

# INDITEX



Full Year 2017

14 March 2018

# Disclaimer

This document and the information herein does not constitute an offer to sell, to buy or to exchange, nor an invitation to make an offer to buy, to sell or to exchange, nor a recommendation or advice, regarding any security issued by the Inditex Group.

This document contains forward-looking statements. All statements other than statements of historical fact included herein, including, without limitation, those regarding our financial position, business strategy, management plans and objectives for future operations are forward-looking statements. Any such forward-looking statements are subject to risk and uncertainty and thus could differ materially from actual results.

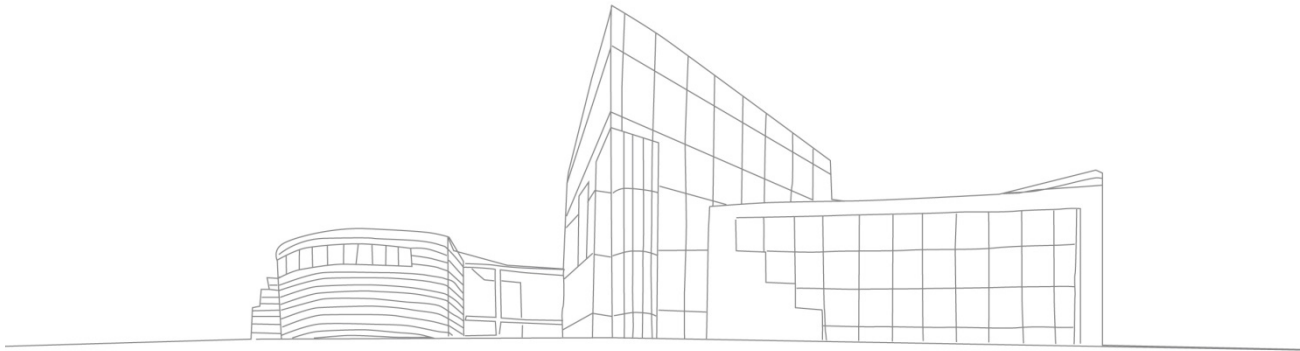
Some of these risks include, amongst others, ongoing competitive pressure in the sector, consumer tastes and spending trends, economic, political, regulatory and trade conditions in the markets where the Inditex Group is present or in the countries where the Group's products are manufactured or distributed.

The risks and uncertainties that could affect the forward-looking statements are difficult to predict. The company assumes no obligation to publicly revise or update its forward-looking statements in the case of unexpected changes, events or circumstances that could affect them. Given the uncertainties of forward-looking statements, we caution readers not to place undue reliance on these statements.

For a discussion of these and other factors that may affect forward looking statements and the Inditex Group's business, financial conditions and results of operations, see the documents and information communicated by the company to the Comisión Nacional del Mercado de Valores (*the Spanish Securities Commission*).

The contents of this disclaimer should be taken into account by all persons or entities.

# Overview



# 2017: A year of strong execution globally



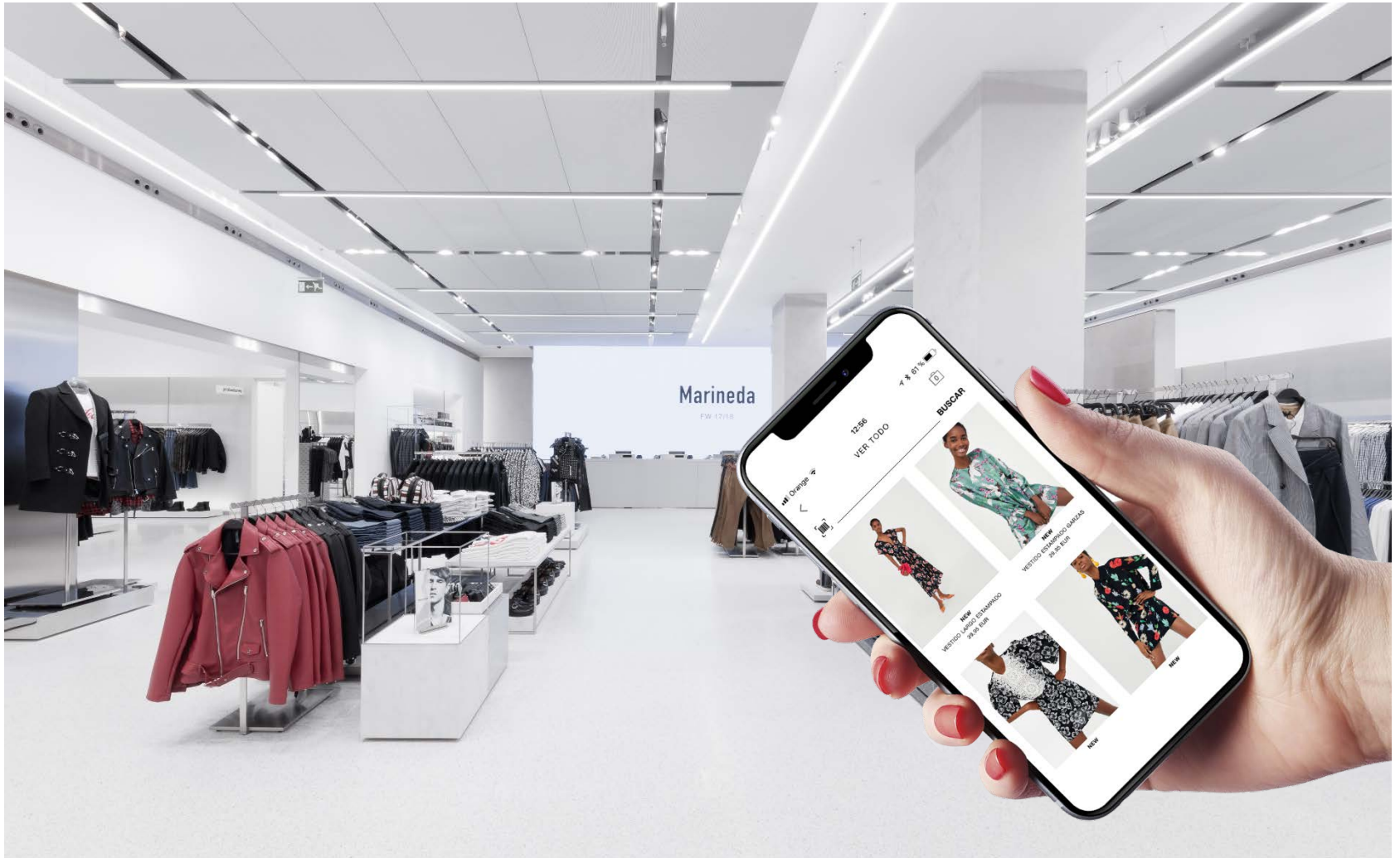
# 2017: Overview

- ▶ Differentiated business model
- ▶ Global fully integrated Store & Online
- ▶ Strong organic growth
- ▶ Global growth opportunities

# 2017: Overview

- ▶ Sales €25.3 bn. +10% in local currencies
- ▶ LFL sales +5% on +10%. Positive LFL across all regions and concepts
- ▶ Online sales grew +41% to 10% of Group sales (12% of net sales in markets with online sales)
- ▶ EBIT €4.3 bn. +12% in local currencies
- ▶ Proposed dividend increase +10.3%

