

3.

Get to know Inditex

We have a unique business model, diverse and talented staff, myriad and varied fashion proposals, a circular approach, a unique company-customer relationship and a hallmark culture of innovation. As a result, and with the collaboration of our stakeholders, we drive a sustainable transformation that makes us standard-bearers beyond the bounds of our industry.

Global presence

215
markets

Net Sales
(M€)

27,716
total

25.5%
online

**Contribución
fiscal** (M€)

6,093
total

Other magnitudes
(M€)

3,243
profit

9,359
net financial
position

2,180
dividend

3.1. Global presence and key figures in 2021



A unique team



+165,000
employees



177
nationalities



76%
women



29.3
average age

Social programmes investment



+2M
beneficiaries



+63M€
investment

Supply chain



1,790
suppliers



8,756
manufacturers



1,366,420
workers benefited by
Workers at the Centre activities



Sustainability commitments

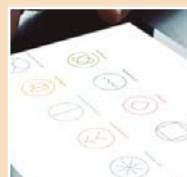


91%
of energy from
renewable sources



47%
of Join Life articles

Innovating for our costumers



Inditex
Open Platform



Store
Mode



Virtual
Try-on

3.2. Milestones

February

Massimo Dutti launches its virtual fitting room

The Shoes Experience, an augmented reality initiative, allows customers to simulate trying on shoes wherever they are using the brand's app.

March

New zara.com building

The new facility, which spans more than 67,000m² and is fitted with the latest technology and sustainability solutions, houses the new zara.com studios and the Zara Man Design Centre.



Zara Home unveils its new global image in Coruña

The brand's newly launched concept, in which its stores are laid out like the rooms of a house, offers a new shopping experience that gives greater prominence to its products in a homely atmosphere.

Inditex widens its collaboration with ACNUR

The aim of this initiative is to donate Group products to refugee camps and urban settlements in Rwanda, Burkina Faso, Ethiopia, Uganda and Belarus.



May

Zara launches its cosmetics line

The new section is called Zara Beauty and includes a full range of beauty products for eyes, lips, face and nails made of high-quality compounds designed by make-up artist Diane Kendal.



July

New sustainability commitments

The Group approves new sustainability commitments at its Annual General Meeting, bringing delivery of the net zero emissions pledge forward a decade to 2040.

Inditex, among the world's 50 most innovative companies

Inditex was included by Boston Consulting Group on its list of Most Innovative Companies 2021, drawn up by more than 1,600 professionals from all around the world.

Inditex scores 4.9 out of 5 in FTSE4GOOD

Inditex has been traded in the benchmark sustainability stock index, FTSE4Good, since 2002, scoring 4.9 out of 5 in each of the last three years.

September

Inditex signs the International Accord

One of the main targets of the new agreement is to bring the lessons and achievements of the Bangladesh Accord to new markets so as to effectively and transparently implement essential health and safety measures in the textile industry.

Zara Athleticz

Zara Man's new sports line is available on the brand's app and in select stores. The collection, called Zara Athleticz, is articulated around three key concepts: simplicity, comfort and functionality.

October

Massimo Dutti launches Shop&Go

This new Massimo Dutti service lets customers shop in-store directly from their phones, so offering new ways to shop and elevating the store experience.



November

Financial Times includes Inditex in its Diversity Leaders index

The Group has joined the ranks of the European diversity leaders selected by the Financial Times following an assessment of over 850 companies.



Inditex receives the Terra Carta seal for its contribution to creating a sustainable future

This seal was created by the Prince of Wales as part of the Sustainable Markets Initiative to acknowledge global companies that are pushing for innovation and demonstrating their commitment to the creation of genuinely sustainable markets.

Inditex joins the Leaf Coalition

This global initiative, which brings together businesses and governments, has managed to mobilise over \$1 billion in financing for the conservation of tropical and subtropical forests.

