

INVESTOR MEETING PRESENTATION

—
HUGO BOSS



FY2022



- 01** "CLAIM 5" STRATEGY
- 02** FY 2022 RESULTS
- 03** OUTLOOK FY 2023
- 04** GENERAL INFORMATION

VISION

BECOME **THE**
PREMIUM TECH-
DRIVEN FASHION
PLATFORM
WORLDWIDE

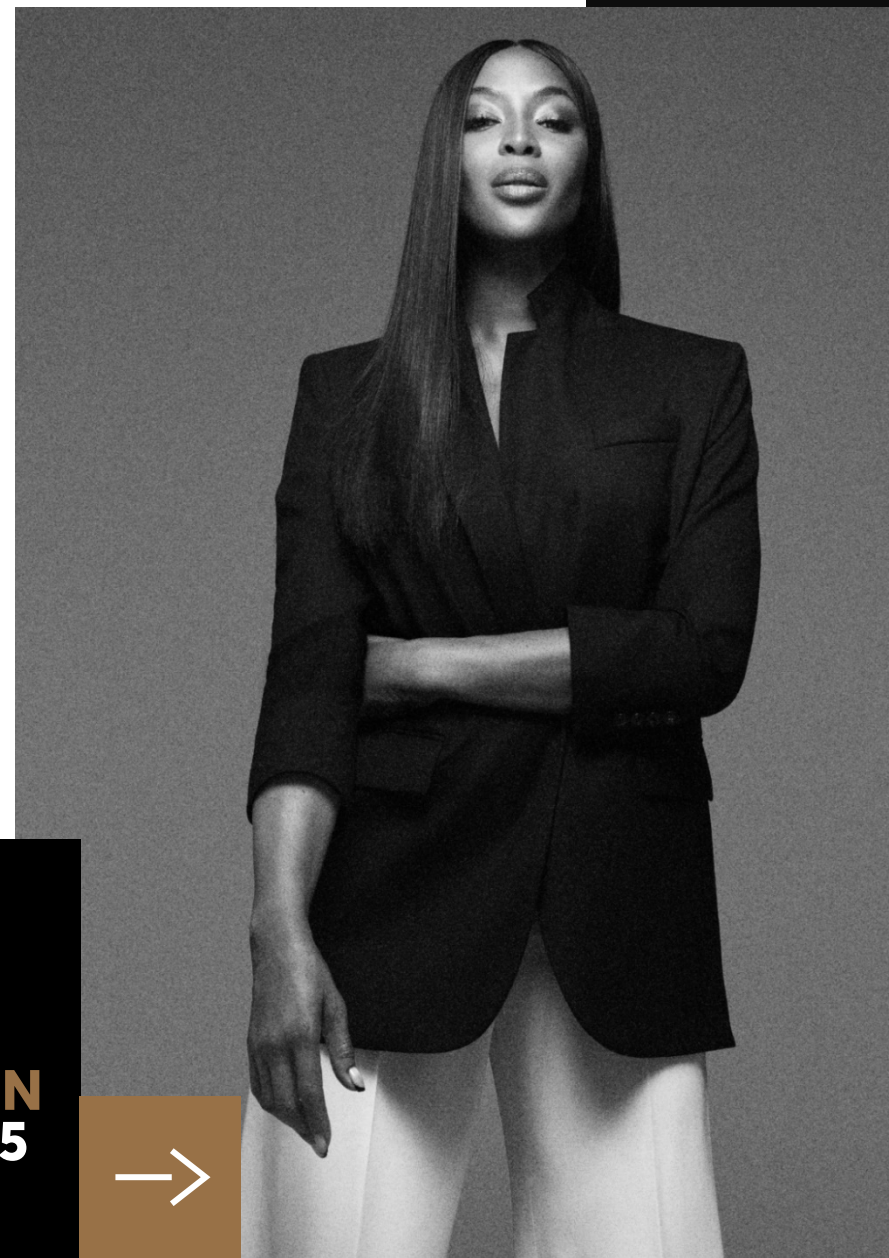
MISSION

WE **LOVE**
FASHION,
WE **CHANGE**
FASHION

BECOME ONE OF THE TOP 100 GLOBAL BRANDS

4 EUR
BILLION
IN SALES
BY 2025

12% EBIT
MARGIN
BY 2025



AMBITION

GROUP
SALES

€ **4B**
in 2025

SALES
GROWTH

~ **6%**
CAGR 2019 - 2025

EBIT
MARGIN

~ **12%**
OF GROUP SALES

EBIT
GROWTH

~ **6%**
CAGR 2019 - 2025

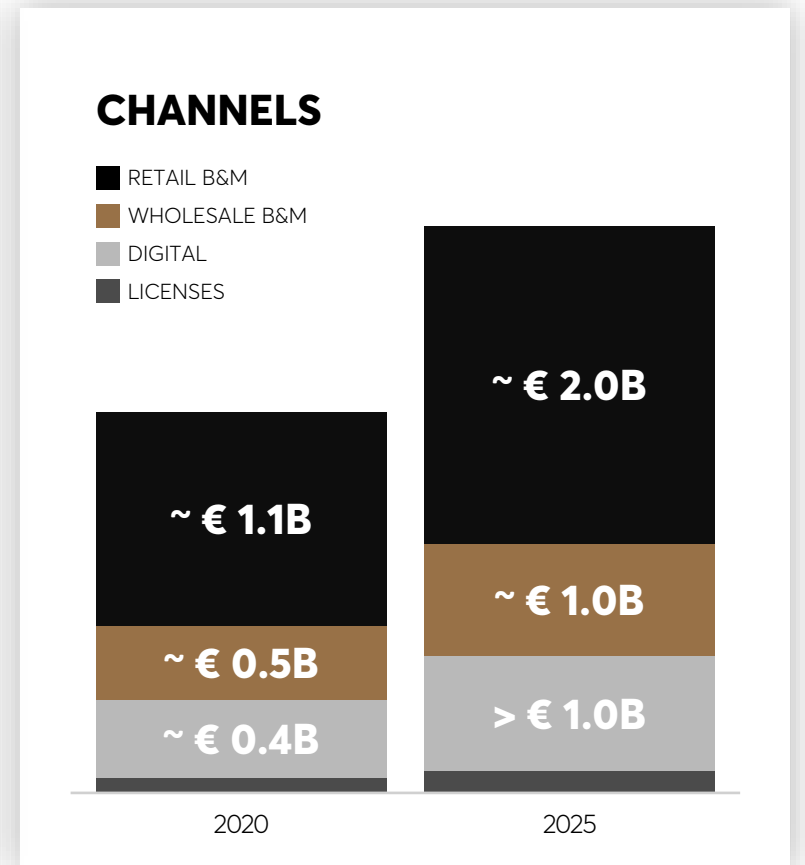
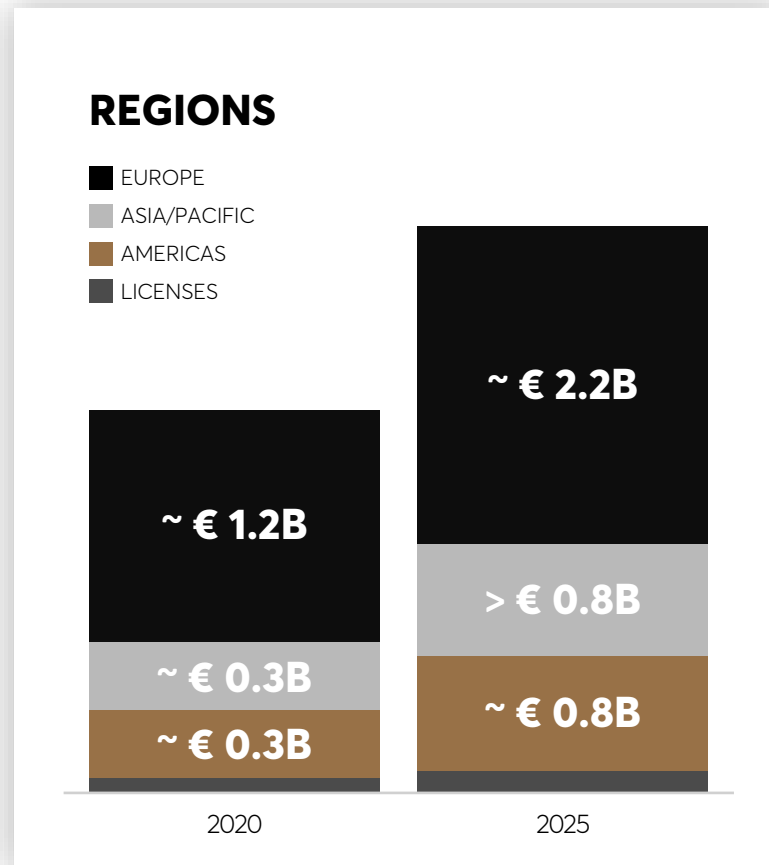
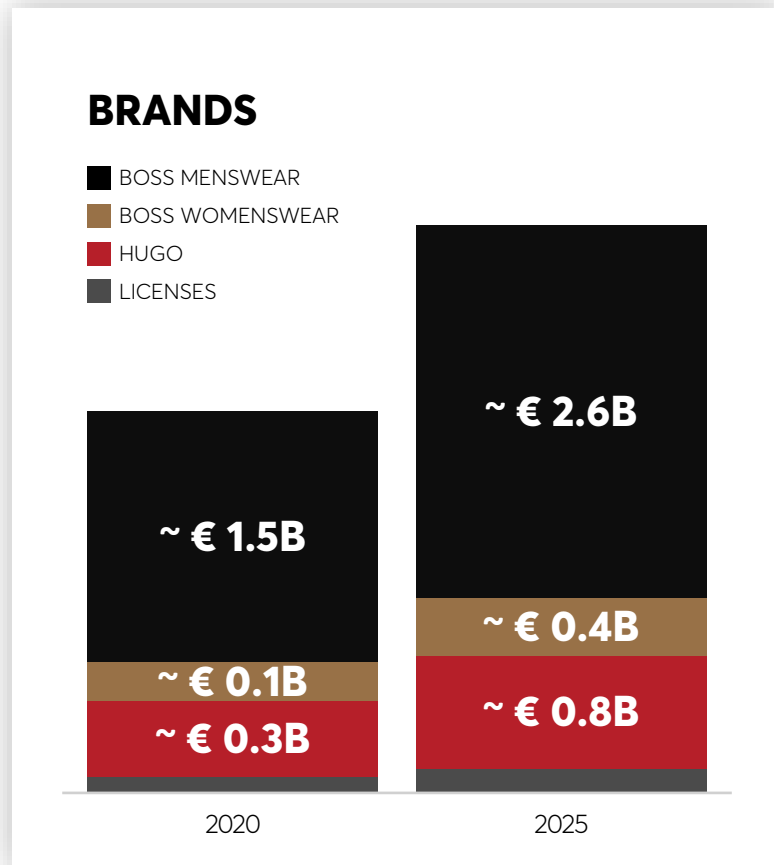
FCF
GENERATION

~ € **2B**
2021 - 2025



**FINANCIAL
AMBITION
2025**

BALANCED GROWTH TO EXPLOIT THE FULL POTENTIAL
ALL BRANDS, REGIONS, AND CHANNELS CONTRIBUTE TO "CLAIM 5"