# Global fully integrated Store & Online



# Differentiated business model

- ▶ Central inventory position
- ▶ Distribution to all stores worldwide twice a week
- ▶ Global online same day/next day





# Highly prominent and differentiated stores 2017



Paseo de la Castellana, Madrid

# Highly prominent and differentiated stores 2017



# Highly prominent and differentiated stores 2017



# Pop-up store in Stratford 2017



# Highly prominent and differentiated stores 2018



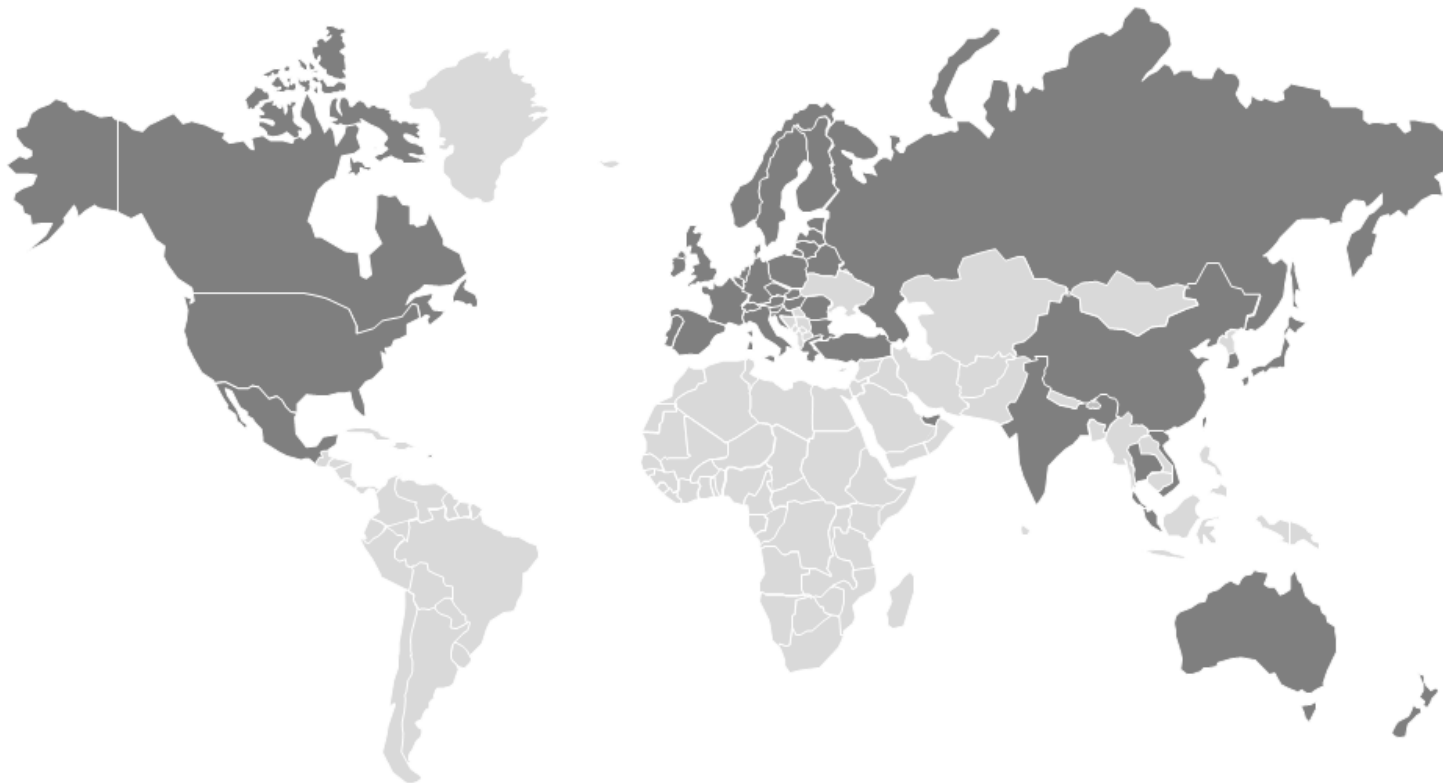
# Global online

- ▶ Central inventory + Online stockrooms + Global store platform
- ▶ Same day delivery metropolitan areas/Next day global standard

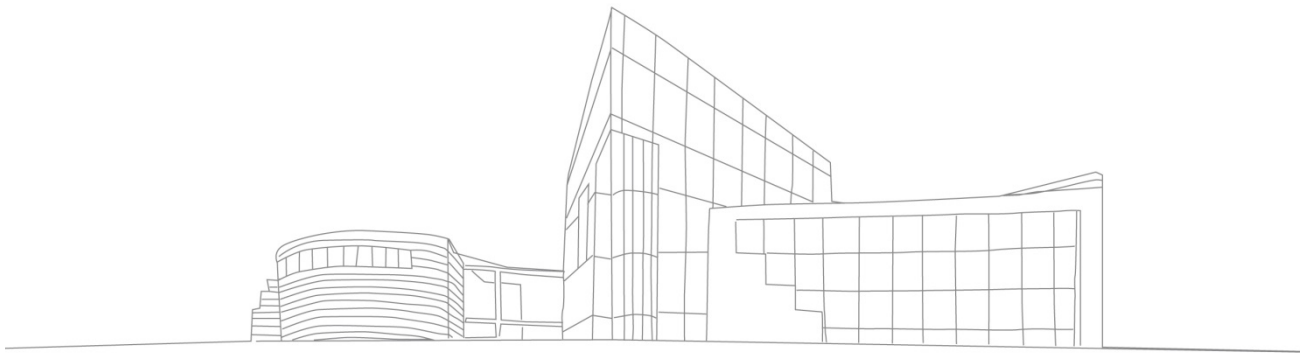


# Global online +41% to 10% of Group sales in 2017

- ▶ 12% of sales in markets which have online sales
- ▶ Strong growth potential



# Financial Summary





# Full Year 2017

€ million	FY17	FY16	17/16	LC
Net sales	25,336	23,311	9%	10%
Gross profit	14,260	13,279	7%	10%
EBIT	4,314	4,021	7%	12%
Net income	3,368	3,157	7%	--

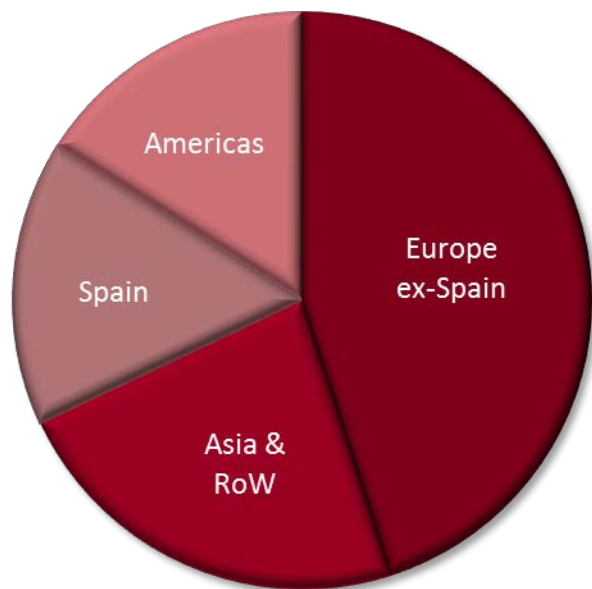
- ▶ Strong operating performance

# Strong sales growth

€ million	FY17	FY16	17/16
Net sales	25,336	23,311	9%

- ▶ +10% sales growth in local currencies
- ▶ Euro strength vs. all key currencies