New management team

Marta Ortega Pérez was appointed Group Chair as proprietary director, with effect from 1 April 2022. In parallel, Óscar García Maceiras was named CEO of Inditex, with immediate effect.

December

New collaborations with MSF, Medicus Mundi and Entreculturas

New €2.5m donation to MSF.

Inditex's contribution will help fund the provision of health assistance to the Rohingya community in Bangladesh and medical and psychological care to migrants and refugees in Mexico; it will also support MSF's Emergency Desk, which manages the organisation's interventions in large-scale and highly-complex situations by dispatching teams of specialists.



Zara launches AZ Collection, marking its début foray into the metaverse

This new Zara collection, designed in collaboration with South Korean brand Ader Error (ADER), launched into the virtual world through the ZEPETO app. Users of this metaverse platform, in which Zara is participating for the first time, can purchase virtual clothing and make-up for their avatars in the ADER ERROR X ZARA store.



January

Inditex, one of the world's 100 most sustainable corporations

The Group has climbed 19 positions - to 73rd spot - on The Global 100 Most Sustainable Corporations in the World, an annual ranking based on an assessment of economic and ESG indicators.

3.3. Inditex in figures, key indicators

3.3.1. Economic indicators, evolution over the last four years¹

GRI 102-7

	2021	2020	2019	2018
Turnover (millions of euros)				
Net sales	27,716	20,402	28,286	26,145
Online sales ²	25.5%	32%	14%	12%
Sales by concept (millions of euros)				
Zara (Zara + Zara Home) ³	19,586	14,129	19,564	18,021
Pull&Bear	1,876	1,425	1,970	1,862
Massimo Dutti (Massimo Dutti + Uterqüe) ⁴	1,653	1,271	2,015	1,903
Bershka	2,177	1,772	2,384	2,240
Stradivarius	1,824	1,283	1,750	1,534
Oysho	600	522	604	585
Sales by geographic area (percentage)				
Spain	14.4%	14.6%	15.7%	16.2%
Europe ex-Spain	48.4%	48.7%	46.0%	45.1%
Americas	17.5%	13.5%	15.8%	15.5%
Asia and rest of the world	19.7%	23.2%	22.5%	23.2%
Total	100%	100%	100%	100%
Financial structure (millions of euros)				
Equity attributable to the parent company	15,733	14,520	14,913	14,653
Net financial position	9,359	7,560	8,060	6,705
Profits and cash flow (millions of euros)				
EBITDA	7,183	4,552	7,598	5,457
EBIT	4,282	1,507	4,772	4,357
Net profit	3,250	1,104	3,647	3,448
Net profit attributable to the parent company	3,243	1,106	3,639	3,444
Cash flow	6,531	3,864	6,695	4,378
Financial and management ratios				
ROE (Return On Equity)	21%	8%	25%	24%
ROCE (Return On Capital Employed)	28%	10%	32%	31%

1. The explanation about the calculation methodology of the different APMs are included in the initial Note of the Consolidated Annual Accounts of financial year 2021.

2. Percentage of online sales over total sales.

3. Sales at Zara Home in all financial years are reported consolidated with those of Zara.

4. Sales at Uterqüe in all financial years are reported consolidated with those of Massimo Dutti.

	2021	2020	2019	2018
Commercial presence				
Number of markets	215	216	202	202
Number of stores	6,477	6,829	7,469	7,490
Average store area (in m ²)	732	707	681	662
Total retail area (in m ²)	4,742,157	4,826,566	5,086,732	4,962,081
Headquarters effect				
Invoicing to suppliers in Spain (millions of euros)	5,376	4,221	5,140	5,248
Number of suppliers in Spain ⁵	6,620	6,384	7,098	7,220

Tax contribution (millions of euros)