CLAIM 5 STRATEGY

WHY

CONSUMER FIRST

1

2

3

4

5

WHAT

**BOOST
BRANDS**

**PRODUCT
IS KING**

**LEAD IN
DIGITAL**

**REBALANCE
OMNICHANNEL**

**ORGANIZE
FOR GROWTH**

SUSTAINABLE THROUGHOUT

HOW

RIGOROUS EXECUTION

EMPOWER PEOPLE AND TEAMS



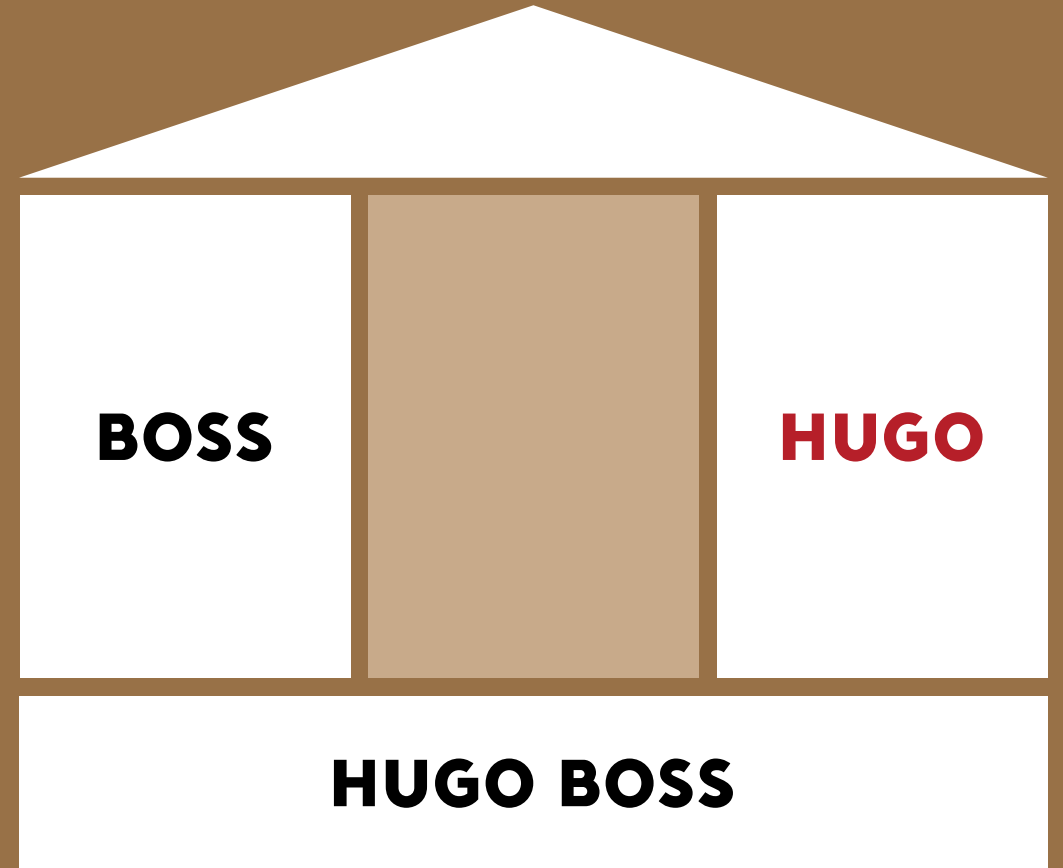
BOOST BRANDS

CLAIM 1



— BRAND PORTFOLIO STRATEGY

One HUGO BOSS platform
with currently two brands



BOSS
BOSS
BOSS

"BE YOUR OWN BOSS"

addresses customers in the premium segment who lead a self-determined life, show a clear attitude, and pursue ambitions with determination

offers the perfect outfit for every occasion – from business to leisure – with casualness and comfort being key attributes

24/7
LIFESTYLE
BRAND



HUGO
HUGO
HUGO

— “HUGO YOUR OWN WAY”

targets customers who consider their way of dressing as an expression of their individual personality and who see themselves as trendsetters

broad range of trendy and modern products reflecting the brand's authentic and unconventional style

**FIRST
TOUCHPOINT
FOR
CONSUMERS**



USHERING IN A NEW ERA WITH COMPREHENSIVE BRAND REFRESH



**BOSS
BOSS
BOSS
BOSS**



>50

**BILLION IMPRESSIONS
ACROSS ALL CHANNELS**



~2

**BILLION ENGAGEMENTS
ON SOCIAL MEDIA**



HUGO HU



GO HUGO

HUGO HU

GO HUGO

HUGO HU

GO HUGO

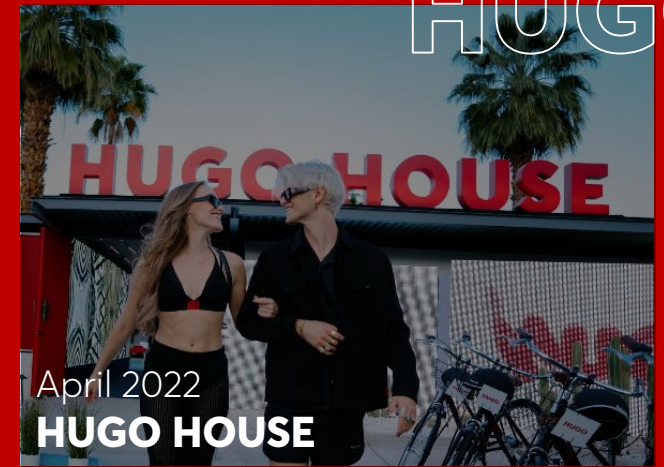
HUGO HU

EXCITING BRAND EVENTS CREATE STRONG BUZZ



HUGO BOSS

HUGO



BOSS

MARKETING INVESTMENTS ACCELERATE BRAND HEAT ON SOCIAL MEDIA



ENGAGEMENT RATES

for BOSS and HUGO
up triple-digits

BOSS

~1.5 million
new followers
on Instagram

HUGO

+900%
follower growth
on TikTok



SPRING/SUMMER 2023 CAMPAIGNS TO FOSTER REGAINED BRAND MOMENTUM



#HUGOYourWay



PRODUCT IS KING

CLAIM 2



24/7 LIFESTYLE BRAND



Quality, casual chic, and restrained elegance paired with understatement refined with a pinch of luxury

Casualization and comfort are key to modern, innovative tailoring

Growth opportunities in outerwear, sportswear, shoes & accessories, and bodywear & hosiery

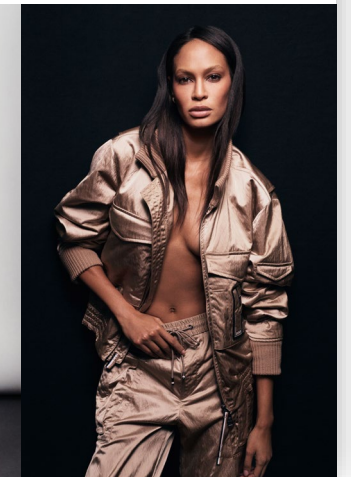
DESK

DINNER

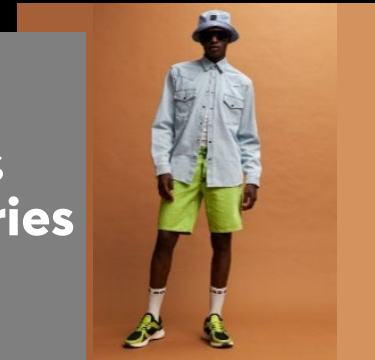
WEEKEND

TRAVEL

ATHLEISURE



24/7 LIFESTYLE IMAGE SUCCESSFULLY IMPLEMENTED



Strong and diverse
product mix

Introduction
of **brand lines**

Grasp opportunities
for **product categories**

BOSS TEAMS UP WITH OTHER BOSSES

KEY COLLABORATIONS



BOSS X
MATTEO



BOSS X
ALICA



BOSS X
PERFECT
MOMENT



PORSCHE
X BOSS

HUGO STYLE TO SELF- EXPRESS 24/7



WORK

CELEBRATE

HANG OUT

EXPLORE

MOVE

Modern and authentic HUGO style to regain relevance for younger and unconventional consumers (Gen Z)

Balanced offer of commercial and contemporary pieces

Growth opportunities in jeans, streetwear, shoes & accessories, and bodywear & hosiery



HUGO WITH STRONG FOCUS ON GEN Z

KEY COLLABORATIONS



HUGO X
MR. BATHING APE



HUGO X
REPLAY



HUGO X
IMAGINARY ONES



LEAD IN DIGITAL

CLAIM 3



LEAD IN DIGITAL

FURTHER DIGITALIZATION OF ALL BUSINESS ACTIVITIES ALONG THE ENTIRE VALUE CHAIN

INVEST IN DIGITAL

Additional > € 150M digital investments (between 2019 and 2025) in online business, digital campus and IT capabilities

Multiple initiatives **along the value chain** from trend detection, digital product development to digital selling, dynamic pricing to virtual styling and interactive windows



