

INVESTOR MEETING PRESENTATION

HUGO BOSS

FY2021



HUGO BOSS

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



VISION

BECOME ONE OF THE TOP 100 GLOBAL BRANDS

4 EUR
BILLION
IN SALES

12% EBIT
MARGIN



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



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



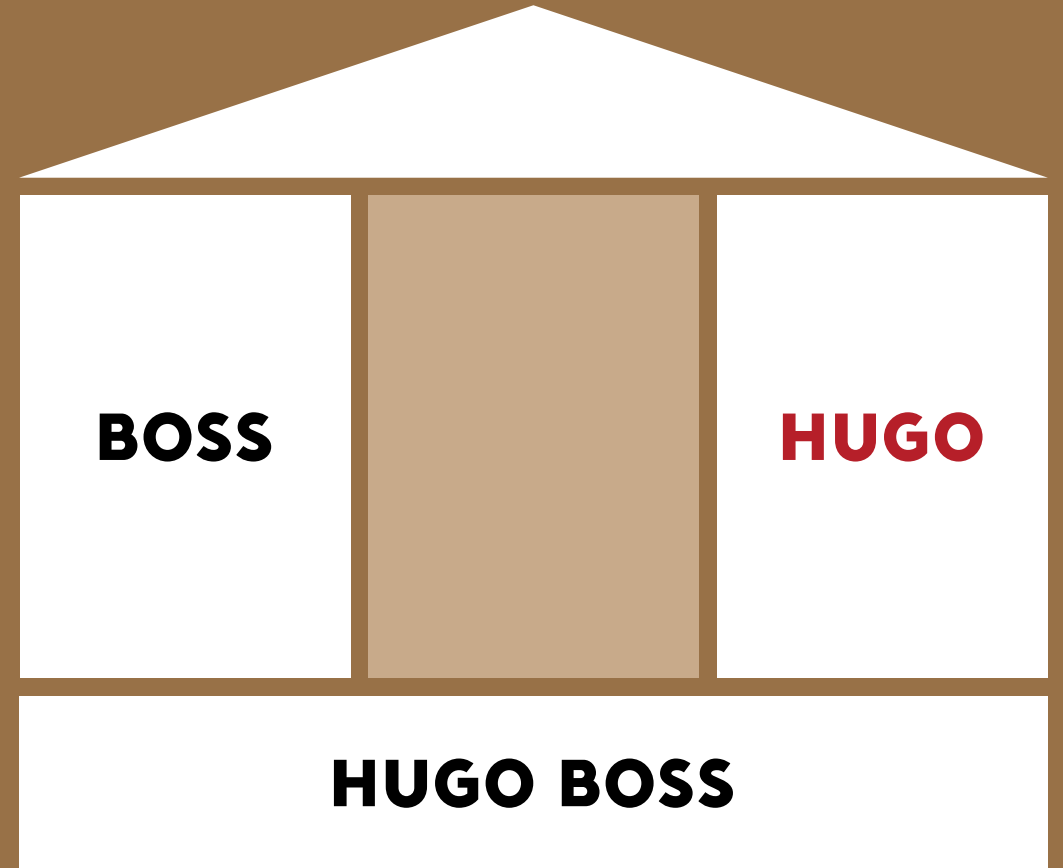
BOOST BRANDS

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



BE YOUR OWN BOSS

Launch of star-studded
BOSS campaign as part
of branding refresh



THE BOSS SQUAD



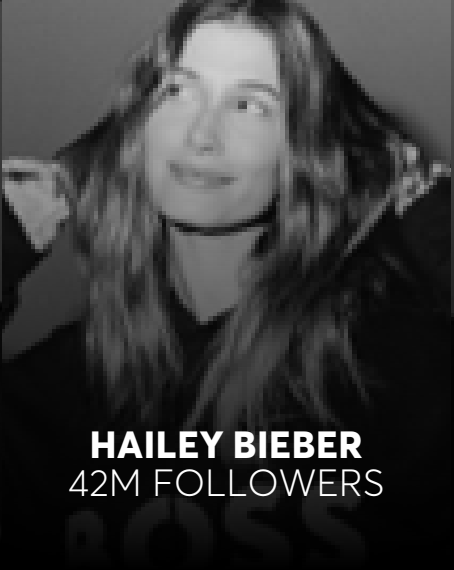
ANTHONY JOSHUA
14M FOLLOWERS



FUTURE HENDRIX
19M FOLLOWERS



LEE MIN-HO
29M FOLLOWERS
28M WEIBO



HAILEY BIEBER
42M FOLLOWERS



KENDALL JENNER
222M FOLLOWERS

AN ALL-STAR CAST



JOAN SMALLS
5M FOLLOWERS



KHABY LAME
72M FOLLOWERS



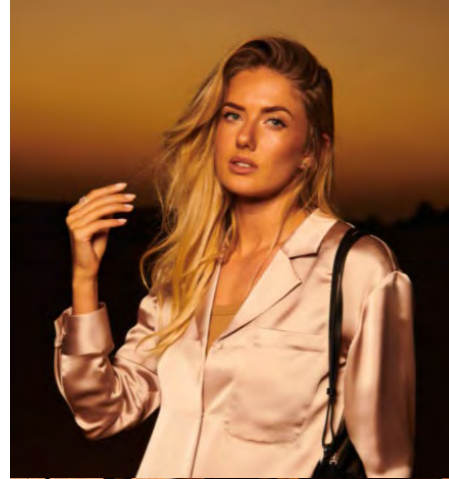
ALICA SCHMIDT
3M FOLLOWERS



MATTEO BERRETTINI