	2021	2020	2019	2018
Total contribution – Inditex	6,093	4,689	6,749	6,166
Own taxes	2,423	1,916	3,040	2,764
Taxes collected	3,670	2,773	3,709	3,402
Total contribution – Spain	1,501	1,201	1,874	1,692
Own taxes	780	620	1,049	928
Taxes collected	721	581	825	764
Total contribution – Europe (ex-Spain)	3,217	2,562	3,398	3,168
Own taxes	794	691	1,023	988
Taxes collected	2,423	1,871	2,375	2,180
Total contribution – America	910	534	943	760
Own taxes	592	357	623	489
Taxes collected	318	177	320	271
Total contribution – Asia and rest of the world	465	392	534	546
Own taxes	257	248	345	359
Taxes collected	208	144	189	187

Share performance

	2021	2020	2019	2018
Dividend	0.93	0.70	0.35	0.88

Dividend

In the month of May and November 2021, the dividend corresponding to the 2020 financial year of 0.70 euros per share was paid. In the 2021 financial year, a total of 2,180 million euros was paid to shareholders as a 2020 dividend. The Inditex Board of Directors will propose to the Annual General Meeting a dividend of 0.93 euros per share for the 2021 finan-

cial year. It will be made up of an ordinary dividend of 0.63 euros and an extraordinary dividend of 0.30 euros per share. The dividend is made up of two equal payments of 0.465 euros per share, the first payment will be made on May 2, 2022 and the second will be paid on November 2, 2022. Inditex maintains its dividend policy, which combines a 60 % of ordinary payout and extraordinary dividends.

5. Suppliers of both textiles and general services in Spain.

3.3.2. Environmental and social indicators, evolution over the last four years

GRI 103-2; 103-3; 102-5; 102-7; 102-8; 102-9; 102-48; 203-1; 302-1; 302-2; 302-3; 302-4; 302-5; 308-1; 412-1; 414-1; AF2; AF8 AND AF21

	2021	2020	2019	2018
Indicators for sustainable management of our products				
Articles placed on the market (in tonnes)	565,027	450,146	545,036	528,797
Join Life articles placed on the market (% of the total)	47%	38%	19%	9%
Cotton from more sustainable sources: organic, BC and recycled (in tonnes)	166,195	73,874	38,676	18,851
Polyester from more sustainable sources (in tonnes)	26,728	9,594	5,332	1,881
Linen from more sustainable sources (in tonnes)	4,201	1,245	1,813	266
Viscose and other man-made cellulosic fibres from more sustainable sources (in tonnes)	29,053	8,379	6,692	3,178
Garments collected through the Closing the Loop Programme (in tonnes) ⁶	16,072	13,043	15,321	14,825
Materials recovered for its reuse (in tonnes)	19,048	16,871	21,298	19,247
Degree of compliance with CtW and StW standards	98.5%	98.3%	97.4%	97.4%
Picking programme: Inspections	49,999	42,856	56,352	63,420
Picking programme: Garment analyses	792,582	744,404	899,046	933,980
Indicators for sustainable supply chain management and Workers at the Centre				
Product suppliers with purchases in the year ^{7,8}	1,790	1,805	1,985	1,866
Factories declared by suppliers ⁹	8,756	8,543	8,155	7,235
Rejected suppliers	25	44	56	50
Audits of suppliers and manufacturers ¹⁰	17,477	11,997	12,215	12,064
Progress in the Workers at the Centre strategic plan	85%	78%	NA	NA

6. The figures for 2018 have been updated with respect to their Annual Report, to include data that were not available at that time.

7. Since 2019, the scope of the information reported has been broadened to increase suppliers and manufacturers of non-textile articles. Consequently, the information for FY 2018 is not comparable.

8. Suppliers of fashion articles with a production of over 20,000 units/year in the 2021 spring/summer and autumn/winter campaigns. Suppliers producing less than 20,000 units account for 0.25% of overall production.

9. Factories declared by the suppliers in the manufacturer's management system for 2021 orders.

10. In 2021 and 2020, traceability, pre-assessment, social, special and environmental audits are included. In previous years, environmental audits are not included since the changes to the Green to Wear standard do not allow their comparison.