DIGITAL CREATION

> 90% of products created digitally mid-term



DIGITAL CAMPUS

Taking customer experience to a new level through the **targeted use of data**



DIGITAL SHOWROOM

Interactive & innovative buying experience

LEVERAGING THE POWER OF DATA TO LEAD IN DIGITAL

**—
HUGO BOSS
DIGITAL CAMPUS
MAXIMIZES
THE USE OF
DATA
ANALYTICS**



DIGITAL SHOWROOM 2.0 USHERING IN A NEW ERA IN DIGITAL SELLING

**INTERACTIVE
FUNCTIONS**

**INNOVATIVE
SELLING PROCESS**

**IMPULSIVE
BRAND EXPERIENCE**





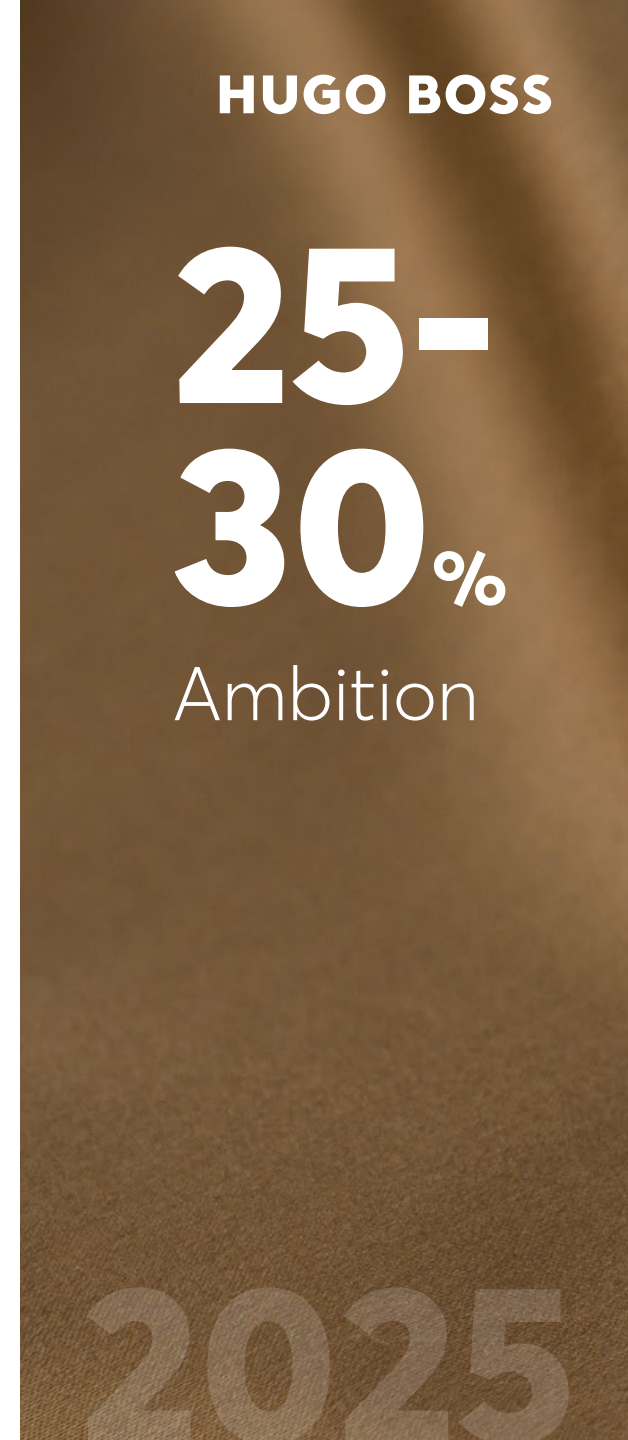
REBALANCE OMNICHANNEL

CLAIM 4



STRIVING FOR STRONG PRESENCE AT ALL DIGITAL TOUCHPOINTS

TOTAL DIGITAL SALES



HUGO BOSS

RELAUNCH OF HUGOBOSS.COM STRENGTHENING OUR E-COM ACTIVITIES



PERSONALIZATION

LOCALIZATION

APP

WEBSITE REFRESH

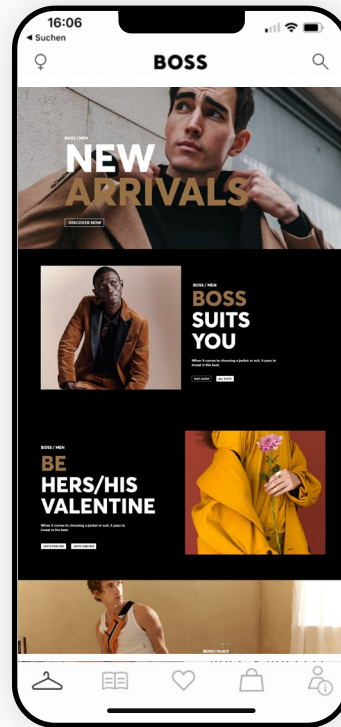
SITE PERFORMANCE

PERFORMANCE MARKETING

EXPANSION

Engaging experience with
new look & feel

Improved usability
and **customer interaction**



FURTHER PROGRESS IN PROVIDING BEST-IN-CLASS OMNICHANNEL EXPERIENCE

—
**ENHANCED
SHOPPING
EXPERIENCE**
**NEW DIGITAL
FEATURES**
**BOLD "LOOK
AND FEEL"**



BRINGING THE RETAIL EXPERIENCE TO THE NEXT LEVEL

NEW LOOK & FEEL

Bringing the branding refresh to life across all regions

SALES PRODUCTIVITY

Improvement by **+3%** per year

BOSS STORE
LONDON, OXFORD STREET



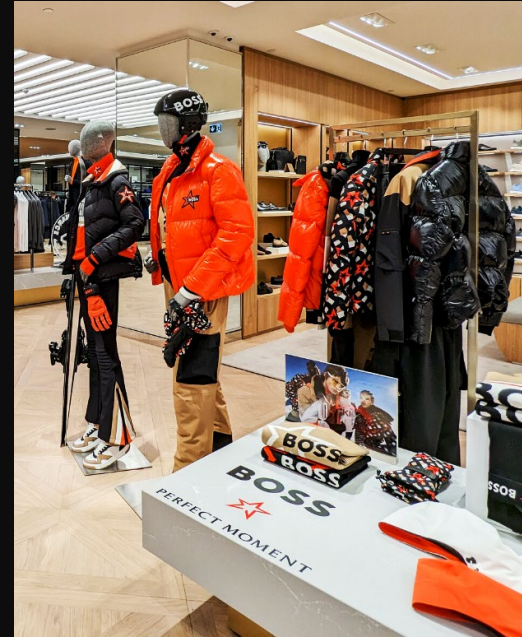
EXPANSION OF NEW STORE CONCEPT IN FULL SWING



KUALA LUMPUR



VIENNA

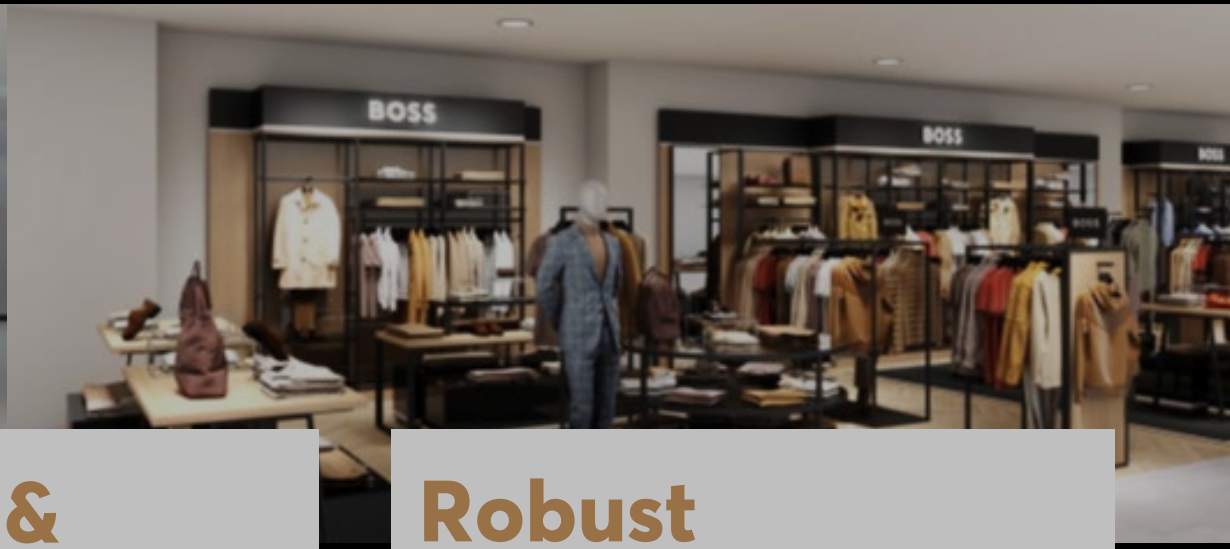


LONDON

>200

POS REFRESHED
AT THE END OF 2022

RECLAIMING WHOLESALE THROUGH IMPROVED BRAND POSITIONING



24/7-lifestyle positioning

successfully
fostered with
key partners

Visibility & penetration

of BOSS and
HUGO strongly
improved

Robust order intake

from wholesale
partners underpins
success of collections



ORGANIZE FOR GROWTH

CLAIM 5



ORGANIZE FOR GROWTH

MORE SPEED & FLEXIBILITY, CLOSER TO DEMAND

MODULAR & DIGITAL CREATION

> 90% OF PRODUCTS CREATED DIGITALLY

Modular (3D) toolboxes and online configurator for mass customization to **simplify and accelerate** creation process

FLEXIBLE PRODUCTION & LOGISTICS NETWORK

KEEP 2025 UNIT COGS AT 2019 LEVEL

Optimizing the supplier base and **expanding production capacities**

Nearshoring by increasing the supplier base and moving production volume closer to demand

SUPPLY CHAIN DIGITAL TWIN

> 90% ON-TIME AVAILABILITY

Real-time **transparency** on all physical goods flows

SHORTER CREATION TRACKS

~ 30% LEAD-TIME COMPRESSION UNTIL 2023

Strengthening different creation tracks by focusing on lead-time compression

RESILIENT SUPPLY CHAIN SECURES SUFFICIENT PRODUCT AVAILABILITY

**WELL-BALANCED
GLOBAL SOURCING MIX**

46%

EUROPE
Share of total
sourcing volume

**OWN PRODUCTION
FACILITIES**

14%

OWN PRODUCTION
Share of total
sourcing volume

**LONG-TERM STRATEGIC
PARTNERSHIPS**

~10 Y

**STRATEGIC FINISHED
GOODS SUPPLIERS**
Average duration
of partnership

A close-up photograph of cotton bolls on a branch. The cotton is bright white and fluffy, contrasting with the brown, dried leaves and stems. The background is a soft-focus field of more cotton plants.

**SUSTAINABLE
THROUGHOUT**

SUSTAINABILITY AS INTEGRAL PART OF OUR BUSINESS ACTIVITIES

RENEWED INCLUSION IN DJSI WORLD AND EUROPE

6TH TIME IN A ROW

2ND BEST SCORE

in the textile, apparel,
and luxury segments

WORLD



Dow Jones
Sustainability Indexes

SUSTAINABLE THROUGHOUT CONSCIOUSNESS AT THE CORE OF EVERYTHING WE DO



PRODUCT

Quality, durability,
health & care for environment



PLANET

Climate-neutrality
& reduced resource consumption



PEOPLE

High social
standards

WHAT WE WANT TO ACHIEVE

OUR MOST IMPORTANT ESG TARGETS

PRODUCT

**8 IN 10 PRODUCTS
MEET
CIRCULARITY
CRITERIA BY 2030**

**INCREASE SHARE
OF RESPONSIBLE
STYLES TO 60%
BY 2025**



PLANET

**NET ZERO
GREENHOUSE GAS
EMISSIONS
IN THE ENTIRE
VALUE CHAIN
(SCOPE 1-3)
BY 2050**



PEOPLE

**SOURCING ALL
OF GOODS FROM
SUPPLIERS
SCORING IN ONE
OF THE TOP 2
SOCIAL AUDIT
CATEGORIES
BY 2025**



OUR ONGOING COMMITMENT

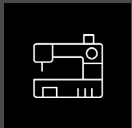
OUR UNDERSTANDING OF MORE SUSTAINABLE PRODUCTS

HUGO BOSS products always fulfill these criteria

Main criteria for RESPONSIBLE styles

STRIVE FOR HIGHEST QUALITY & LONGEVITY

by using selected materials and high-quality workmanship



RESPECT ANIMAL WELFARE

by e.g. exclusion of farmed fur, angora wool or downs from live plucked and force-fed animals



ENSURE PRODUCT SAFETY

by setting strict maximum limits of chemicals allowed to be contained in the products



USE MORE SUSTAINABLE MATERIALS

by sourcing materials according to defined criteria summarized in our Product Policy



