has certain business relationships with Inditex and other Group companies which do not extend to advice on remuneration and/or selection of directors or key staff for the Company. Therefore, none of such business relationships could lead to a potential conflict of interest as regards the advice given on the self-evaluation process.

The Committee has also relied on the advice provided by Uría & Menéndez in the field of corporate governance. This law firm provides ad hoc advice on corporate governance. Other than this specific engagement, the firm has no business relationship with Inditex or with any company of its Group.

6. Proceedings relating to the process to evaluate the performance of the board of directors, its members and committees, the Chair, the CEO, the Lead Independent Director and the Secretary of the board

Pursuant to the provisions of section 7(a) of its terms of reference, the Nomination Committee must establish and oversee an annual programme for evaluating the performance of the board of directors and its committees, the Chair, the CEO, the Lead Independent Director and the Secretary of the board before the beginning of the evaluation, to determine, as the case may be, whether such evaluation should be subject to review and oversight by an external advisor.

Therefore, considering the statutory framework and Inditex's own internal regulations, the evaluation system of the board of directors, its members and committees, the Chair, the CEO, the Lead Independent Director and the Secretary of the Board is carried out as follows:

1. The Nomination Committee prepares an annual programme for the evaluation of the performance of the duties of the board of directors, its members and committees, the Chair, the CEO, the Lead Independent Director and the Secretary of the Board.

   Since the approval of the Programme in 2015, its organisation and implementation as well as the organisational structure of the company have undergone major changes. This entailed the necessary amendment to the programme, which was approved at the Nomination Committee held on 12 September 2022. In particular, the main changes were: (i) the roles of Chair and CEO are now separate; (ii) the Sustainability Committee is considered under the programme; (iii) the duties of the Lead Independent Director are aligned with those that they are effectively performing in practice regarding the evaluation process; (iv) the scope of the evaluation programme is aligned with the provisions of Technical Guide 1/2019; and (v) the possibility of using different methodologies, including questionnaires and/or interviews, is considered.

2. The procedure is carried out by means of a number of questionnaires that directors must complete.

   The full questionnaire is reviewed and updated every year to align the annual evaluation with best practices in the field of good governance.

   The evaluation process has undergone a formal revision in the year, to raise more simple and consistent questions, keeping in any case all the elements subject to assessment, pursuant to applicable recommendations in the field.

   Other material changes were also made, such as the addition of a new questionnaire to evaluate the performance of the non-executive Chair.

   The process is carried out via a technological platform available to the Directors that ensures information confidentiality, traceability and security.

   Directors are only granted access to the questionnaires pertaining to the committees where they sit.

3. According to the annual programme, each committee has to prepare its own evaluation report which must be sent to the board of directors as detailed below:

   (a) The Chair of the Nomination Committee shall prepare and send reports on the evaluation of the board, the Lead Independent Director and the Secretary.

   (b) The Lead Independent Director shall prepare and send the findings reports on the performance of the Chair and the CEO.

(c) The chair of each committee shall prepare and send their own findings report.

The Chair of the Nomination Committee is tasked with reviewing and integrating every report.

4. The board of directors assesses –pursuant to statute and the Board of Directors' Regulations– its performance and that of its committees as well as the performance of the Chair, the CEO, the Lead Independent Director and the Secretary of the Board, based upon the reports issued as stated in the foregoing section.

   The findings of the evaluation carried out in 2022 show that in general, directors are satisfied with regard to the areas evaluated. For further information on the extent to which the evaluation process helps enhance the proceedings of the board and its committees, see section C.1.17 of the 2022 Annual Corporate Governance Report approved by the board of directors on 14 March 2023, which is available on the corporate website (www.inditex.com).

5. Last, on the basis of the outcome of the evaluation and the areas for improvement reported, the Nomination Committee approved on 13 February 2023 an action plan which it will follow up throughout 2023.

in accordance with Recommendation 36 GGC, Inditex has relied on the advice of Deloitte, an external consultant, as regards the self-evaluation process for FY2022.

7. Observance of guides

The Nomination Committee performs its duties duly observing GCG's Recommendations, the overarching principles and guidelines set forth in Technical Guide 1/2019 and the standards and existing best practices in the field of corporate governance.

The provisions of CNMV's Technical Guide 3/2017 on audit committees at public-interest entities and Technical Guide 1/2019 have been considered upon preparing this Annual report on the proceedings of the Nomination Committee.

8. Significant deviations

No significant deviations from the procedures on appointment adopted by the company have been noted in 2022, nor any irregularities in the field reported in writing to the Board of Directors.

Notwithstanding the foregoing, July 2022 marked the 12th anniversary of the election of Mr Emilio Saracho Rodríguez de Torres to the board. As he no longer qualified as independent director, he tendered his resignation to the board, pursuant to applicable regulations. Mr Saracho reported such circumstance in a letter addressed to the Chair of the board of directors on 27 May 2022.

The Board of Directors resolved at the meeting held on 7 June 2022 to retain Mr Saracho as a member of the board. Upon making such decision, the board deemed it convenient to ensure a high level of stability and balance on the board at such a transition time. Mr Saracho qualifies as "affiliate" director since July 2022.

9. Findings

Based upon the information herein reported, the composition and structure of the Nomination Committee, its organization and proceedings as well as the duties and powers it is entrusted with, are found to meet statutory requirements, the internal regulations of the company and the recommendations of GGC and are aligned with existing best practices in the field of corporate governance.

10. Date of issue

This report has been issued by the Nomination Committee on 5 June 2023.

APPENDIX

Meeting date	Main business transacted	Inditex attendees[2]
14 March 2022	/ Acknowledgement of the appointment of the new Chief Compliance Officer. / Motion on the appointment of a new Deputy Secretary of the Board of Directors. / Establishing compliance with the Diversity of Board of Directors Membership and Director Selection Policy.	/ General Counsel and Secretary of the Board.
12 May 2022	/ Internal regulations: Proposal to amend the Nomination Committee's Regulations. / Composition of the Executive Committee. / Board competency matrix.	/ General Counsel and Secretary of the Board.
6 June 2022	/ Explanatory report on the prior analysis of the competences required by the board / Proposals and reports on the re-election, ratification and appointment of board members: a) Ratification and election of Ms Marta Ortega Pérez to the board of directors as proprietary director.	/ General Counsel and Secretary of the Board.

[2] Occasional attendees especially invited by the Committee for the consideration of agenda items were never present at the meeting whenever the business corresponding to the items on the agenda were subject to deliberation and put to vote.

Meeting date	Main business transacted	Inditex attendees[2]
	b) Ratification and election of Mr Óscar García Maceiras to the board of directors as executive director. c) Re-election of Ms Pilar López Álvarez to the board of directors as independent director. d) Re-election of Mr Rodrigo Echenique Gordillo to the board of directors as independent director. / Annual Report on the Proceedings of the Nomination Committee.	
12 September 2022	/ Annual programme for the evaluation of the performance of the board of directors and its members, the Chair, the CEO, the Secretary, the Lead Independent Director and board committees.	/ General Counsel and Secretary of the Board.
12 December 2022	/ Report on the annual evaluation of the performance of the Board of Directors, its members and committees. / Senior Management changes. / Schedule of dates and business to be transacted by the Nomination Committee in 2023.	/ General Counsel and Secretary of the Board. / CEO.

INDITEX