	2021	2020	2019	2018
Number of Workers at the Centre projects implemented ¹¹	46	38	45	34
Number of workers benefited from the activities developed under Workers at the Centre	1,366,420	1,224,557	1,472,719	994,154
Suppliers and factories reached by the activities developed under Workers at the Centre	1,153	1,374	1,597	594
Indicators for planet preservation actions				
Global energy consumption (GJ)	6,322,357	4,574,536	6,814,610	7,088,858
Relative energy consumption (MJ/m ²)	809	593	855	943
Group energy needs covered by renewable energy (in %)	91%	81%	63%	45%
Market-based scope 1+2 emissions (t CO ₂ eq)	62,345	110,535	309,785	438,620
Kg CO ₂ eq per m ² (market-based scope 1+2)	8	14	39	58
Total number of persons in the Sustainability team	4,522	5,637	6,404	4,925
External	4,267	5,422	6,204	4,774
Internal	255	215	200	151
Corporate community investment indicators				
Corporate Community Investment (in euros)	63,500,135	71,803,602	49,231,909	46,218,895
Number of direct beneficiaries	2,217,342	3,313,581	2,441,300	2,425,639
Total number of community organisations supported	427	439	421	413
Number of community investment projects	725	703	670	622
Number of garments donated to social causes	5,899,270	4,114,490	3,164,084	3,225,462
Number of hours spent by employees on social initiatives during working hours	206,087	178,035	122,284	118,077
Indicators for our people				
Percentage of women/men	76% / 24%	76% / 24%	76% / 24%	75% / 25%
Number of nationalities	177	171	172	154
Average employee age	29.3	30.1	28.9	28.7
Number of employees	165,042	144,116	176,611	174,386
Type of contract¹²				
Permanent	81%	87%	77%	73%
Temporary	19%	13%	23%	27%
Type of working day^{13 12}				
Full-time	44%	50%	47%	51%
Part-time	56%	50%	53%	49%
Employees by activity				
Store	86%	86%	87%	87%
Logistics	6%	6%	6%	5%
Manufacturing	1%	1%	1%	1%
Central services	7%	7%	6%	7%

11. Main programmes carried out in the field.

12. Data about type of working day and type of contract available in 2021 for 98.2% of the workforce (not available for Belgium) (95.4% in 2020 and 94.7% in 2019) To calculate the number of contracts by type of working day, broken down by gender, age and professional classification, the corresponding percentages are applied to the total number of employees.

13. The figures for the proportion of full-time and part-time employees reported in 2020 have been corrected with respect to those published in the Annual Report for that year.

3.4.

Acknowledgements

GRI 103-2

The relationship with trade unions, NGOs, governments and other civil organisations is key to implementing our sustainable business model throughout the value chain. The recognition from some of these organisations of our work in 2021 is an incentive to continue making progress.



The Ethical Fashion Report by Baptist World Aid Australia ranked Inditex among the leaders in sustainability and labour rights in the supply chain. The report analyses 420 brands from 98 companies, including all eight of the Group's brands. All of them received an A rating.



Inditex was included by Bloomberg in its 2022 Gender Equality Index (GEI) for the third year running. This index analyses companies' commitment to gender equality on the basis of five pillars: female leadership and talent pipeline, equal pay and gender pay parity, inclusive culture, sexual harassment policies, and pro-women brand. The list comprises 418 corporations of 45 countries and regions worldwide and across 50 different sectors.



For the fifth year running, in 2021 CDP has awarded our initiatives to fight climate change, our leadership in disclosing information and our performance in this area with an A- rating.



The Global 100 Most Sustainable Corporations, in which Inditex has been included for the fourth consecutive year, evaluates the economic, environmental, social and governance indicators of more than 7,000 global companies and ranks Inditex 73rd in the general index and 2nd, once again, in its sector.



In 2021, Inditex scored 75/100 in S&P's Global Corporate Sustainability Assessment (score date: 12 November 2021). As a result, Inditex scored in the 98th percentile in the retail sector. With regard to the environment, Inditex was awarded a score of 94/100, i.e., in the highest percentile (100).