**STRONG COMMITMENT
TO CLIMATE ACTION AND CIRCULARITY**

DURABILITY

RECYCLABLE

HIGH QUALITY



80%
**CIRCULAR
PRODUCTS**
BY 2030

STRATEGIC PARTNERSHIP WITH HEIQ AEONIQ

HUGO BOSS



Replace **polyester**
through cellulosic
yarn



Reduce waste and
push **circularity**



Bind **carbon** from
the atmosphere



WE LOVE FASHION, WE CHANGE FASHION

OUR ONGOING COMMITMENT TO REDUCE OUR ENVIRONMENTAL FOOTPRINT

MINIMIZE IMPACT ON CLIMATE CHANGE



by e.g. operating a comprehensive environmental and energy management system and working in the UNFCCC Fashion Industry Charter for Climate Action

REDUCE THE CONSUMPTION OF RESOURCES



by using innovative technologies, reduce waste volumes and where this is not possible, recycle and reuse waste

USE CHEMICALS RESPONSIBLY



by requesting our suppliers to commit on implementing the ZDHC Manufacturing Restricted Substances List and supporting them in the implementation



TAKING RESPONSIBILITY FOR OUR EMPLOYEES & SUPPLIERS

FOSTER CREATIVITY, QUALIFICATION AND COMMITMENT OF EMPLOYEES



e.g. new work model
"Threedom of Work",
trainings, good work
life balance

PERFORM DEFINED ONBOARDING PROCESS & COMPLIANCE CHECKS AT SUPPLIERS



e.g. question catalogues,
contracts incl. Supplier Code
of Conduct, on-site social
audits

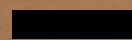
WORK TOWARDS SYSTEMIC CHANGE



by engaging in MSIs such
as the Partnership for
Sustainable Textiles or the
Fair Labor Association



FULL YEAR 2022 RESULTS



HUGO BOSS



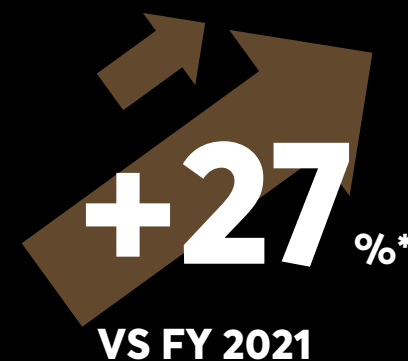
2022

2022 RESULTS EXCEED TOP- AND BOTTOM-LINE GUIDANCE

GROUP SALES

3,651

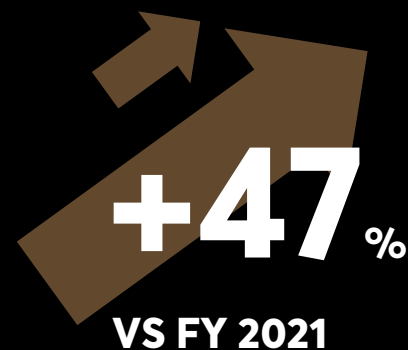
EUR MILLION



EBIT

335

EUR MILLION



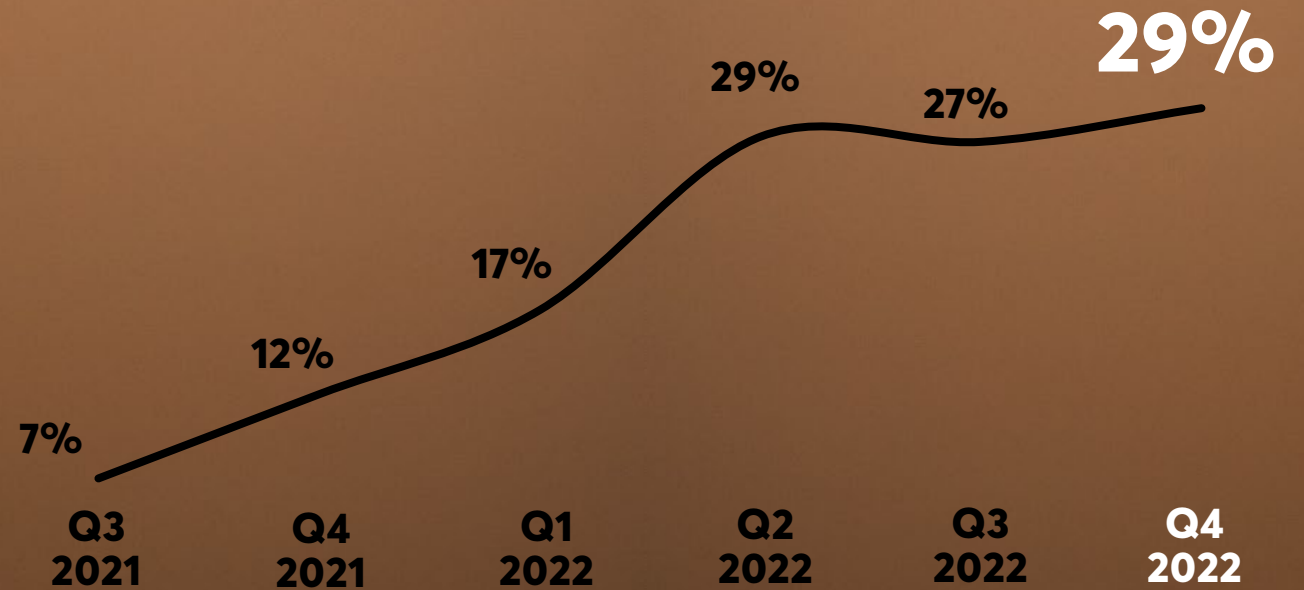
*Currency-adjusted





EXECUTION OF "CLAIM 5" SPURS TOP-LINE MOMENTUM

GROUP SALES DEVELOPMENT*
VS 2019 LEVELS



*Currency-adjusted

BROAD-BASED MOMENTUM ACROSS ALL REGIONS



AMERICAS

+29%*
VS FY 2021



EMEA

+32%*
VS FY 2021



ASIA/PACIFIC

+6%*
VS FY 2021

* Currency-adjusted



Broad-based momentum with **double-digit growth** across all markets



24/7 brand image in U.S. market successfully fostered



Double-digit increases in key markets such as the UK, France, and Germany



Strong business with **local consumers** as well as **international tourists**



Strong double-digit growth outside China



Business in China in 2022 impacted by pandemic-related **temporary store closures**

DOUBLE-DIGIT GROWTH ACROSS ALL CONSUMER TOUCHPOINTS



RETAIL

+29%*

VS FY 2021



Optimization of store network and productivity improvements spur momentum

WHOLESALE

+33%*

VS FY 2021



Robust demand from wholesale partners enhances visibility for BOSS and HUGO

DIGITAL

+15%*

VS FY 2021



Double-digit growth of **hugoboss.com** and robust improvements in **digital partner business**

*Currency-adjusted

STRONG IMPROVEMENTS IN FULL-PRICE SALES OFFSET BY EXTERNAL HEADWINDS



STEP-UP IN BRAND AND DIGITAL INVESTMENTS FULLY IN LINE WITH "CLAIM 5"

+41%

**MARKETING
INVESTMENTS**

VS FY 2021

7.9%

OF GROUP SALES

+15%

**DIGITAL
INVESTMENTS**

VS FY 2021

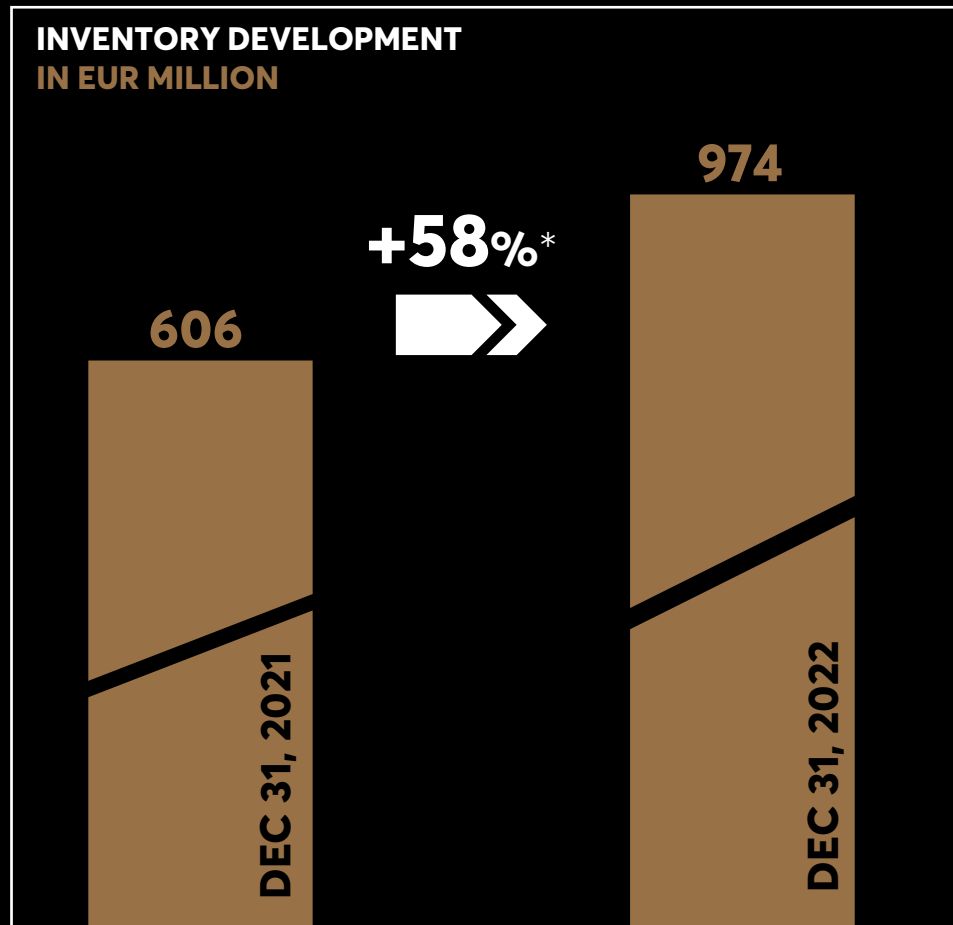
5.2%

OF GROUP SALES

STRONG BOTTOM-LINE IMPROVEMENTS DESPITE ONGOING INVESTMENTS

	FY 2022	CHANGE
GROSS MARGIN INCREASE IN FULL-PRICE SALES OFFSET BY EXTERNAL FACTORS	61.8%	0 BP
OPERATING EXPENSES (IN % OF SALES) IMPROVEMENT DRIVEN BY STRONG LEVERAGE IN B&M RETAIL COSTS	52.6%	(100) BP
EBIT GROWTH DRIVEN BY STRONG TOP-LINE PERFORMANCE	335 EUR MILLION	+47%
EBIT MARGIN ROBUST INCREASE DESPITE BRAND, PRODUCT, AND DIGITAL INVESTMENTS	9.2%	+100 BP
NET INCOME (ATTRIBUTABLE TO SHAREHOLDERS) SUPPORTED BY STRONG IMPROVEMENTS IN TAX RATE	209 EUR MILLION	+53%

INCREASE IN INVENTORIES TO SUPPORT FUTURE TOP-LINE GROWTH



Inventory position has been **stable** and **comparatively low** in previous years



