



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.



ZARA

'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 Spilberg 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

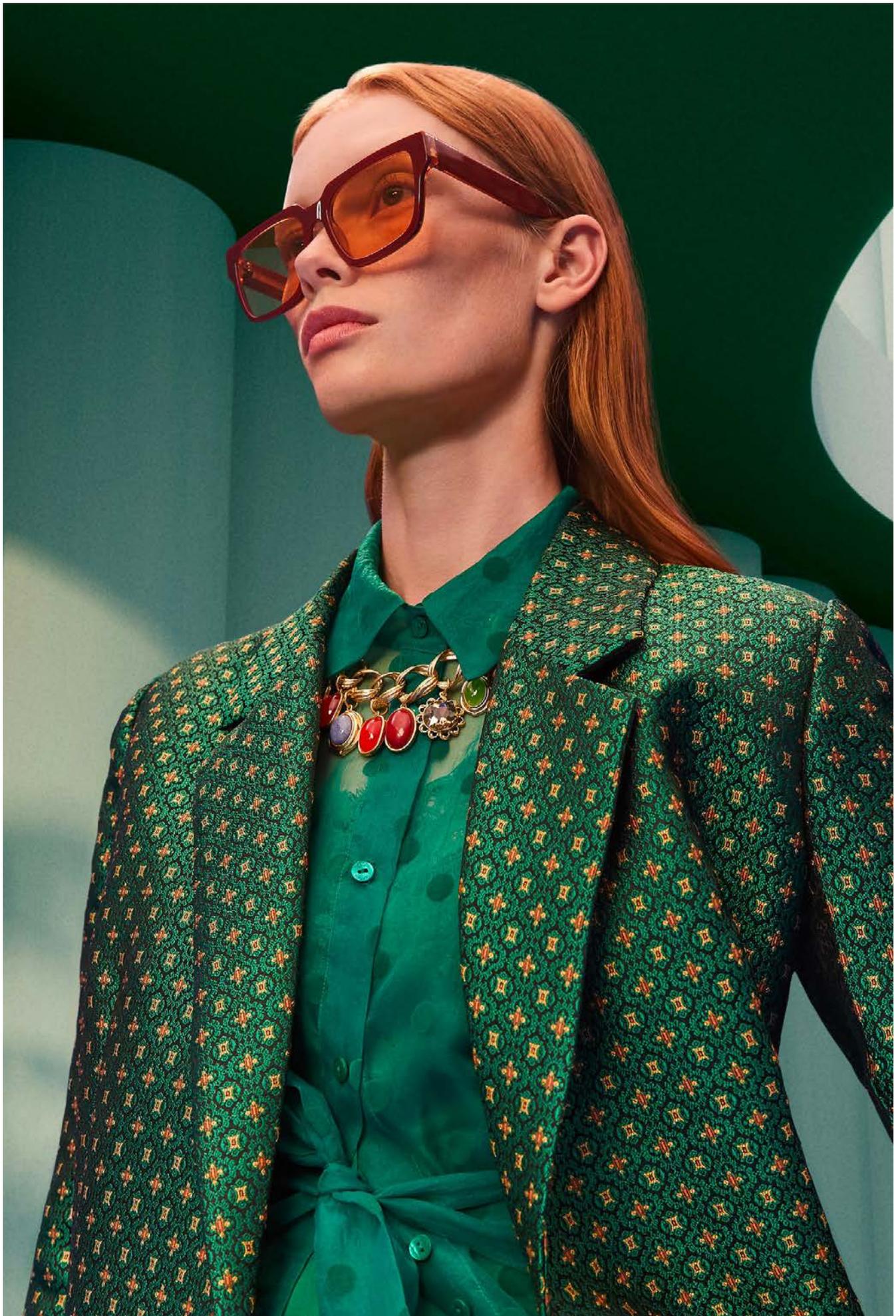
13.1

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.