FINANCIAL TIMES

For the second time, in 2021 the Financial Times Diversity Leaders included Inditex in its list of European companies recognised by its employees for achieving full inclusion at the workplace.

The Financial Times also includes the Group in its list of Europe's Climate Leaders 2021, which features the 300 companies that have managed to reduce their greenhouse gas emissions the most.

Forbes

For a number of editions now, Inditex has been included in the Forbes Global 2000 list, which selects 2,000 leading global companies based on four indicators: sales, utilities, assets and market value.



FTSE4Good

For the third consecutive year, in 2021 the FTSE-4Good sustainability index awarded Inditex a score of 4.9 out of 5. This sustainability stock index includes the global companies with the strongest sustainability commitment, and evaluates their environmental, social and corporate governance practices.



In 2021, for the tenth consecutive year, Inditex claimed the top spot in the ranking of Companies with the Best Reputation in Spain. It also achieved first place again in the Merco Responsibility and Corporate Governance ranking.



Global Diversity & Inclusion Index

In 2021, Inditex was ranked 66 in Refinitiv's Global Diversity & Inclusion Index, which identifies companies from all over the world that are ground-breakers in diversity and inclusion. This year the Group's efforts to promote the values of diversity and inclusion were again recognised by Refinitiv, which included Inditex in its Top 100 Diversity and Inclusive Companies, based on the examination of policies and practices at more than 8,500 companies.



Most Attractive Employers

Universum Most Attractive Employers identifies the 100 best companies to work for based on polls of university students. In 2021, Inditex again featured among Spanish business students' favourite companies.



By means of its Gender Benchmark Report 2021, practices in connection with equality and empowerment of women were analysed at the 35 most influential companies in the retail sector. The research, which ranked Inditex in sixth position, is based on information published by the companies themselves, and highlights their leadership and commitment to SDG 5 (Gender equality).



Most Innovative Companies

The consultancy firm selects the 50 most innovative companies in the world, which includes three retailers, and ranks Inditex 41st. According to BCG, the covid-19 pandemic has shown the importance of these companies' commitment and level of preparation, as well as their excellence in innovation.



Inditex has obtained the Terra Carta Seal, a seal that recognizes global companies that drive innovation and demonstrates their commitment to creating genuinely sustainable markets. Inditex is one of 45 companies worldwide recognized with this distinction. The Terra Carta is a personal initiative of His Royal Highness The Prince of Wales' Sustainable Markets Initiative with the aim of accelerating the transition to a sustainable economy.





3.5.

Retail formats

GRI 102-2

At Inditex we have fashion proposals to suit all tastes and requirements. Our eight brands (Zara, Pull&Bear, Massimo Dutti, Bershka, Stradivarius, Oysho, Zara Home and Uterqüe) continue to offer innovative new proposals to respond to our customers' requests. At the same time, our concepts continue to introduce cutting-edge technology into their integrated store and online platform, improving the experience we offer our customers and facilitating their interaction with fashion.





‘There is no beauty, only beauties’ is the defining slogan of Zara Beauty, one of the new commercial initiatives unveiled in the year. The top-quality make-up range designed by British make-up artist Diane Kendal offers a variety of colours and products in refillable containers whose slanted design is a nod to the ‘Z’ in Zara.

Zara again commissioned the video and photography work for the spring and autumn campaigns to Steven Meisel and Fabien Baron. This partnership, which evidences Zara’s excellent rapport with two of the foremost names in fashion images, is completed with the brand’s tribute to global photography icon, the late Peter Lindbergh, through the Tribute collection: a range of garments featuring some of the signature images lensed by the German artist of models like Kate Moss, Amber Valetta, Linda Evangelista, Helena Christensen and Lyonne Koester over the course of his career.