# Global Store & Online

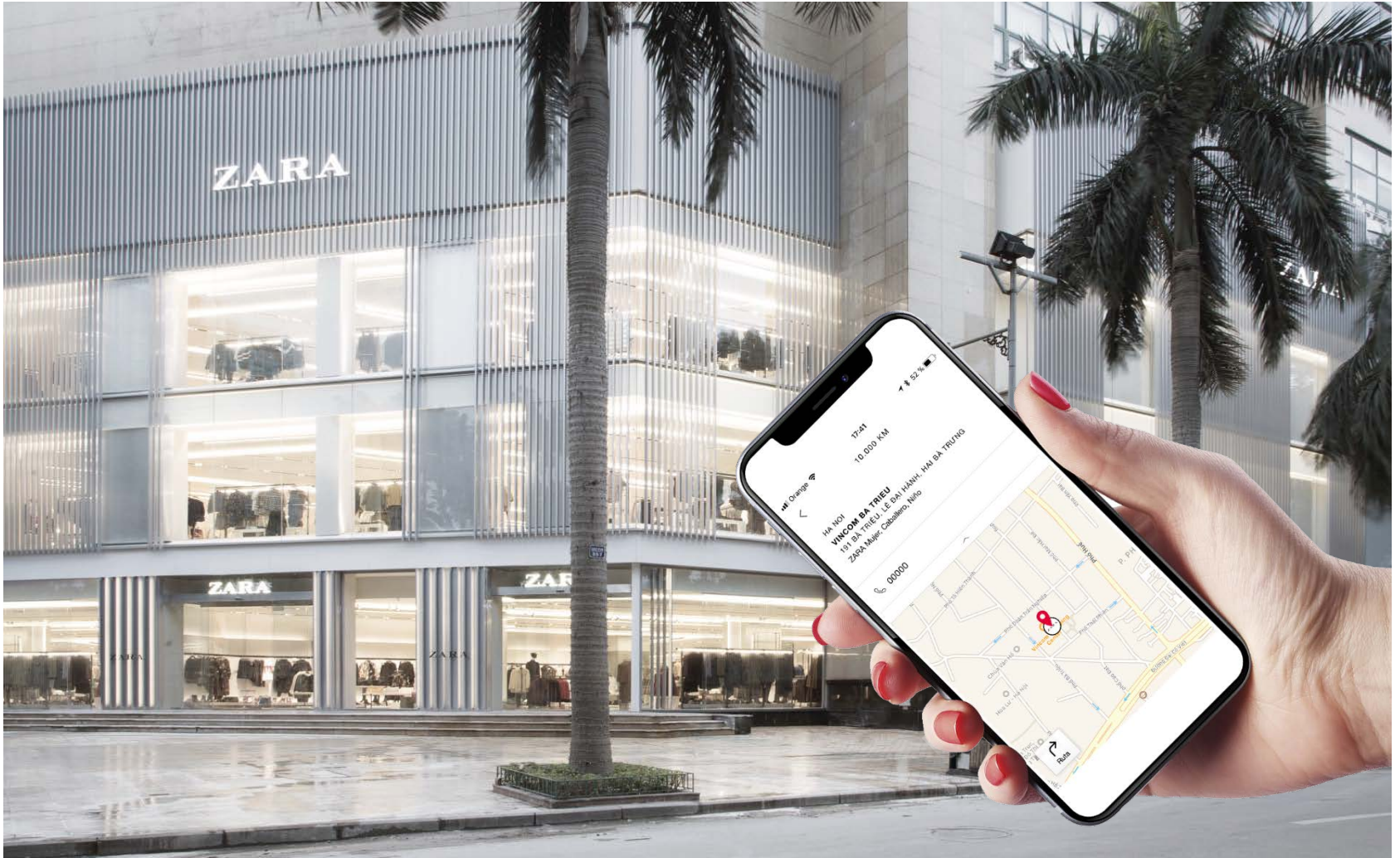


Store & Online sales	FY2017
Europe ex-Spain	44.9%
Asia & RoW	23.2%
Spain	16.3%
Americas	15.6%
Total	100%

# Strong LFL sales performance

- ▶ 5% LFL on a very demanding comparable of 10%
- ▶ Positive LFL across all geographical areas and concepts

# New space in prime locations globally grew +7.4%



# Gross profit

	FY17	FY16	17/16	%
Gross profit	14,260	13,279	7%	56.3%

- ▶ Gross profit growth of +7% to €14.3 bn
- ▶ Gross margin in local currencies 56.8%
- ▶ Sustained commercial policies

# Tight control of operating expenses

€ million	FY17	17/16
Operating expenses	8,944	9%

- ▶ Strong growth in LFL sales and new space in prime locations

# Depreciation & Amortisation

€ million	FY17	17/16
Depreciation	(1,108)	
Impairment (Net)*	(114)	
Divestment of tangible assets**	257	
Other	2	
Depreciation & Amortisation	(963)	(9%)

\*2018 store absorption costs fully provisioned in 2017 impairment

\*\*Includes sale of 15 premises



# Flexible business model

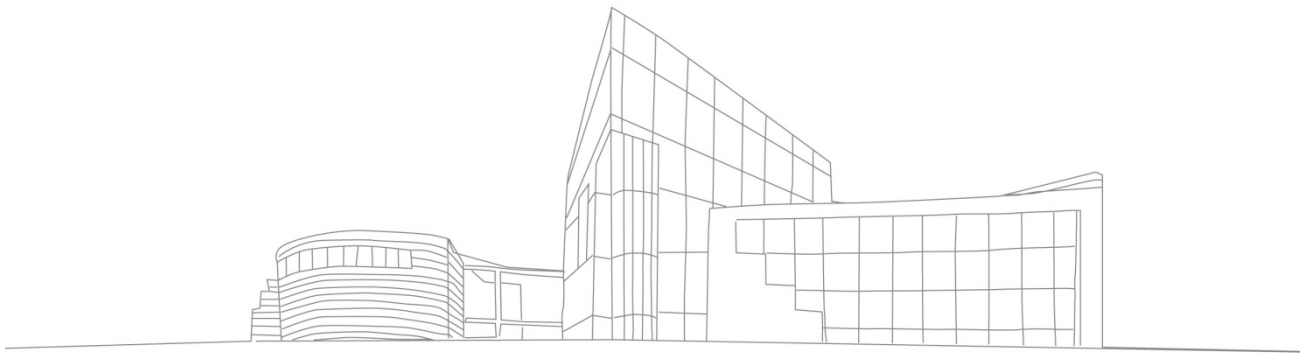
€ million	FY17
Inventory	2,685
Receivables	778
Payables	(5,057)
Operating working capital	(1,594)
Net Cash & Equivalents	6,387