1M FOLLOWERS

— SEE NOW, BUY NOW EVENT

BOSS hosts spectacular See Now,
Buy Now event in Dubai desert



>30

MILLION VIEWS

Fashion show on YouTube

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**



— HOW DO YOU **HUGO**

Launch of star-studded
HUGO campaign
as part of branding refresh



THE HUGO SQUAD



BIG MATTHEW
RAPPER

MADDIE ZIEGLER
DANCER



SAINt JHN
RAPPER

ADUT AKECH
TOP MODEL

YOUNG STARS ON THE RISE

— HOW DO YOU HUGO

The Dance Hashtag
Challenge on TikTok



+63%

Follower on
HUGO TikTok

HUGO BOSS



~15_{BN}

Impressions
within 5 weeks

HUGO BOSS

~800_M

Engagements
within 5 weeks

HUGO BOSS

—
**BRANDING
REFRESH
LEADS TO
RECORD-
BREAKING
RESULTS**

—

PRODUCT IS KING

CLAIM 2





DESK

DINNER

WEEKEND

TRAVEL

ATHLEISURE

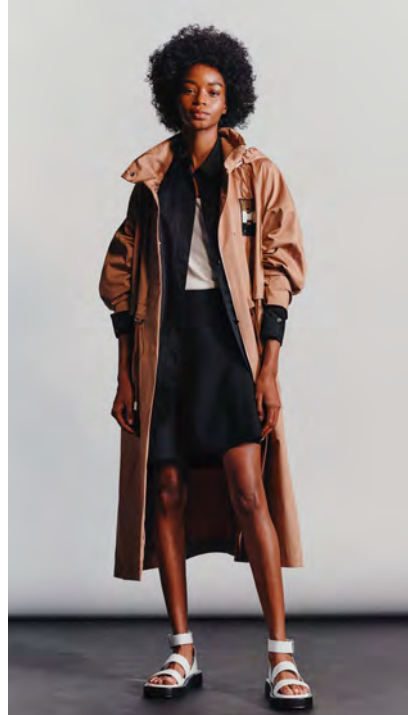


BOSS

24/7 LIFESTYLE BRAND

24/7 lifestyle fully incorporated in
Spring/Summer 2022
casualization and comfort are key