Intentional increase in inventory coverage to **mitigate supply chain risks**



Measures implemented to support gradual normalization of inventory levels in 2023



Vast majority of inventory position is related to **core merchandise** as well as **current/upcoming seasons**

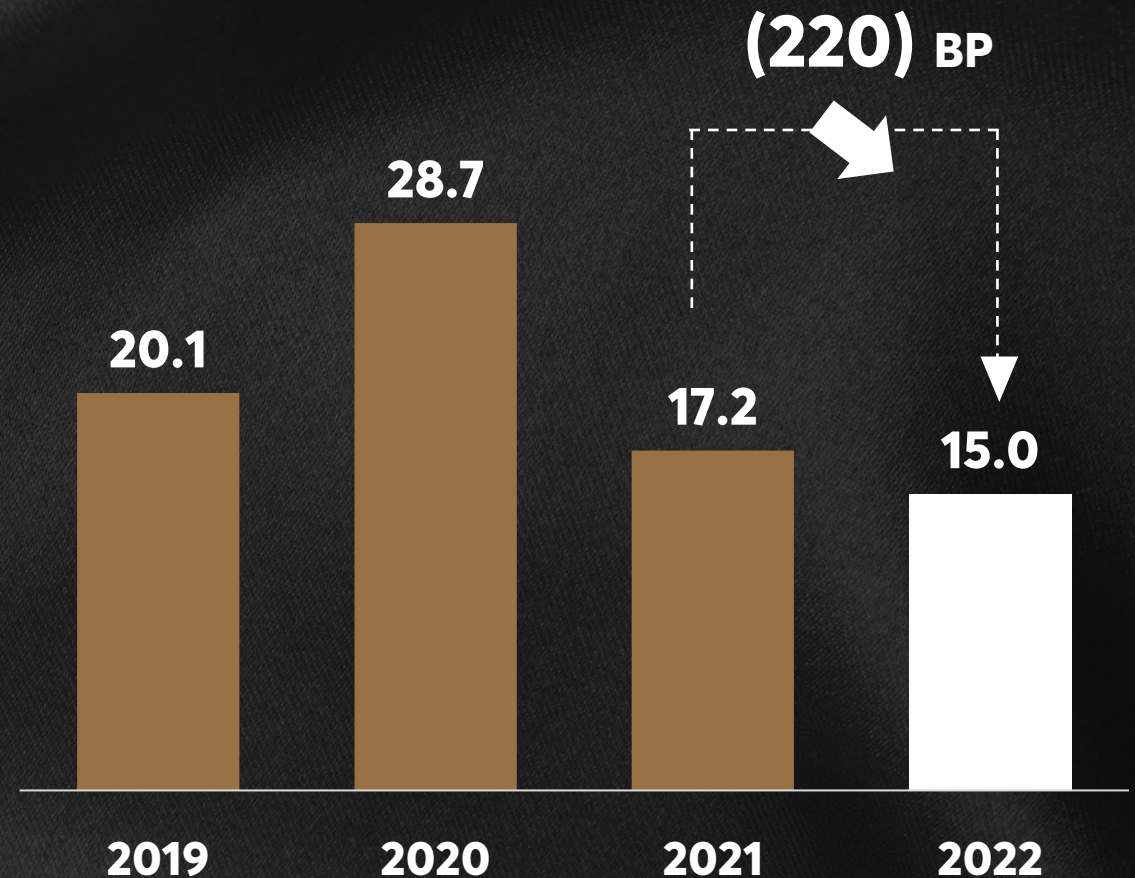
SIGNIFICANT IMPROVEMENT IN TNWC IN % OF SALES

TNWC up 61%* with higher inventories more than offsetting a 31% increase in trade payables

TNWC as a % of sales below **"CLAIM 5" target range** of 16% to 19%

Improvement in TNWC as a % of sales driven by strong **top-line growth**

TNWC in % of sales



FCF DEVELOPMENT IMPACTED BY INCREASE IN INVENTORIES AND HIGHER CAPEX

FY 2022
TNWC

613

EUR MILLION

+63%

FY 2022
CAPITAL
EXPENDITURE

191

EUR MILLION

+84%

FY 2022
FREE CASH
FLOW

166

EUR MILLION

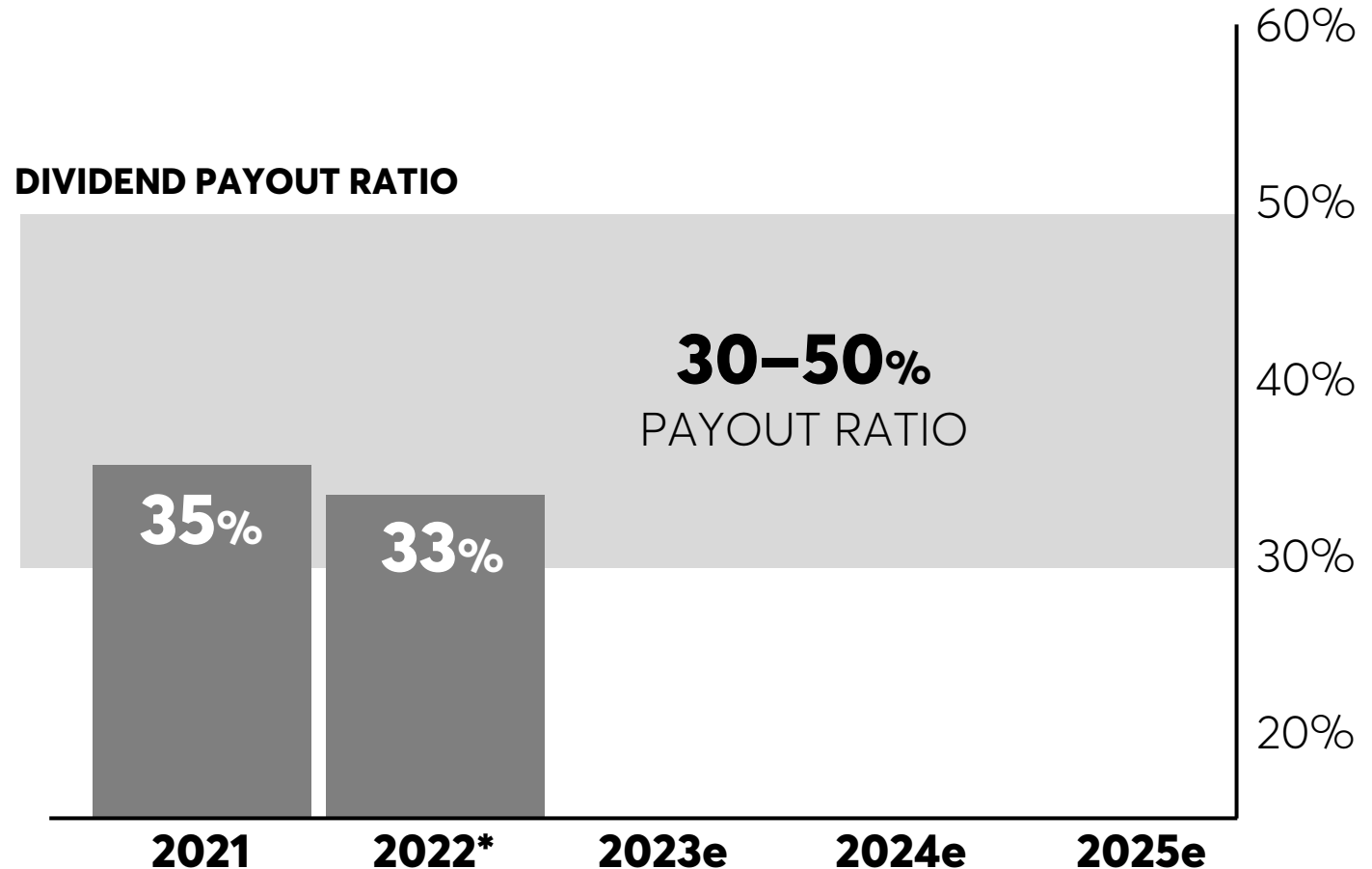
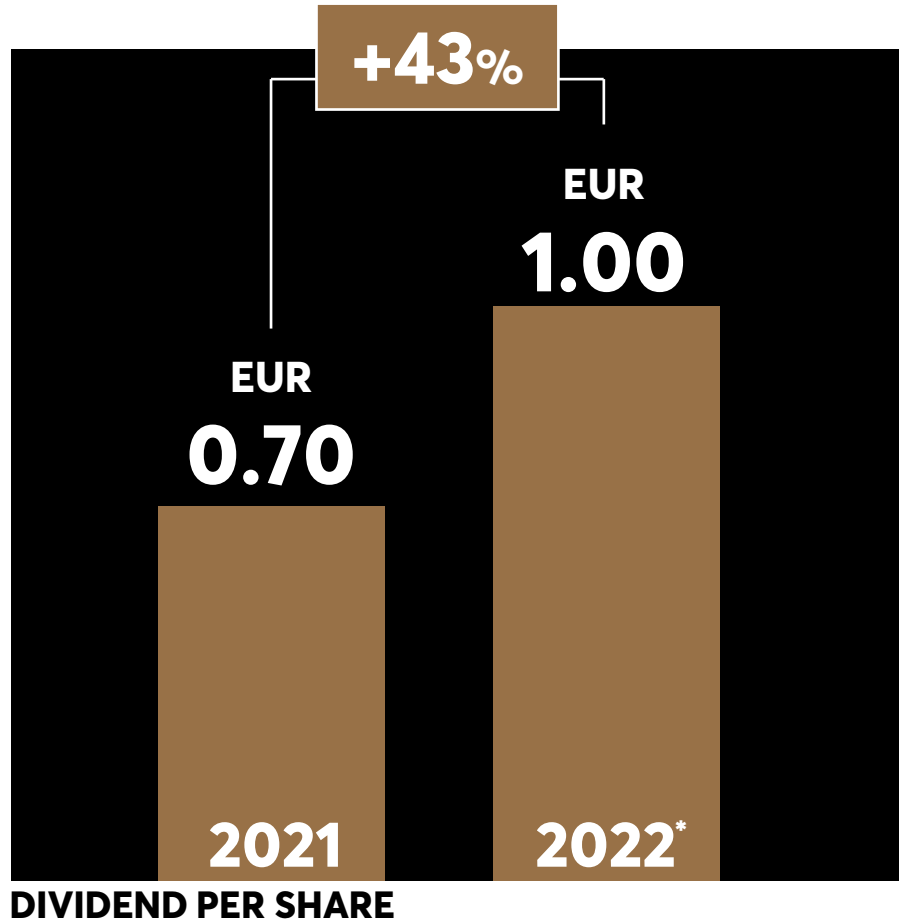
(70)%

Higher **inventory position** more than offsets increase in trade payables

Step-up reflects ongoing **optimization of store network** and **digital expansion**

Strong reacceleration in **cash flow generation** anticipated for fiscal year 2023