# Cash flow

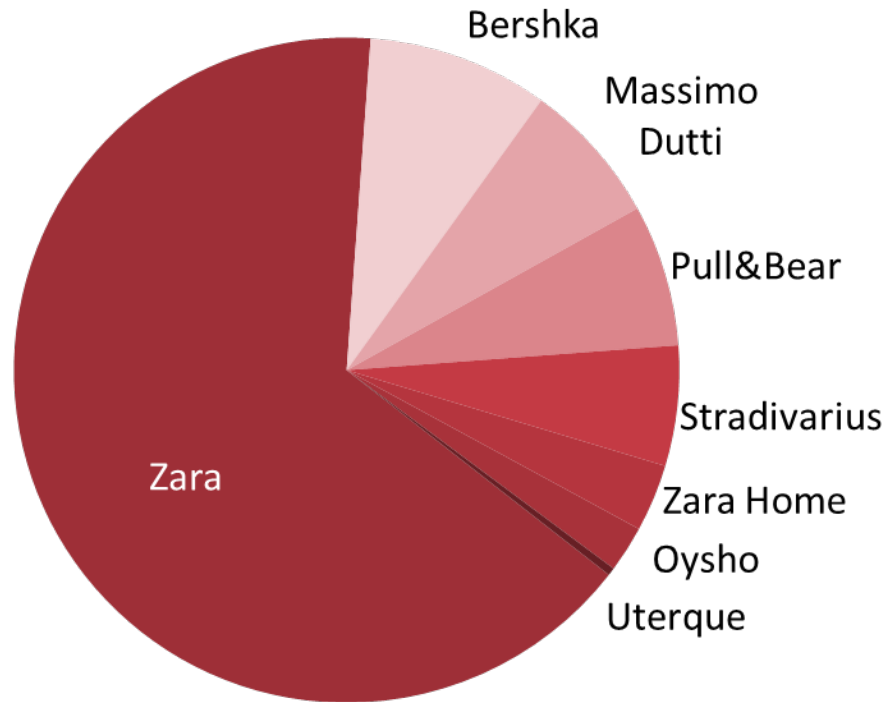
€ million	FY17	FY16	17/16
Funds from operations (before corporate income tax)	5,440	5,204	5%
Corporate income tax	(1,029)	(798)	
Funds from operations	4,411	4,406	
CAPEX - Ordinary	1,545	1,432	8%
Dividends	2,127	1,871	14%
Net Cash & Equivalents	6,387	6,090	5%

- ▶ Strong store optimisation in 2017

# Concepts



# Store & Online sales by concept



% Store & Online Sales

# EBIT by concept

€ million	FY17 EBIT	EBIT/ sales	ROCE
Zara	3,024	18%	30%
Massimo Dutti	260	15%	37%
Bershka	353	16%	57%
Stradivarius	225	15%	45%
Pull&Bear	264	15%	43%
Zara Home	97	12%	24%
Oysho	87	15%	44%
Uterqüe	5	5%	11%
Total EBIT	4,314	17%	33%

# Concepts

- ▶ Continued growth for the concepts
- ▶ Strong performance of Pull&Bear, Bershka and Oysho

# Outlook



# Strategic initiatives

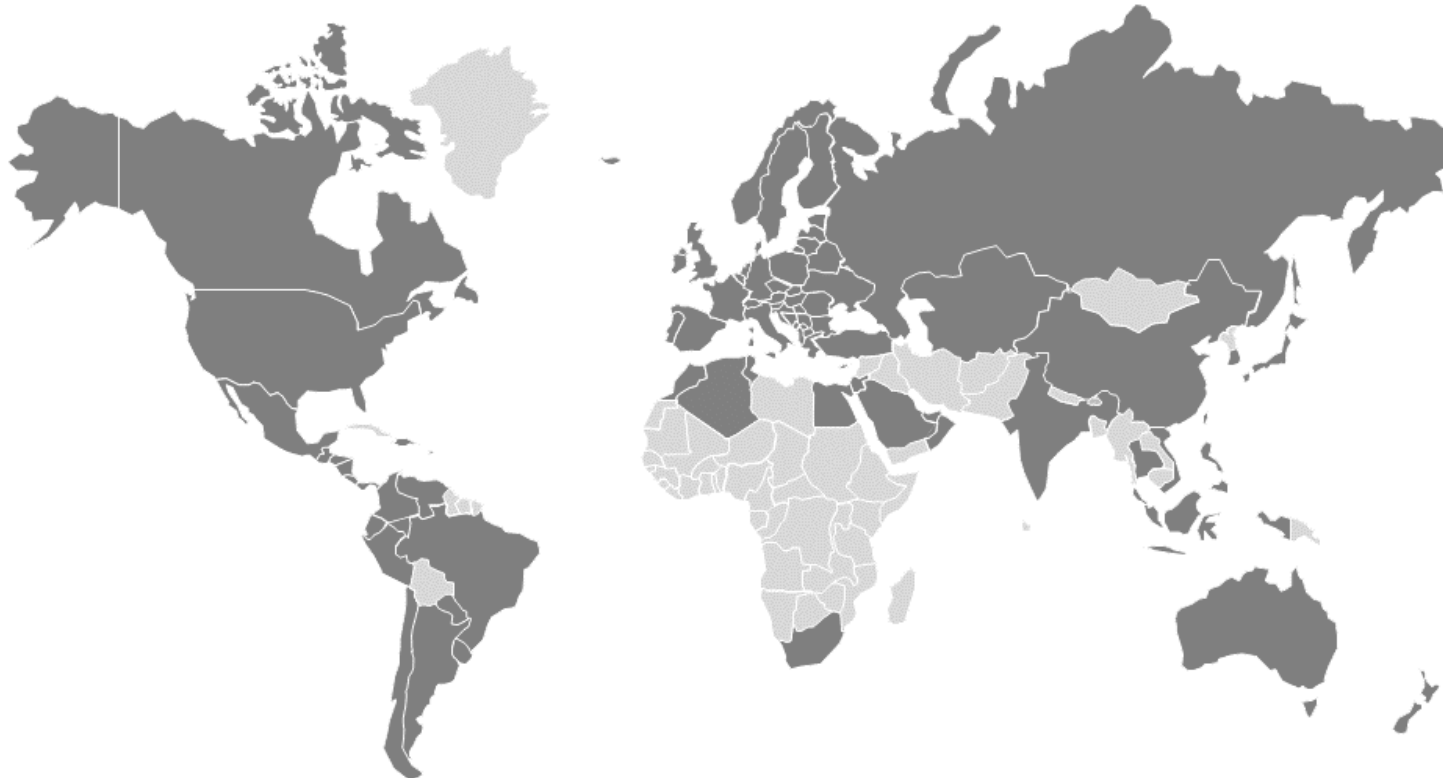
## Global fully integrated Store & Online

2012	2017	2018e
<p>Store optimisation plan</p> <p>*Larger more prominent stores *Enlargements/Absorptions *All key global flagships/New Images</p>	<p>Global Online +41% 10% of revenues (12% of net sales in markets with online sales)</p>	<p>Strong growth opportunity</p> <p>Australia, New Zealand online</p>
Global Online	RFID complete in Zara	RFID rolled out in Massimo Dutti and Pull&Bear
RFID launch	Upgrade HQs/Logistics	Upgrade HQs/Logistics
Upgrade HQs/Logistics	Increased organic growth	Increased organic growth
Increased organic growth	Lower capital intensity	Lower capital intensity
Lower capital intensity		