—
**NEW DESIGN
CODES
INTRODUCED
IN SPRING/
SUMMER 2022**



BOSS

New logo

BOSS monogram

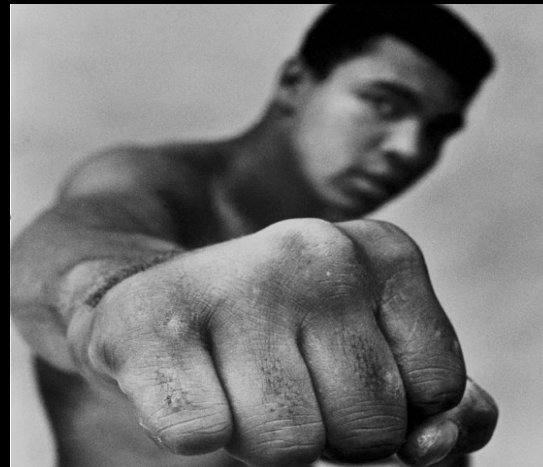
Iconic color palette

EXCITING COLLABORATIONS

A BOSS TEAMS UP WITH OTHER BOSSES.



FUTURE FEAT.
PORSCHE
X BOSS



BOSS LEGENDS
COLLABS
KICKING OFF
WITH
MUHAMMAD ALI

—
**FIRST
TOUCHPOINT
FOR YOUNGER
CONSUMERS**



HUGO

HUGO

HUGO

HUGO

HUGO

—

**NEW HUGO
BRANDING
INCORPORATED
IN SPRING/
SUMMER 2022**

New logo

Iconic colors

HUGO
monogram

HUGO



—
**STRONG
GROWTH
OPPORTUNITIES**

Denim

Streetwear

Contemporary

HUGO

—

LEAD IN DIGITAL

CLAIM 3



DIGITAL CAMPUS SUCCESSFULLY ESTABLISHED IN 2021

Elevate
**customer
experience**



Strengthen
**digital
know-how**



Leverage
**data and
analytics**



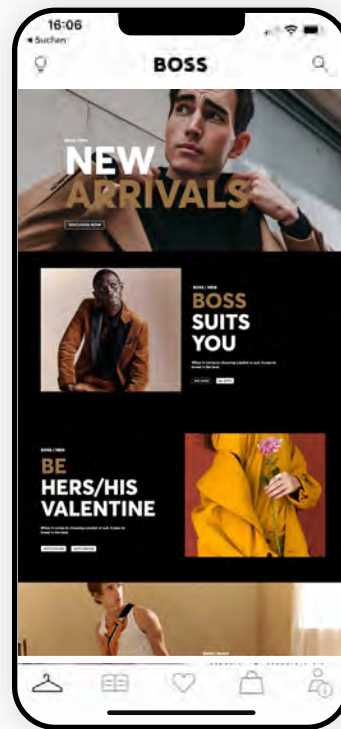
PORTO
PORTO
PORTO
PORTO
PORTO
PORTO
PORTO
PORTO