DIVIDEND INCREASE BROADLY IN LINE WITH STRONG PROFITABILITY IMPROVEMENTS IN 2022



*DIVIDEND PROPOSAL

OUTLOOK 2023

HUGO BOSS



2023 TO BE A FURTHER IMPORTANT MILESTONE IN ACHIEVING 2025 AMBITION

- ▶ **Macroeconomic and geopolitical uncertainties** likely to persist in 2023
- ▶ **Relentless execution of key strategic initiatives** remains top priority to foster brand momentum
- ▶ Ongoing commitment to **further investing into the business as part of "CLAIM 5"**



SALES OUTLOOK

Building on **regained brand power** to drive top-line momentum and outperform industry growth

Broad-based sales increases expected across all brands, channels, and regions

3.7

EUR BILLION
2022



+4% TO +6%

3.8 TO 3.9

EUR BILLION
2023E



EBIT OUTLOOK

Projected top-line growth to further support **robust bottom-line improvement** in 2023

Efficiency gains to compensate for ongoing investments into brands, products, and digital expertise

335

EUR MILLION
2022



+5% TO +12%

350 TO 375

EUR MILLION
2023E



FINANCIAL CALENDAR & INVESTOR RELATIONS CONTACT

**MAY
4
2023**

**PUBLICATION OF
Q1 2023 RESULTS**

**MAY
9
2023**

**ANNUAL GENERAL
MEETING**

CHRISTIAN STÖHR

VICE PRESIDENT INVESTOR RELATIONS

E-MAIL Christian_stoehr@hugoboss.com

PHONE +49 7123 94 80903



GENERAL INFORMATION

HUGO BOSS AT A GLANCE

3.7
EUR BILLION
SALES

335
EUR MILLION
EBIT

9.2%
EBIT
MARGIN

166
EUR MILLION
**FREE CASH
FLOW**

132
COUNTRIES

~17,000
EMPLOYEES

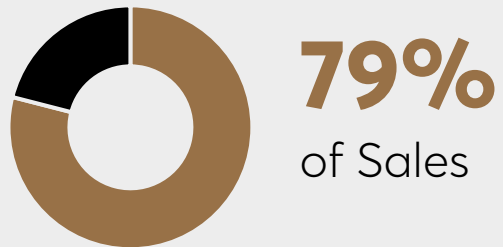
~20%
SHARE OF
DIGITAL SALES

7,400
**POINTS
OF SALE**

2022

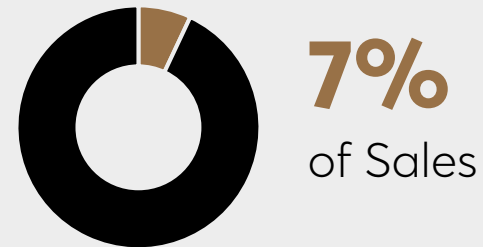
SALES BY BRAND 2022

BOSS MENSWEAR



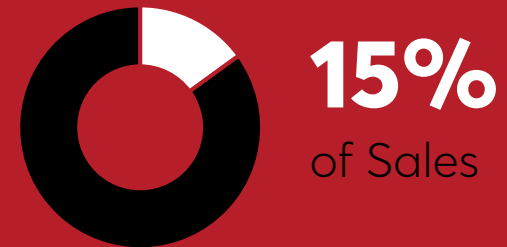
2,868
EUR MILLION

BOSS WOMENSWEAR



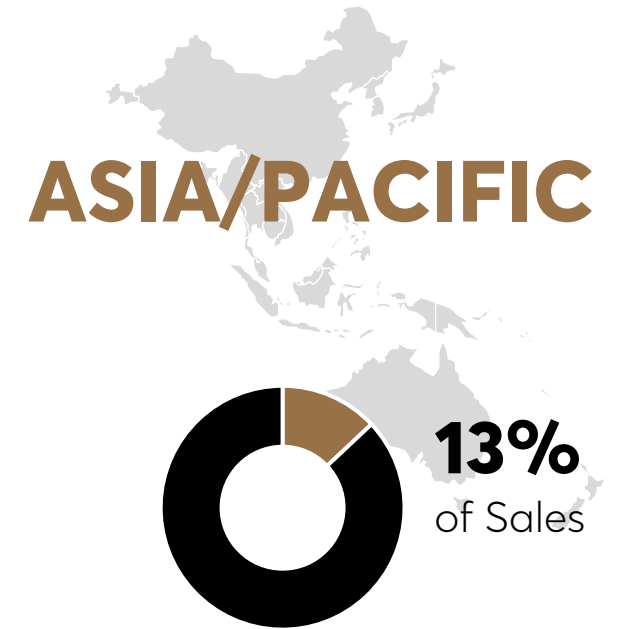
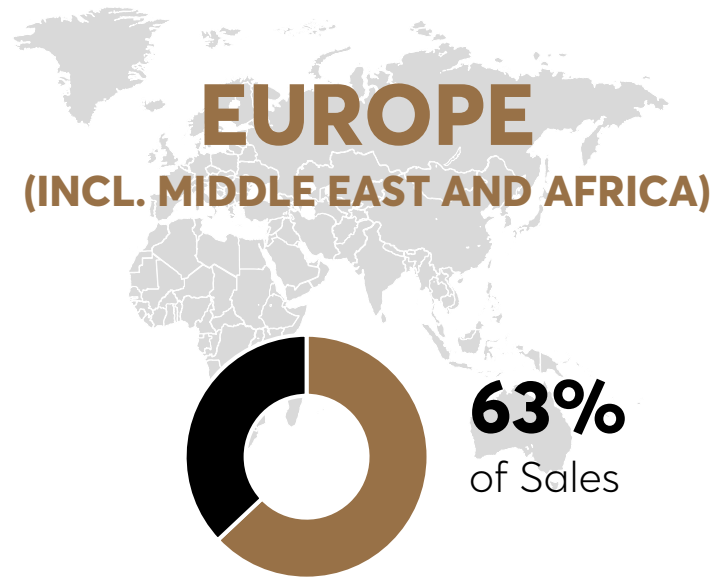
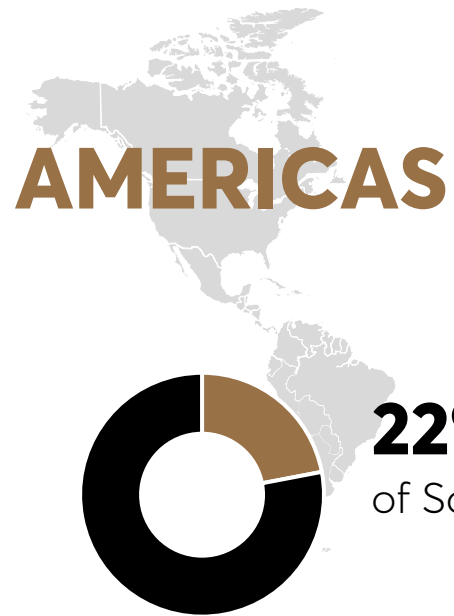
239
EUR MILLION

HUGO



545
EUR MILLION

HUGO BOSS GLOBAL MARKET PRESENCE

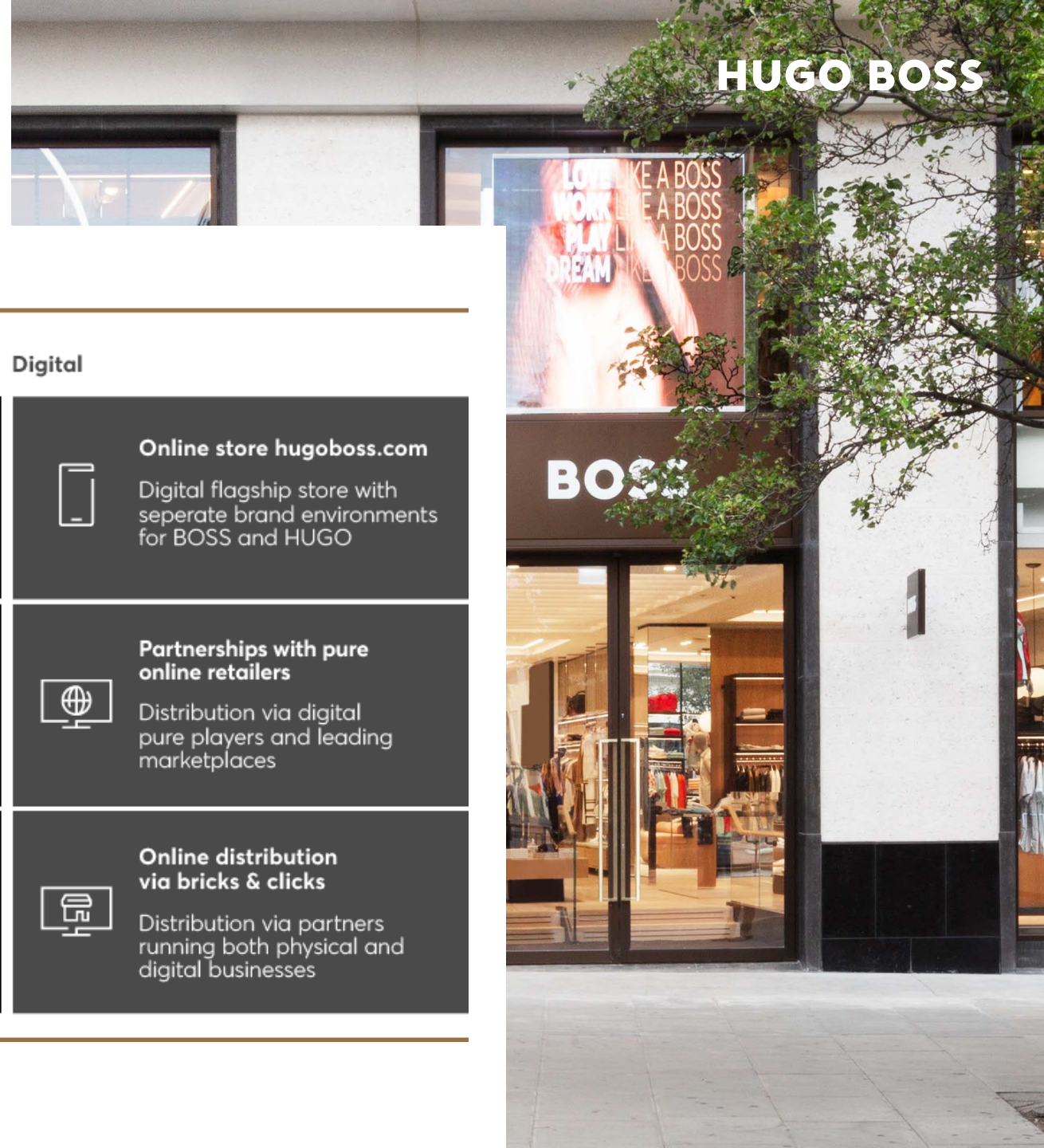


789 EUR million Sales
~**1,800** Points of sale
106 Freestanding retail stores
13% Employees

2,303 EUR million Sales
~**5,050** Points of sale
212 Freestanding retail stores
74% Employees