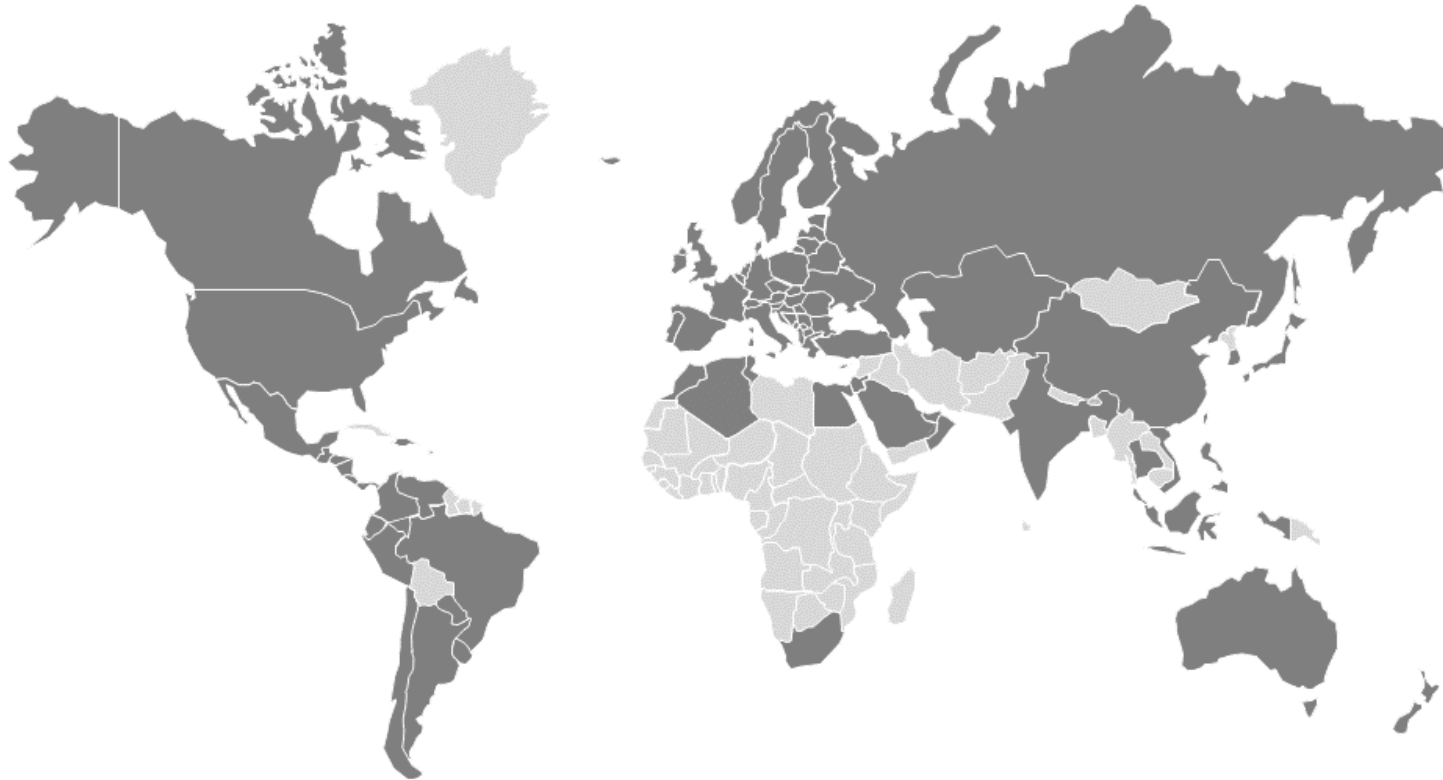
# Global growth opportunities

- ▶ Differentiated business model
- ▶ Global fully integrated Store & Online
- ▶ Strong growth opportunities



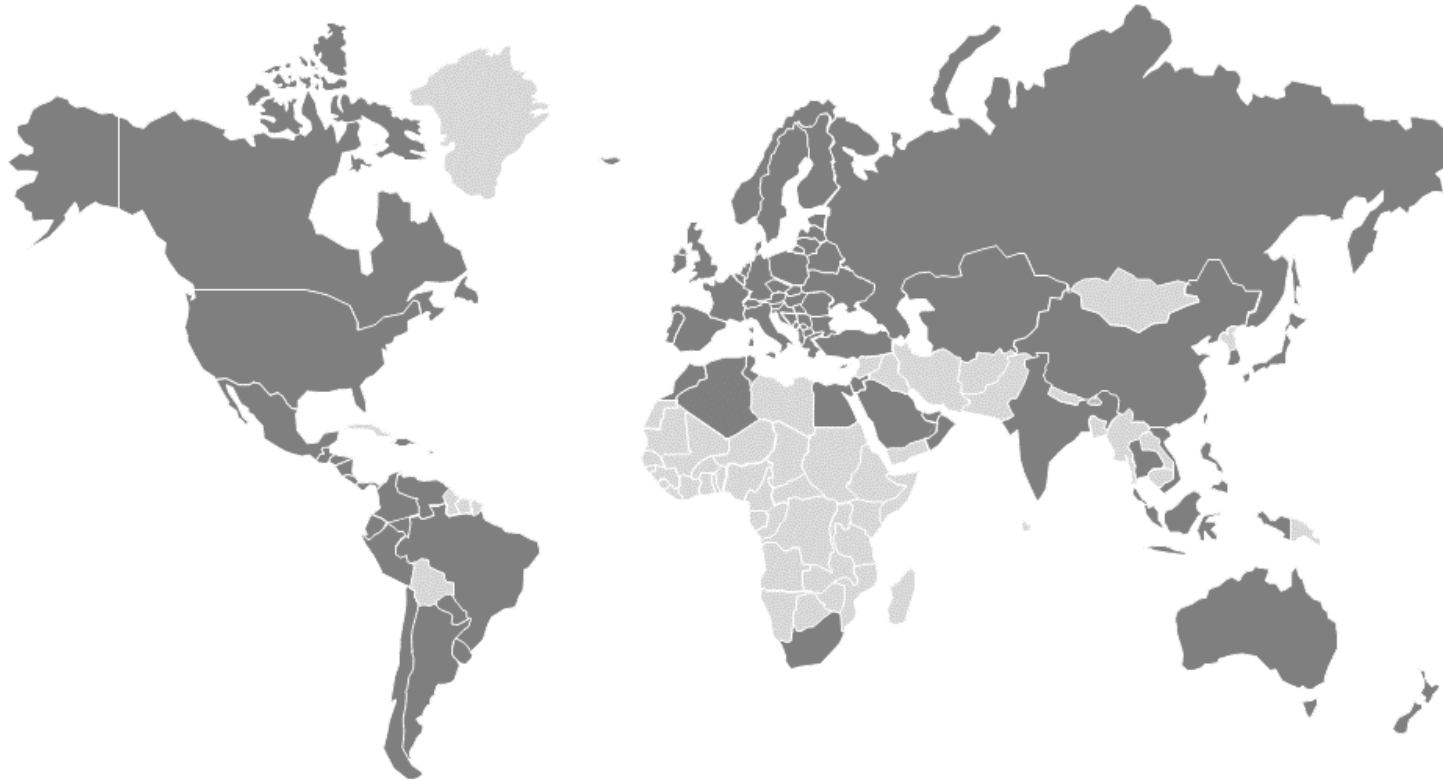
# Growth in Europe

- ▶ Important growth opportunities across the whole of Europe
- ▶ All concepts Store & Online