RELAUNCH OF HUGOBOSS.COM STRENGTHENING OUR E-COM ACTIVITIES

Engaging experience with **new look & feel**

Improved usability
and **customer interaction**



PERSONALIZATION

LOCALIZATION

APP

WEBSITE REFRESH

SITE PERFORMANCE

PERFORMANCE MARKETING

EXPANSION

**DIGITAL
SHOWROOM 2.0
USHERING IN A
NEW ERA IN
DIGITAL SELLING**

**INTERACTIVE
FUNCTIONS**

**INNOVATIVE
SELLING PROCESS**

**IMPULSIVE
BRAND EXPERIENCE**

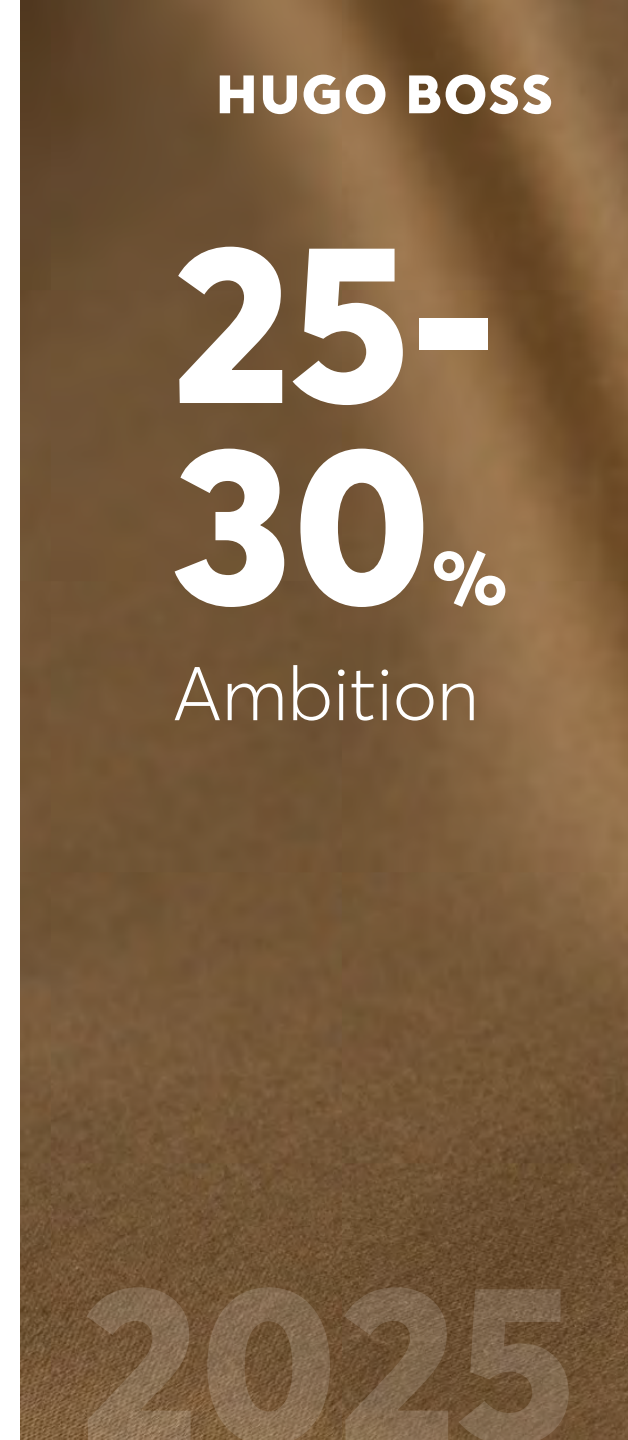


REBALANCE OMNICHANNEL

CLAIM 4



**TOTAL DIGITAL
SALES REACH 20%
FOR THE FIRST
TIME IN HISTORY**



BRINGING THE RETAIL EXPERIENCE TO THE NEXT LEVEL

HUGO BOSS

NEW LOOK & FEEL

Bringing the branding refresh
to life across all regions

SALES PRODUCTIVITY

Improvement by **+3%** per year



100

—

**ELEVATE
STORE
EXPERIENCE**

**>100
STORES
TO BE
REFRESHED
IN 2022**



—

**RECLAIM
WHOLESALE