In 2021, Zara presented the new Athleticz collection of sportswear designed for athletes from any sports discipline, and unveiled Zara Origins, a proposal for creating a **current and timeless basic wardrobe**. Towards the end of the year, the brand launched capsule collaborations with fashion brands like KASSL Editions, from the Netherlands, and Ader Error, from South Korea, with which it has developed a virtual extension of the ZEPETO digital platform, Zara’s first venture into the metaverse.

Zara remains **committed to innovation as a means to integrate sustainability criteria** into its products and processes, under the Join Life standard. Through the Sustainability Innovation Hub collaborative platform to boost **new technologies and more sustainable materials**, Zara has joined forces with the startup LanzaTech to launch a capsule collection that incorporates fabric made with carbon emissions.

www.zara.com/

19,586

million euros in net sales

116.2

million followers in social media

4,134

million visits to the website



PULL&BEAR

Pull&Bear celebrated its thirtieth birthday with the slogan '30 Years Young', as a tribute to **youth, creativity, passion and non-conformism**, values ingrained in the brand's DNA and which have accompanied an entire generation. This brand philosophy is conveyed to consumers through a smiling and colourful graphic design that, in a special limited edition, took over the logo, packaging and store windows around the world.

The focus on denim is highlighted by (Un)Catalogued, a limited-edition capsule collection combining iconic garments made from this fabric. The brand also presented 19.91 Colours: a new category comprising a selection of key articles for the season based on a shared premise: **colour**.

The **collaborations** remain equally relevant, whether in the sphere of sports (NFL or Starter), entertainment (Space Jam: A New Legacy), or with the aim of bringing art to a younger audience (The Andy Warhol Foundation). New formats of digital innovation were also explored through Pacific Game, a Spark AR game developed with Facebook Creative Shop and inspired by the collection for its youngest customers.

In addition, channels such as Twitch have gained prominence, hosting live streams promoted by Pull&Bear, including La Noche del Ropas, alongside one of the most popular content creators for Generation Z: ByCalitos.

The brand has strengthened **its commitment to circularity** through the *Ecodiseño & Circularidad* (Circularity & Eco-design) project, a collection produced from other garments and belonging to the Join Life category.

www.pullandbear.com

1,876

million euros in net sales

23

million followers in social media

463

million visits to the website



Massimo Dutti

Landscapes of outstanding natural beauty such as the Hamptons in the US or the Côte d'Azur in France were an unbeatable backdrop for the Limited Edition collections from Massimo Dutti, noted for their exquisite fabrics and which, with a modern and avant-garde outlook, offer delicate design of exceptional quality and simplicity of lines.

The brand also debuted its Body Care line, a collection of personal body care products created using an exclusive selection of ingredients.

Summer saw the launches of the swimwear collections, using **sustainable materials made from recycled plastics**.

In winter, Massimo Dutti's first foray into the world of lingerie took us to the epicentre of the **feminine universe**. The result is a selection of garments that celebrate calm and well-being and that seek to convey sensations through their fabrics, cuttings and range of colours.

www.massimodutti.com

1,653

million euros in net sales

12.9

million followers in social media

240

million visits to the website



Bershka

Bershka continues to collaborate with important figures from the world of music such as Bad Gyal, Paloma Mami, the French rapper Hatik and, more recently, C. Tangana, one of the most prominent urban artists of the moment.

The link with brands that are significant for its audience has also been at the forefront this year. Evidence of this are the NBA capsule collection, collaborations with the world of anime, including *Naruto*, *Evangelion* and *Sakura* and, in gaming, the exclusive *League of Legends* collection.

In addition, the projects Hack Denim—a Join Life collection in collaboration with Organic Cotton Accelerator—and Denim Lab—a garment personalisation experience in partnership with Jeanologia—further evidence the brand's commitment to sustainability.

www.bershka.com

2,177

million euros in net sales

32

million followers in social media

579

million visits to the website



♫ STRADIVARIUS

Stradivarius ventured into the art world through its unique project Stradivarius Meets Art, a proposal based on the premise that art deserves to be shared. This new launch makes the brand a **global showcase for emerging artists from all over the world**, providing them with digital platforms in which to display their talent. A meticulous selection of artists from different disciplines have participated in the first two editions.