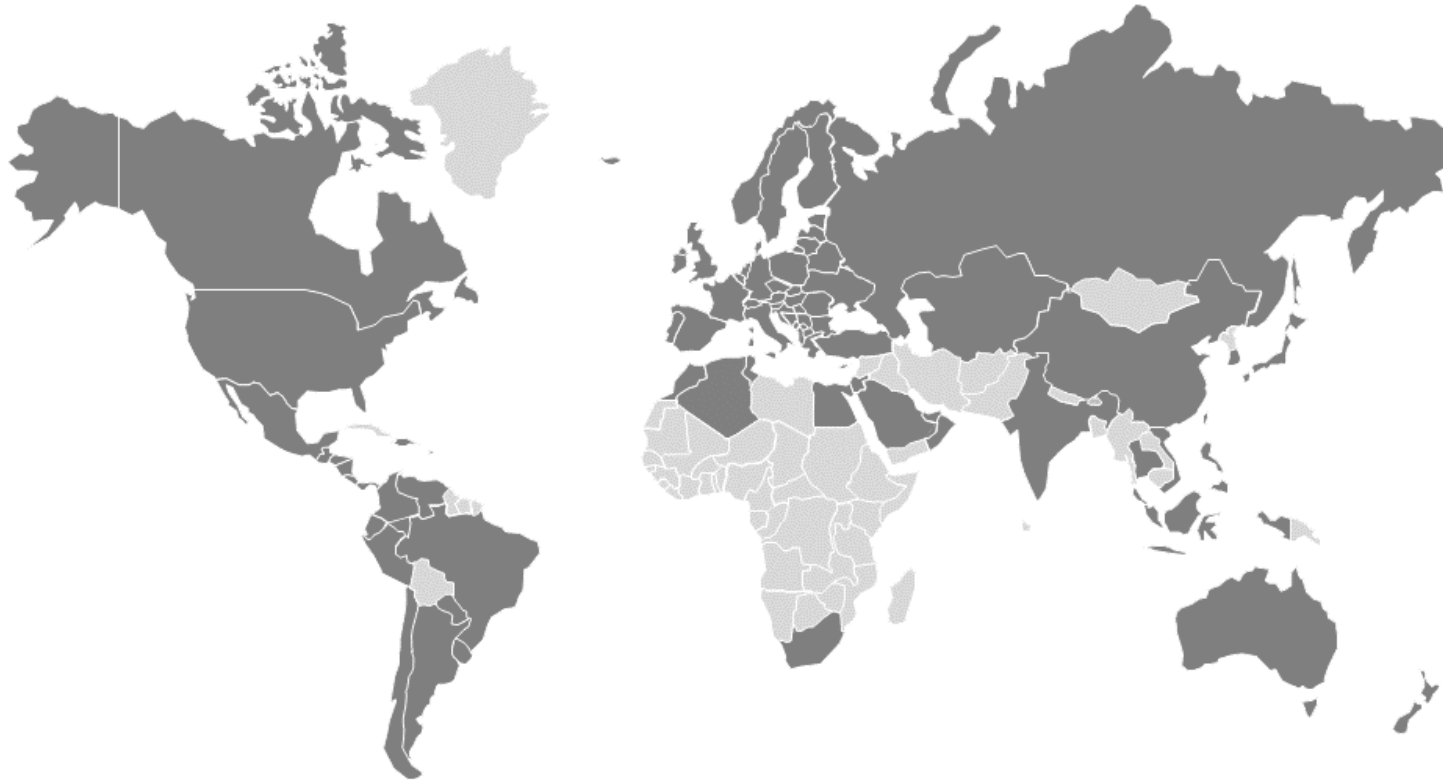
# Growth in Asia

- ▶ Strong growth opportunity. Store & Online in all key markets
- ▶ 2017: Online in India, Singapore, Malaysia, Thailand and Vietnam



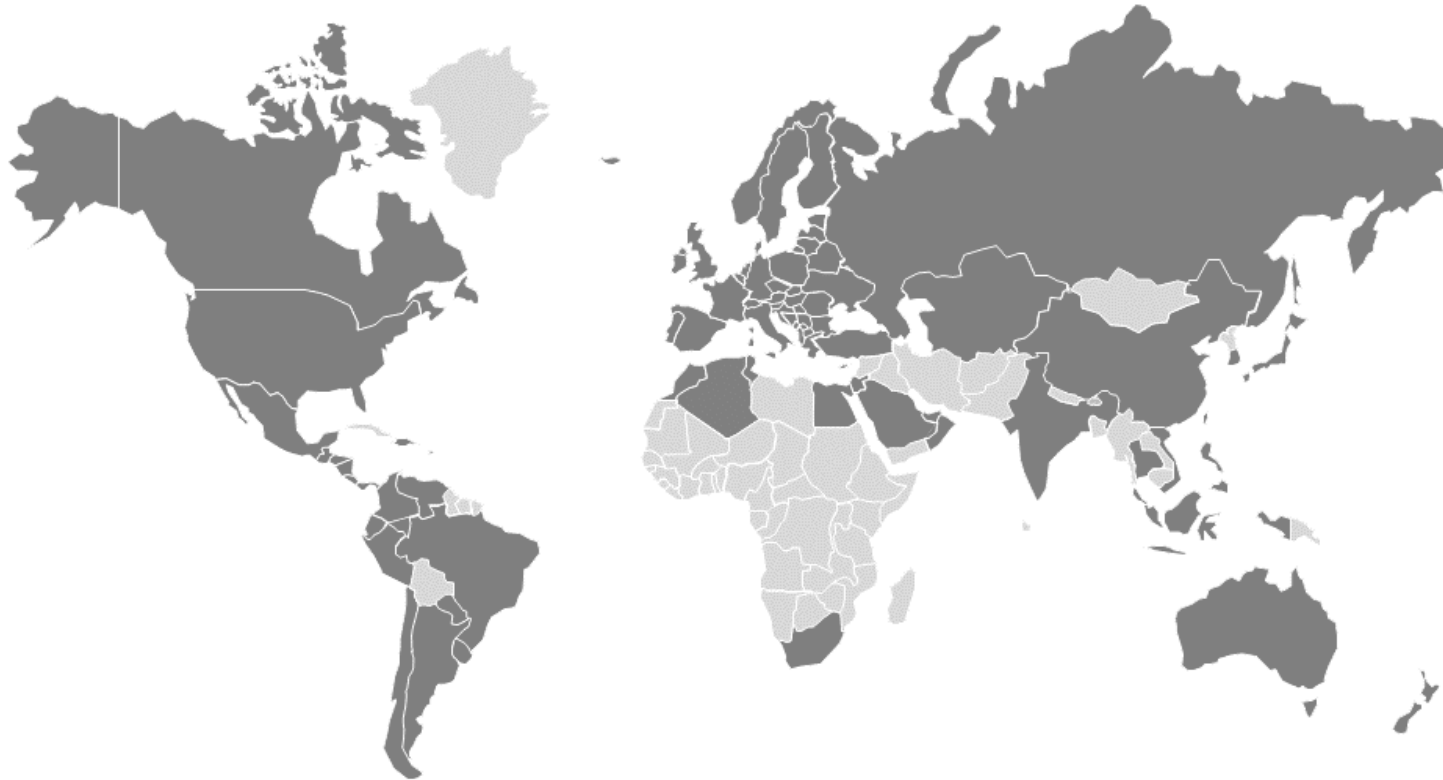
# Growth in the Americas

- ▶ Attractive growth markets. Strong expansion opportunities
- ▶ Fully integrated Store & Online