DRIVE
RELEVANCE
& VISIBILITY
FOR OUR
BRANDS**

**NEW
LOOK
& FEEL**

Introduce branding
refresh at our
wholesale POS

**KEY
PART-
NERS**

Strengthen
relationship
with key partners

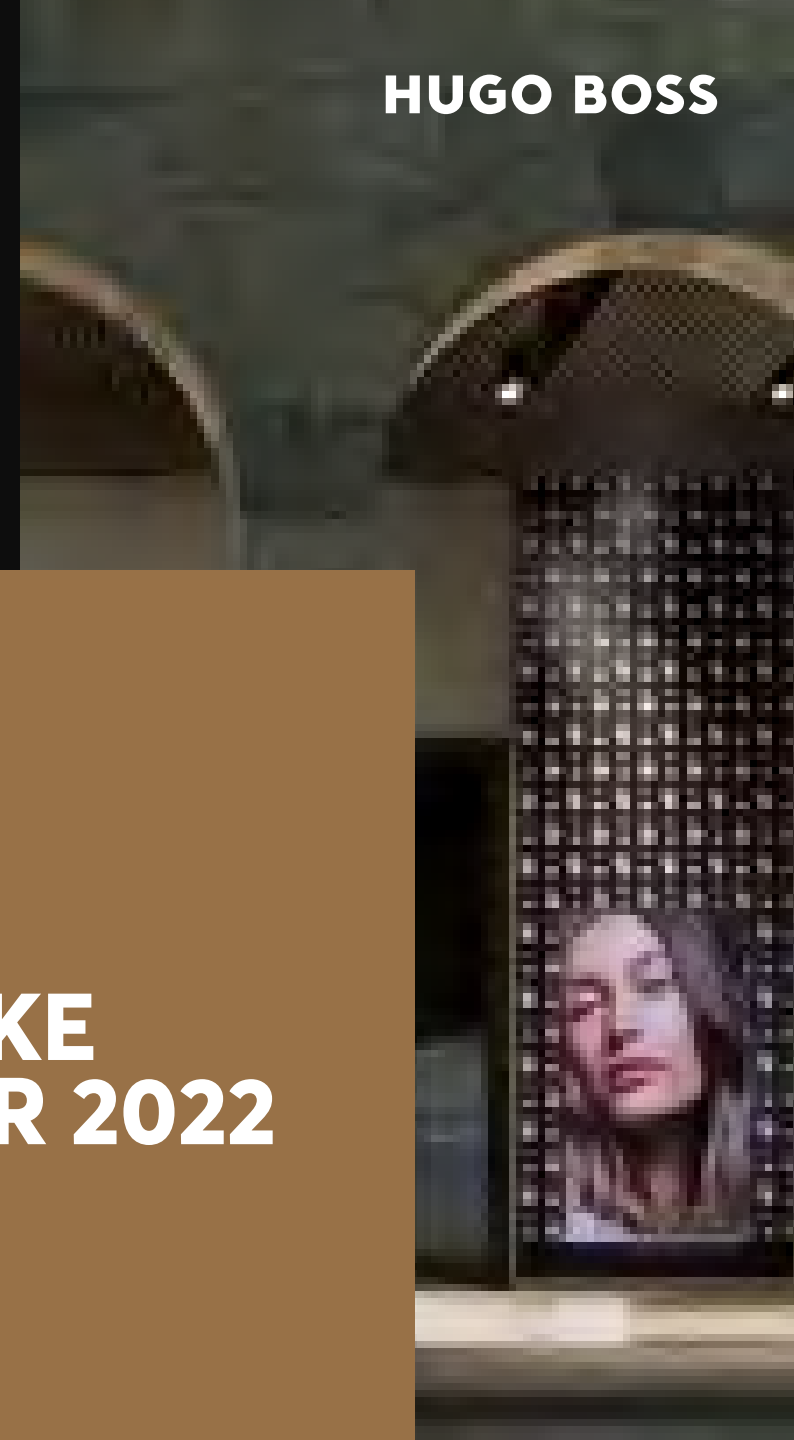
&

**BRANDING
REFRESH
RESONATES
STRONGLY
WITH OUR
WHOLESALE
PARTNERS**

+40%

**ORDER INTAKE
FALL/WINTER 2022**

(VS. 2019)



—

ORGANIZE FOR GROWTH

CLAIM 5



RESILIENT SUPPLY CHAIN SECURES SUFFICIENT PRODUCT AVAILABILITY

**WELL-BALANCED
GLOBAL SOURCING MIX**

49%

EUROPE
Share of total
sourcing volume

**OWN PRODUCTION
FACILITIES**

17%

OWN PRODUCTION
Share of total
sourcing volume

**LONG-TERM STRATEGIC
PARTNERSHIPS**

~10 Y

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

—
**SUSTAINABLE
THROUGHOUT**

SUSTAINABILITY ACHIEVEMENT

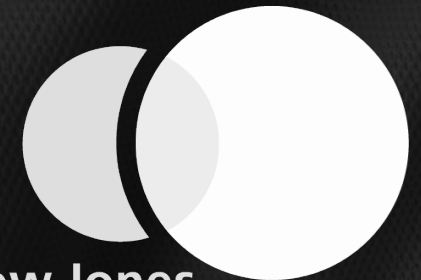
DOW JONES SUSTAINABILITY INDEX (DJSI)