Varius has been other of this year's pillars. The campaign, featuring women from diverse backgrounds, **celebrates self-love and self-esteem** with the hashtag #LOVEALLYOURVARIUS.

New product lines have also been launched, such as: Sport, a collection of sportswear, *PSijamas* or the Pets Collection, a line of accessories for pets.

To disseminate all these projects, Stradivarius was supported by international ambassadors such as Beatrice Vendramin (Italy), Michelle Salas (Mexico), Julia Wieniawa (Poland), Sasha Spielberg and Dasha Kozlovskaya (Russia), Maya Bursali (France), Juultje Tieleman (Netherlands) and the Cuban artist Rachel Valdés, curator of the Stradivarius Meets Art project.

Stradivarius takes a step further towards sustainability, focusing on innovation to generate fabrics by recycling its garments.

www.stradivarius.com

1,824

million euros in net sales

18.6

million followers in social media

456

million visits to the website



OYSHO

Oysho remains committed to **innovation and technicality** in its sports collections. By launching collections such as Silky Feeling, Comfortlux, Compressive and Light Touch, the brand has reaffirmed its commitment to sports and its technical lines for the practice of various disciplines.

The brand continues to offer sports-related content via the training programme Oysho Train With Us on its channels, including yoga and fitness class-

es and preparation for running at all levels, and with the input of international teachers and sport-speople.

It has also continued to collaborate with community races such as the Women's Race and Formentera Half-Marathon in Spain, and the Race for the Cure on the international stage. It has also become a sponsor of the *San Silvestre Vallecana* race in Madrid (Spain).

www.oysho.com

600

million euros in net sales

10.6

million followers in social media

115

million visits to the website



ZARA HOME¹⁴

The **collaboration with Kassl Editions**, the group of designers of functional, timeless and genderless fashion who have created a clothing collection and household items for Zara and Zara Home, has been one of the highlights of the year.

The household products brand has also expanded and renewed its product range with initiatives such as Bakery Kids and Pastry Collection, baking utensils collections (the latter designed by the French baker Cédric Grolet); the Pet and Tools collections, respectively for pets and DIY jobs at home; a collection of vinyl records and articles for organising a home cinema session; and even a collaboration with Fujifilm that includes cameras and all the necessary accessories for photography buffs and people starting out in this art form.

Still in the world of image, in the second half of the year Zara Home also launched a highly cinematographic campaign starring actress and fashion icon Chloë Sevigny, directed by Fabien Baron in the short film entitled *The Last Line*.