467 EUR million Sales
~**550** Points of sale
152 Freestanding retail stores
13% Employees










DISTRIBUTION CHANNELS



Brick-and-mortar retail

Brick-and-mortar wholesale

Digital

 <p>Freestanding stores Freestanding stores operated by the Group in prime locations</p>	 <p>Multi-brand points of sale General selling space in multi-brand stores</p>	 <p>Online store hugoboss.com Digital flagship store with separate brand environments for BOSS and HUGO</p>
 <p>Shop-in-shops Shops operated by the Group on retail space of partners</p>	 <p>Shop-in-shops BOSS and HUGO shops operated by partners</p>	 <p>Partnerships with pure online retailers Distribution via digital pure players and leading marketplaces</p>
 <p>Factory outlets Sale of prior season's merchandise in specialist stores in high-traffic peripheral zones</p>	 <p>Franchise business Freestanding BOSS and HUGO stores operated by partners</p>	 <p>Online distribution via bricks & clicks Distribution via partners running both physical and digital businesses</p>

SALES BY DISTRIBUTION CHANNEL

SALES BY DISTRIBUTION CHANNEL (in EUR million)

	2022	In % of sales	2021	In % of sales	Change in %	Currency-adjusted change in %
Brick-and-mortar retail	2,016	55	1,512	54	33	29
Brick-and-mortar wholesale	895	25	647	23	38	33
Digital	648	18	549	20	18	15
Licenses	92	3	77	3	19	19
Total	3,651	100	2,786	100	31	27

RETAIL STORE NETWORK

NUMBER OF OWN RETAIL POINTS OF SALES

2022	EMEA	Americas	Asia/Pacific	Total
Number of own retail points of sale	581	383	352	1,316
Thereof freestanding retail stores	212	106	152	470
2021				
Number of own retail points of sale	579	310	339	1,228
Thereof freestanding retail stores	206	98	147	451

**TOTAL
NUMBER OF
RETAIL POINTS
OF SALE**

1,316

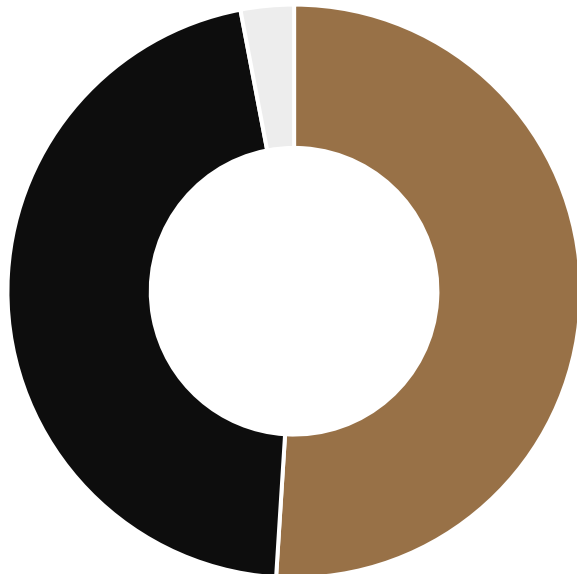
INCLUDING FREE-
STANDING STORES,
SHOP-IN-SHOPS AND
OUTLETS

SOURCING FOOTPRINT

WELL BALANCED REGIONAL SOURCING & PRODUCTION MIX

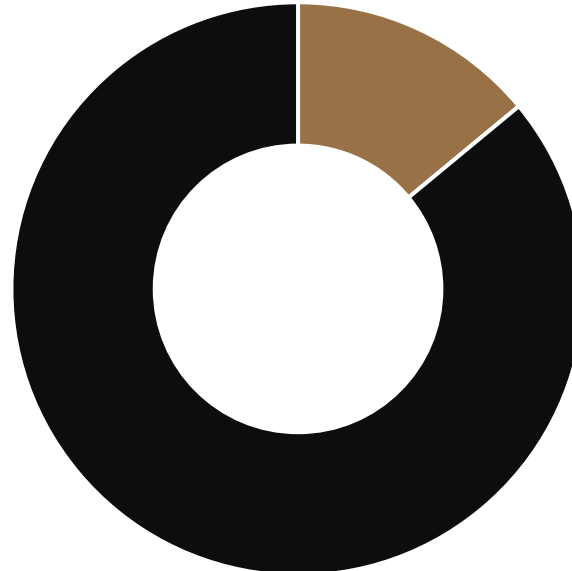
REGIONALLY BALANCED STRATEGIC SOURCING MIX

EMEA **46%** Americas **3%** Asia **51%**



OWN PRODUCTION COMPLEMENTS THIRD-PARTY SOURCING ACTIVITIES

External Sourcing **86%** Own Production **14%**

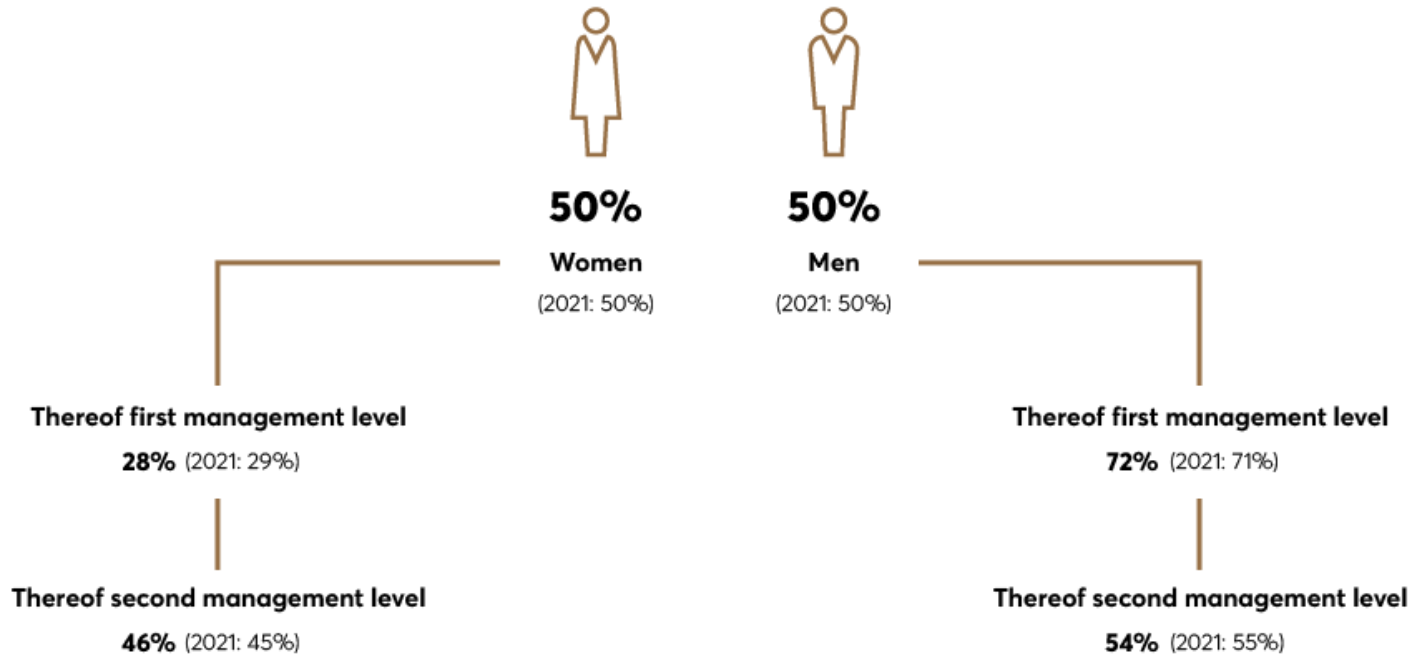


12%

Izmir, Turkey
(Largest single source of production)

STRONG ORGANIZATIONAL SET-UP

EMPLOYEES IN MANAGEMENT (2022)



EMPLOYEE SATISFACTION

78%

CONDUCTED ANNUALLY WITH GREAT PLACE TO WORK® GERMANY



COMPENSATION SYSTEM

STRONGLY SUPPORTING LONG-TERM TARGETS

Components

STI

Short-term variable compensation

LTI

Long-term variable compensation

Performance Targets

EBIT

SALES

Trade net working capital (TNWC)

Relative total shareholder return (RTSR)

Return on capital employed (ROCE)

Employee satisfaction

Performance in Sustainability

Weight

40%

30%

30%

1/3

1/3

1/6

1/6

Comment

STI FOCUS ON:

Stable free cash flow generation by optimizing the most important value drivers

LTI PROVIDES STRONG INCENTIVES FOR:

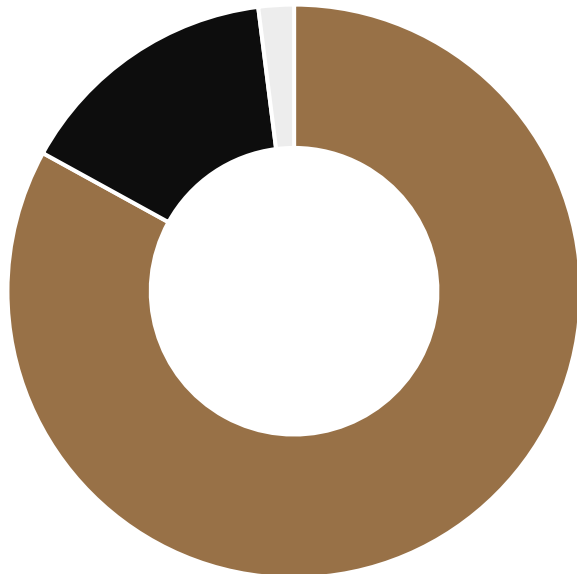
- The **successful execution** of the group strategy
- The **value creation** and **long-term development**
- The increase of **employee satisfaction** and **trust**
- The achievement of ambitious **sustainably goals**

PERFORMANCE-RELATED COMPENSATION SYSTEM

SHAREHOLDER STRUCTURE

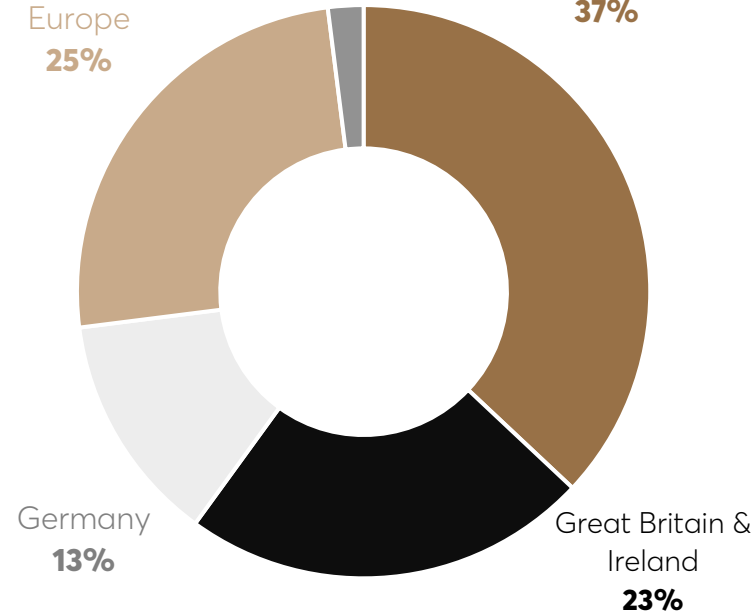
**SHAREHOLDER STRUCTURE
AS OF DECEMBER 31**
(IN % OF SHARE CAPITAL)