5TH TIME IN A ROW

2ND BEST SCORE

in the textile, apparel,
and luxury segments

WORLD



Dow Jones
Sustainability Indexes

SUSTAINABILITY AMBITION

RESPONSIBLE
STYLES

CIRCULAR
PRODUCTS

60%

BY 2025

80%

BY 2030



CLIMATE-NEUTRALITY

2030

Own area of responsibility

2045

Entire value chain

STRATEGIC PARTNERSHIP WITH HEIQ AEONIQ

Replace **polyester**
through cellulosic
yarn



Reduce waste and
push **circularity**



Bind **carbon** from
the atmosphere



WE LOVE FASHION, WE CHANGE FASHION



HUGO BOSS

**FULL YEAR 2021
RESULTS**

—



2021 RESULTS EXCEED GUIDANCE

HUGO BOSS

2,786

EUR MILLION
GROUP SALES

+43%

VS
FY 2020*

(1)%

VS
FY 2019*

228

EUR MILLION
EBIT

* CURRENCY-ADJUSTED

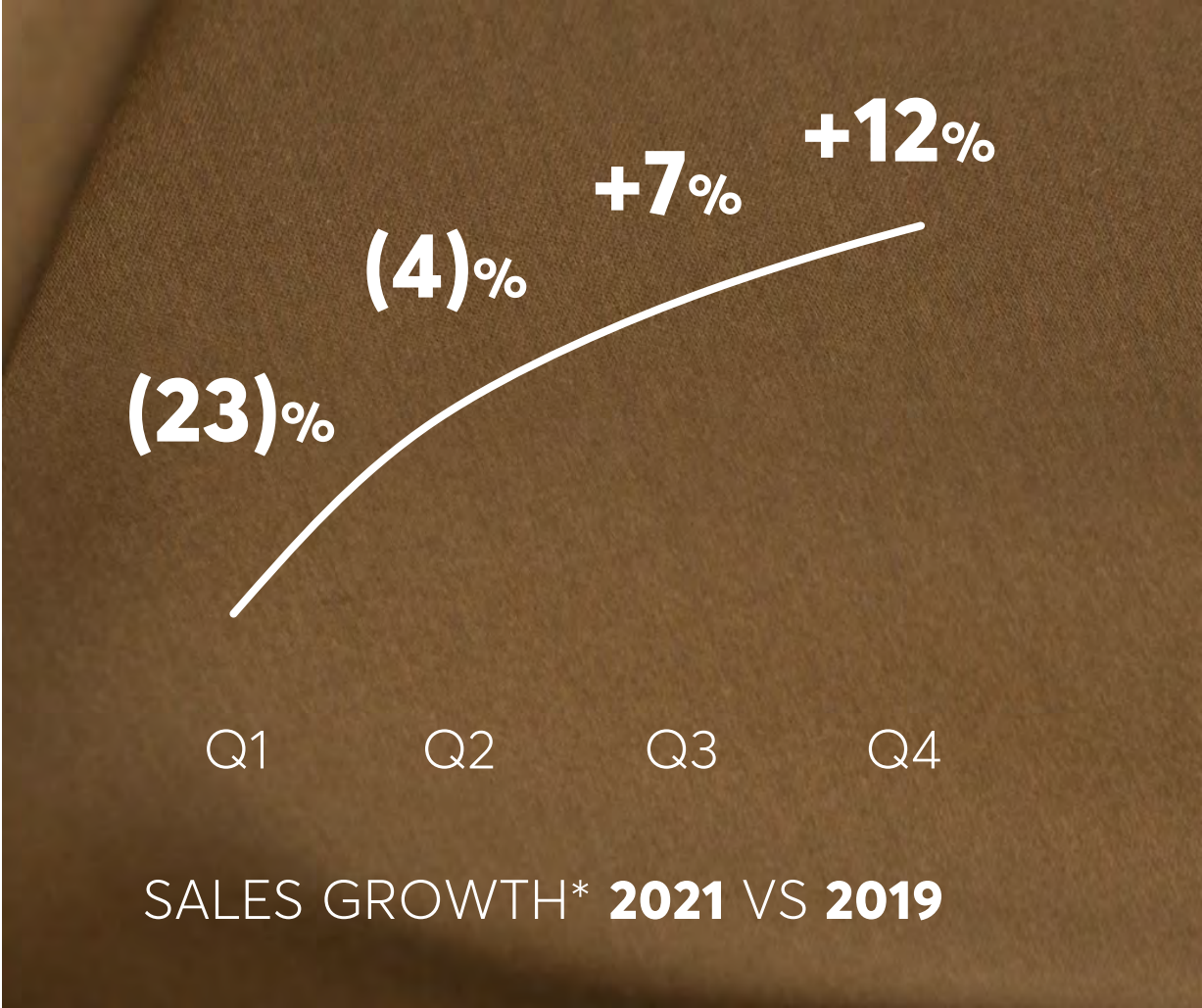
TOP LINE WITH STRONG ACCELERATION IN 2021