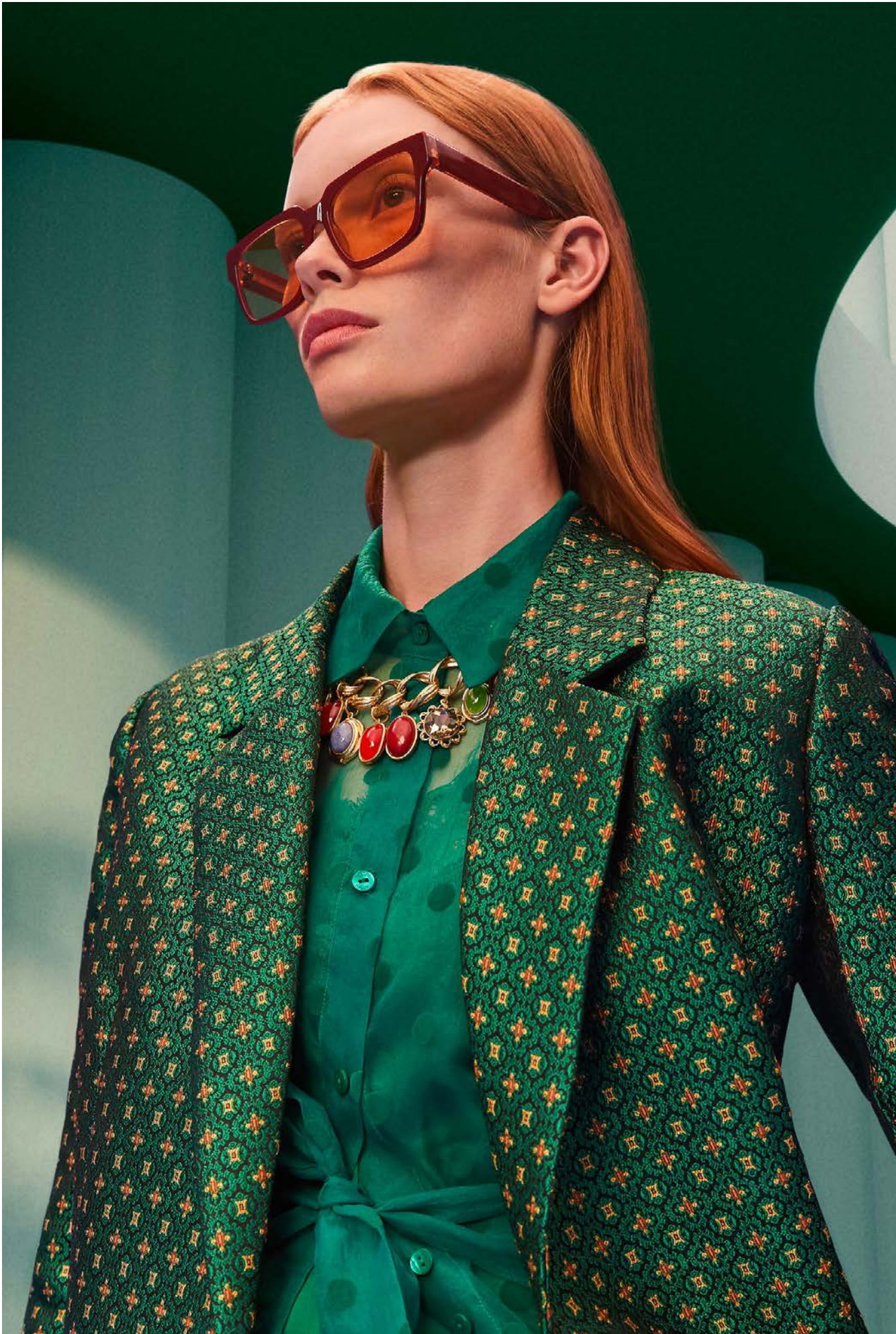
In keeping with the Group's commitment to sustainability, Zara Home has added more sustainable items to its Join Life collections. New furniture collections made from recycled wood, the first Join Life collection of household fragrances, recycled plastic baskets and a wide range of ceramic tableware produced with renewable energy. It has also launched a collection of part-recycled towels.

www.zarahome.com

13.1
million followers in
social media

195
million visits to the
website

14. Sales at Zara Home are reported consolidated with those of Zara.



UTERQÜE¹⁵

As a perfect complement to the brand's collections, which showcase a mix of evocative colours and fabrics that invite customers to dream, Uterqüe has launched a perfume collection with four fragrances that combine floral and botanical nuances.

With the advent of autumn, the brand surprised its customers with an **avant-garde and sophisticated proposal** which it unveiled through a fashion film that

takes place between parallel worlds in digital science fiction scenarios, directed by 3D artist Joe Mortell.

Moreover, following the Group's strategy of anticipation and digital transformation, **Uterqüe will be integrated into Massimo Dutti** over the course of 2022, **making the entire range of Uterqüe products** available on Massimo Dutti **website** and selected **stores**.

www.uterque.com

1.4

million followers in
social media

41

million visits to the
website

¹⁵. Sales at Uterqüe are reported consolidated with those of Massimo Dutti.