PFC S.r.l./Zignago
Holding S.p.A. **15%** Own shares **2%** Free float **83%**



**INSTITUTIONAL INVESTORS
(FREE FLOAT) BY REGION
AS OF DECEMBER 31 (IN %)**

Rest of World **2%** North America **37%**
Rest of Europe **25%**



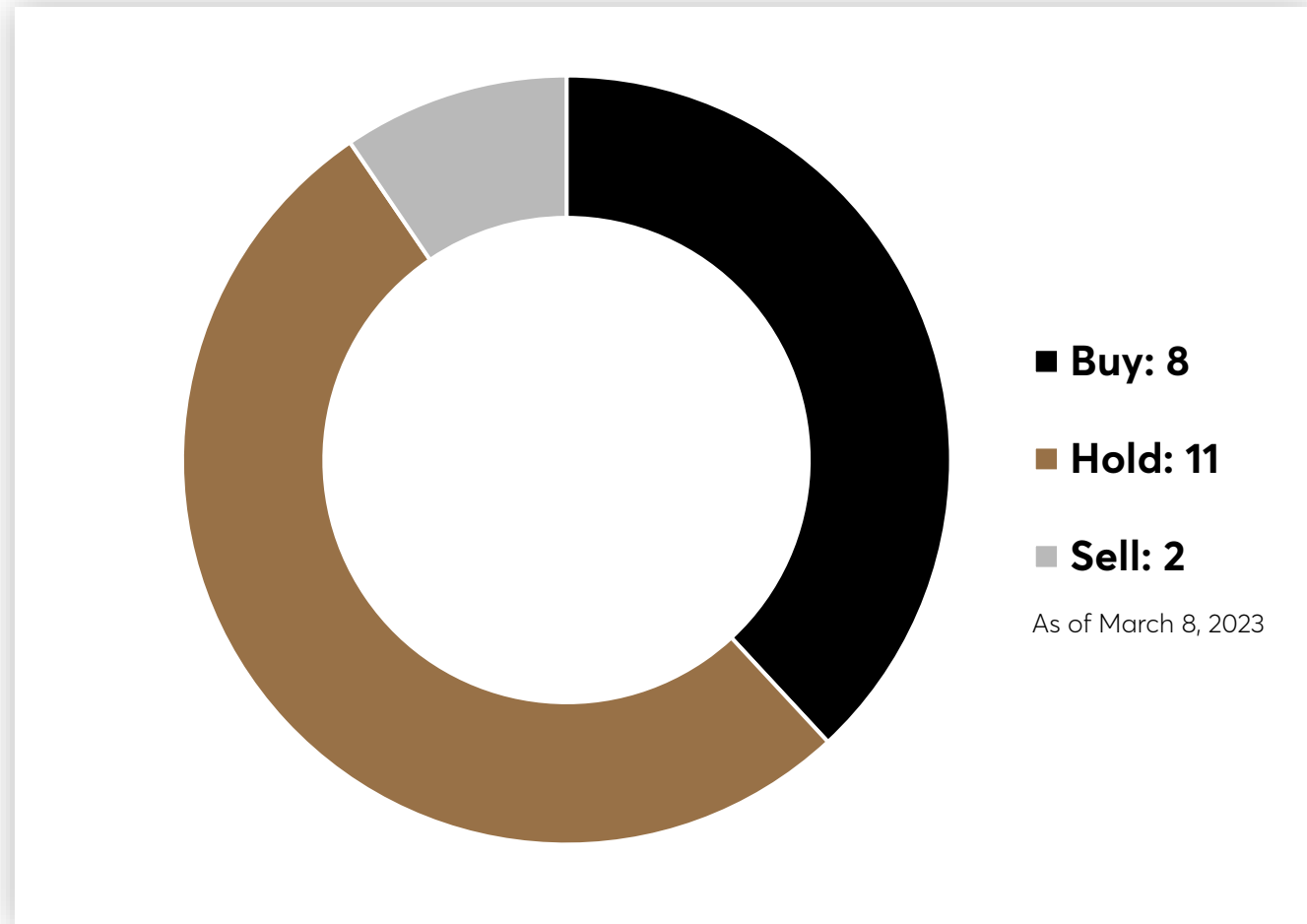
~40,000

**TOTAL NUMBER OF
SHAREHOLDERS**

~10%

**OF SHARES HELD BY
PRIVATE SHAREHOLDERS**

ANALYST RECOMMENDATIONS



~25

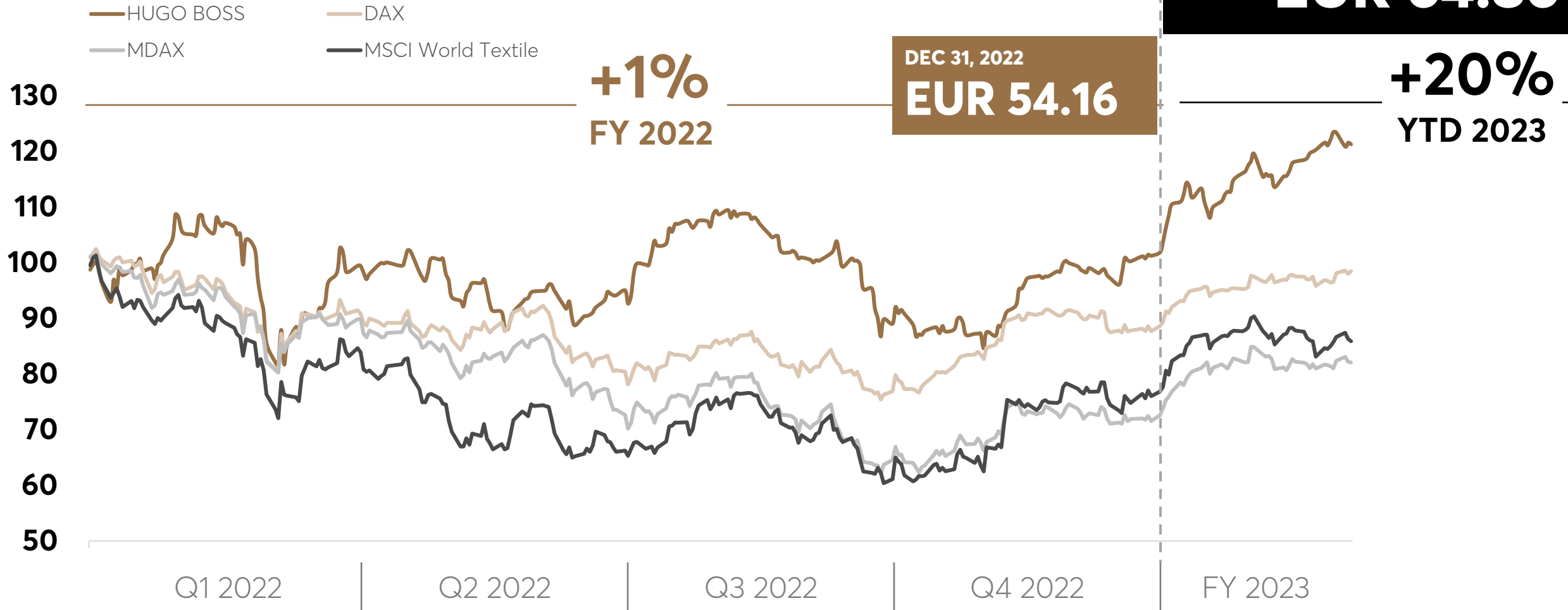
**ANALYSTS ARE
COVERING HUGO BOSS**

SHARE PRICE TARGET

64.40

EUR

HUGO BOSS SHARE PRICE



MULTI-YEAR-OVERVIEW SALES

	2022	2021	2020	2019	2018	2017
Sales (in EUR million)	3,651	2,786	1,946	2,884	2,796	2,733
Sales by brand						
BOSS Menswear	2,868	2,181	1,530	2,488	2,422	2,336
BOSS Womenswear	239	192	131			
HUGO	545	413	285	396	374	397
Sales by segments						
EMEA	2,303	1,742	1,231	1,803	1,736	1,681
Americas	789	543	308	560	574	577
Asia/Pacific	467	423	343	438	410	396
Licenses	92	77	64	84	76	79
Sales by distribution channel						
Brick-and-mortar retail	2,016	1,512	1,057	1,869	1,768	1,732
Brick-and-mortar wholesale	895	647	472	931	952	922
Digital	648	549	352	-	-	-
Licenses	92	77	64	84	76	79

For full details around the multi year overview please refer to the Annual Report 2021.

MULTI-YEAR-OVERVIEW

P&L, BALANCE SHEET AND OTHER KEY FIGURES

	2022	2021	2020	2019	2018	2017
Results of operations (in EUR million)						
Gross profit	2,256	1,721	1,187	1,875	1,823	1,808
Gross margin in %	61.8	61.8	61.0	65.0	65.2	66.2
EBIT	335	228	(236)	344	347	341
EBIT margin in %	9.2	8.2	(12.1)	11.9	12.4	12.5
EBITDA	680	568	230	707	476	499
Net income attributable to equity holders of the parent company	209	137	(220)	205	236	231
Net assets and liability structure as of December 31 (in EUR million)						
Trade net working capital	613	376	491	528	537	459
Non-current assets	1,535	1,458	1,516	1,713	686	662
Equity	1,135	940	760	1,002	981	915
Equity ratio in %	36	34	30	35	53	53
Total assets	3,127	2,736	2,570	2,877	1,858	1,720
Financial position and dividend (in EUR million)						
Free cash flow	166	560	164	457	170	294
Net financial liabilities (as of December 31)	767	628	1,004	1,040	22	7
Capital expenditure	191	104	80	192	155	128
Depreciation/amortization	345	339	465	362	129	158
Total leverage (as of December 31) ¹⁰	1.1	1.1	(6.7)	0.2	0.0	0.0
Amount distributed ¹¹	69	48	3	3	186	183
Additional key figures						
Employees (as of December 31) ¹²	16,930	14,041	13,795	14,633	14,685	13,985
Personnel expenses (in EUR million)	794	627	570	640	629	604
Number of Group's own retail points of sale	1,316	1,228	1,157	1,113	1,092	1,139
Shares (in EUR)						
Earnings per share	3.04	1.99	(3.18)	2.97	3.42	3.35
Dividend per share ¹¹	1.00	0.70	0.04	0.04	2.70	2.65
Last share price (as of December 31)	54.16	53.50	27.29	43.26	53.92	70.94
Number of shares (as of December 31)	70,400,000	70,400,000	70,400,000	70,400,000	70,400,000	70,400,000

For full details around the multi year overview please refer to the Annual Report 2021.

FORWARD-LOOKING STATEMENTS CONTAIN RISKS

This document contains forward-looking statements that reflect management's current views with respect to future events. The words "anticipate", "assume", "believe", "estimate", "expect", "intend", "may", "plan", "project", "should", and similar expressions identify forward-looking statements. Such statements are subject to risks and uncertainties. If any of these or other risks and uncertainties occur, or if the assumptions underlying any of these statements prove incorrect, then actual results may be materially different from those expressed or implied by such statements. We do not intend or assume any obligation to update any forward-looking statement, which speaks only as of the date on which it is made.