# Global growth opportunities

- ▶ Australia, New Zealand and South Africa
- ▶ Ongoing expansion

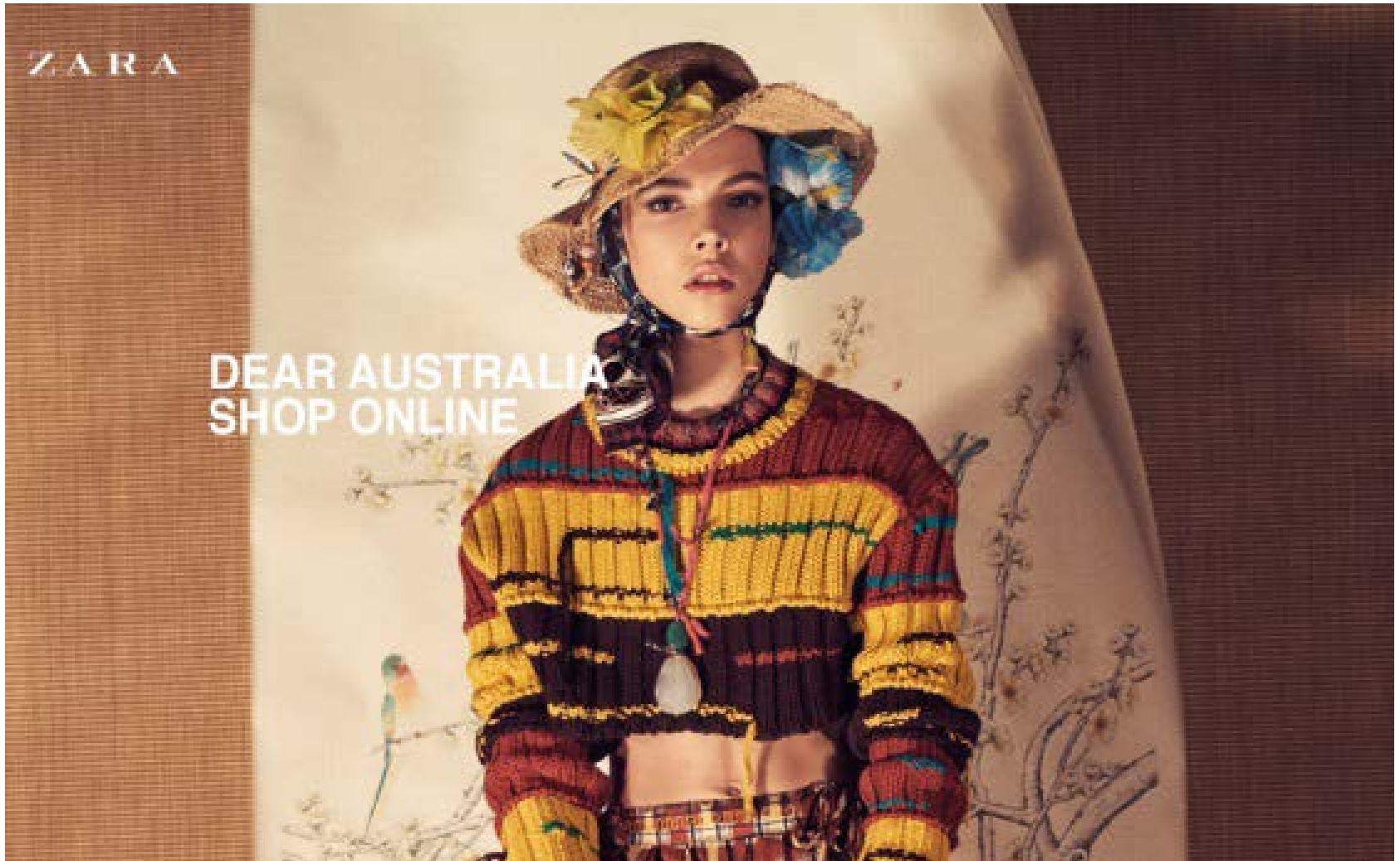


# Global online

- ▶ All key markets same day/next day



# Online launch of Zara in Australia and New Zealand



# Store & Online: Vast Land collection





# Store & Online: Let the Good Times Roll collection



# Store & Online: Spring Games collection



## Store & Online: Join Life collection



# Strong differentiation of stores

- ▶ Global fully integrated Store & Online
- ▶ Highly differentiated stores: Larger and more prominent
- ▶ RFID
- ▶ Click & Collect

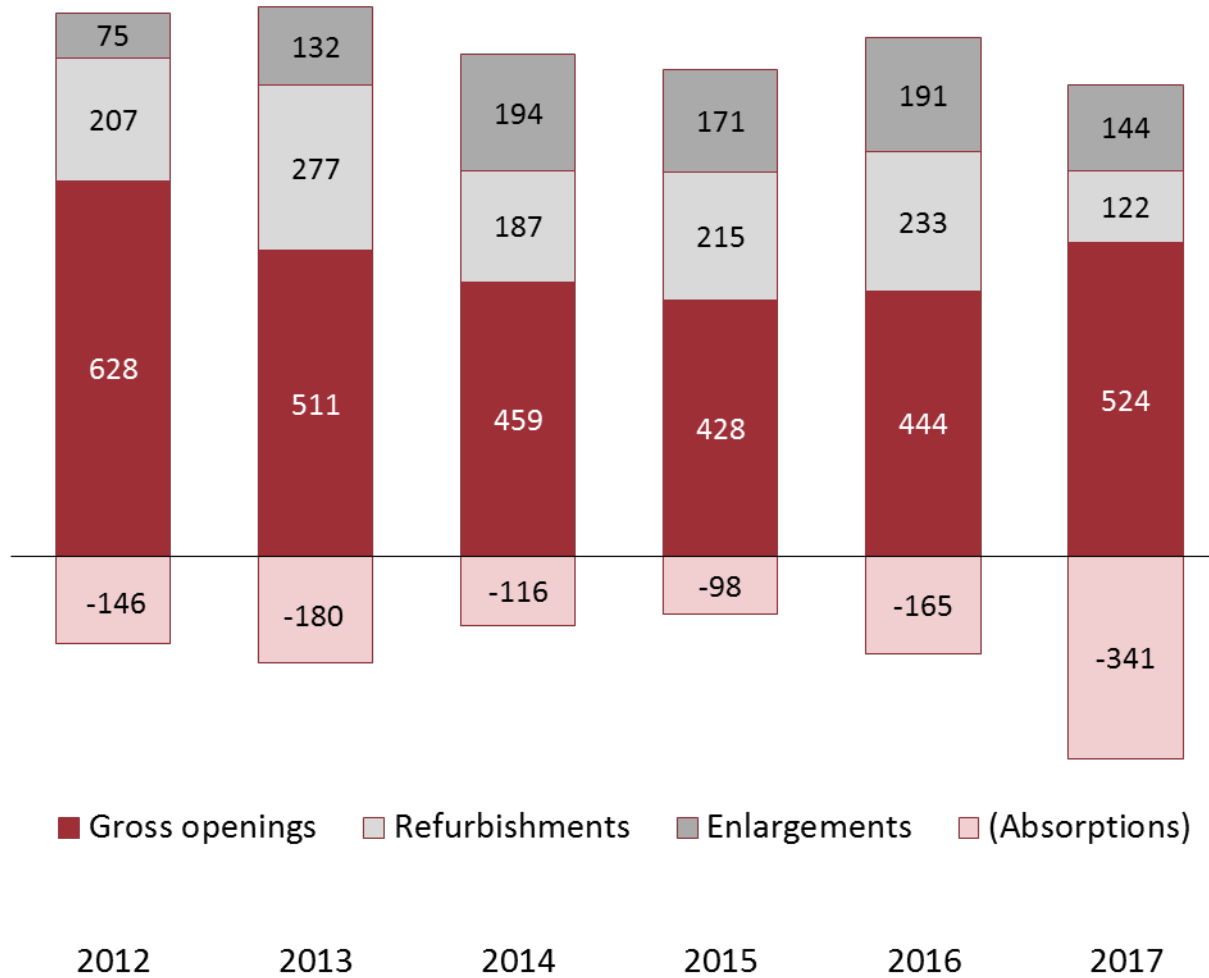
# Self check-out



# Global Click & Collect



# Store optimisation



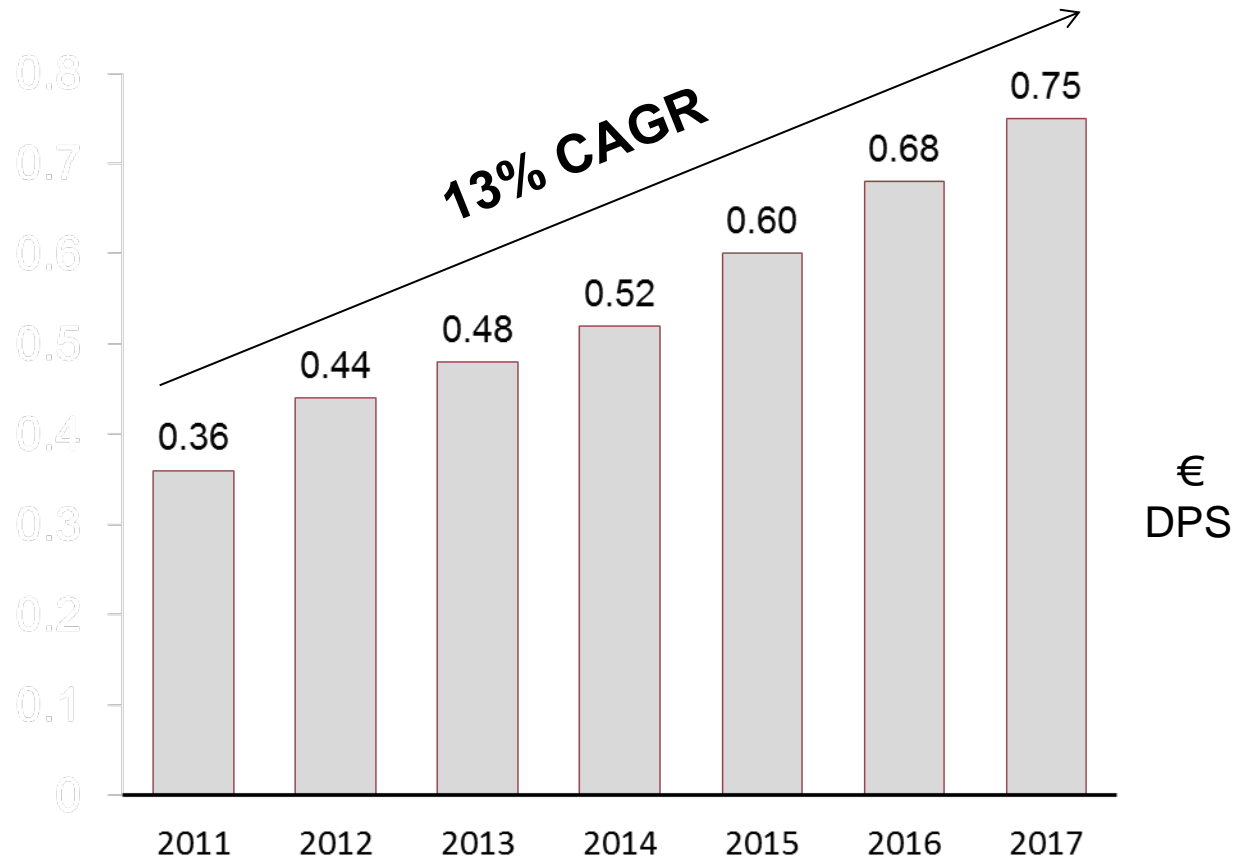
# Strong growth opportunities

- ▶ Global fully integrated Store & Online
- ▶ Strong organic growth. Increased differentiation of retail base
- ▶ Lower capital expenditure required. Ordinary Capex c.€1.5 bn
- ▶ New space in prime locations c.6% net of absorptions in 2018. 350-400 gross openings / selective absorption of c.200. These absorptions already provisioned for in 2017
- ▶ 4%-6% new space in prime locations annually in subsequent years
- ▶ Strong free cash flow generation



# FY17 Dividend increase +10.3%

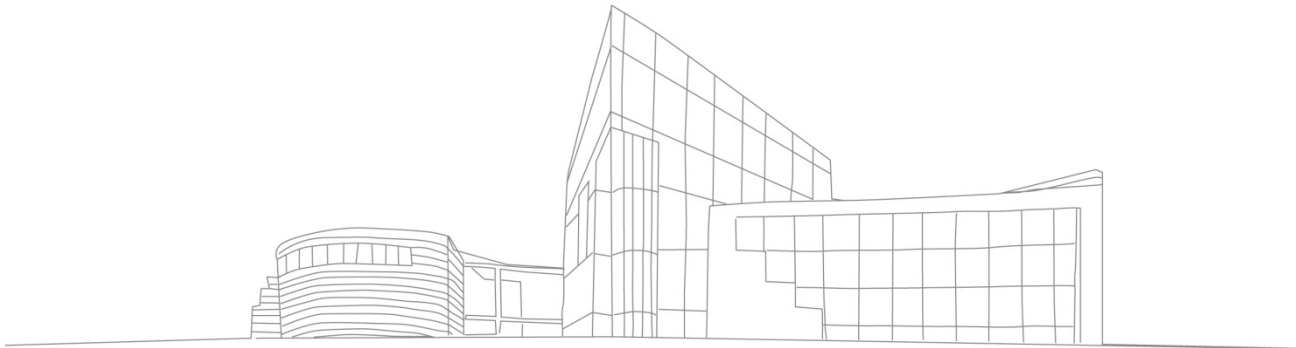
- ▶ €2.3 billion to be distributed in 2018



# 2018 Outlook

- ▶ Store & Online sales in local currencies have increased +9% from 1 February to 11 March 2018
- ▶ The Spring/Summer season is influenced by the performance over the Easter period due to its significant sales volumes

# INDITEX



Full Year 2017

14 March 2018