Strong business recovery supported by noticeable pick-up in consumer sentiment post lockdowns

Successful strategy execution accelerates business performance in H2

Strong growth across all brands, regions, and channels

* CURRENCY-ADJUSTED



BOSS

MENSWEAR

+42%

VS. FY 2020*

(2)%

VS. FY 2019*

WOMENSWEAR

+46%

VS. FY 2020*

(6)%

VS. FY 2019*

HUGO

+45%

VS. FY 2020*

+6%

VS. FY 2019*

* CURRENCY-ADJUSTED

AMERICAS SALES

Particularly strong business performance in the Americas

Successful turnaround in important U.S. market implemented

Strengthening of product offering at the point of sale

+78%

VS. FY 2020*

+4%

VS. FY 2019*

* CURRENCY-ADJUSTED

EUROPE SALES

(Incl. Middle East and Africa)

Significant pickup in local demand post lockdowns

All key markets including the UK, Germany, and France contribute to strong growth

Growth markets incl. the UAE enjoy particularly strong momentum

+41%

VS. FY 2020*

(2)%

VS. FY 2019*

* CURRENCY-ADJUSTED

ASIA/ PACIFIC SALES

Business recovery in Asia/Pacific accelerates throughout the year

Robust local demand fuels growth in China amid renewed COVID-related restrictions

Temporary store closures and lower tourism flows weigh on business in various markets

+22%

VS. FY 2020*

(3)%

VS. FY 2019*

* CURRENCY-ADJUSTED

—
DIGITAL

Digital share reaches 20%
for the first time

Broad-based double-digit growth
across all channels and regions

+55%

VS. FY 2020*

+85%

VS. FY 2019*

* CURRENCY-ADJUSTED





—

BRICK-AND- MORTAR RETAIL

Return to double-digit growth vs.
2019 in the second half of the year

Robust local demand particularly in
Europe and the Americas

+43%

VS. FY 2020*

(9)%

VS. FY 2019*

* CURRENCY-ADJUSTED

—

BRICK-AND-MORTAR WHOLESALE

Strong demand of partners for BOSS and HUGO collections

Successful strategy execution provides further tailwind

+37%

VS. FY 2020*

(16)%

VS. FY 2019*

* CURRENCY-ADJUSTED



EBIT GROWS STRONGLY TO EUR 228 MILLION

in EUR million	FY 2021	VS. FY 2020	VS. FY 2019
Group sales	2,786	+43%	(3)%
Gross profit	1,721	+45%	(8)%
Gross margin	61.8%	+80 bp	(330) bps
Operating expenses	1,493	+5%	(2)%
In % of sales	53.6%	(1,950) bp	+50 bp
Selling & distribution expenses	1,191	+5%	(4)%
Administration expenses	302	+6%	+2%
EBIT	228	>100%	(34)%
EBIT margin	8.2%	+2,030 bp	(380) bp
Net income	144	>100%	(30)%

GROSS MARGIN IMPROVES TO 61.8%



STEP-UP IN BRAND AND DIGITAL INVESTMENTS IN 2021

+29%

**MARKETING
INVESTMENTS**
VS. FY 2020

+33%

**DIGITAL
INVESTMENTS**
VS. FY 2020

STRONG IMPROVEMENTS IN TNWC

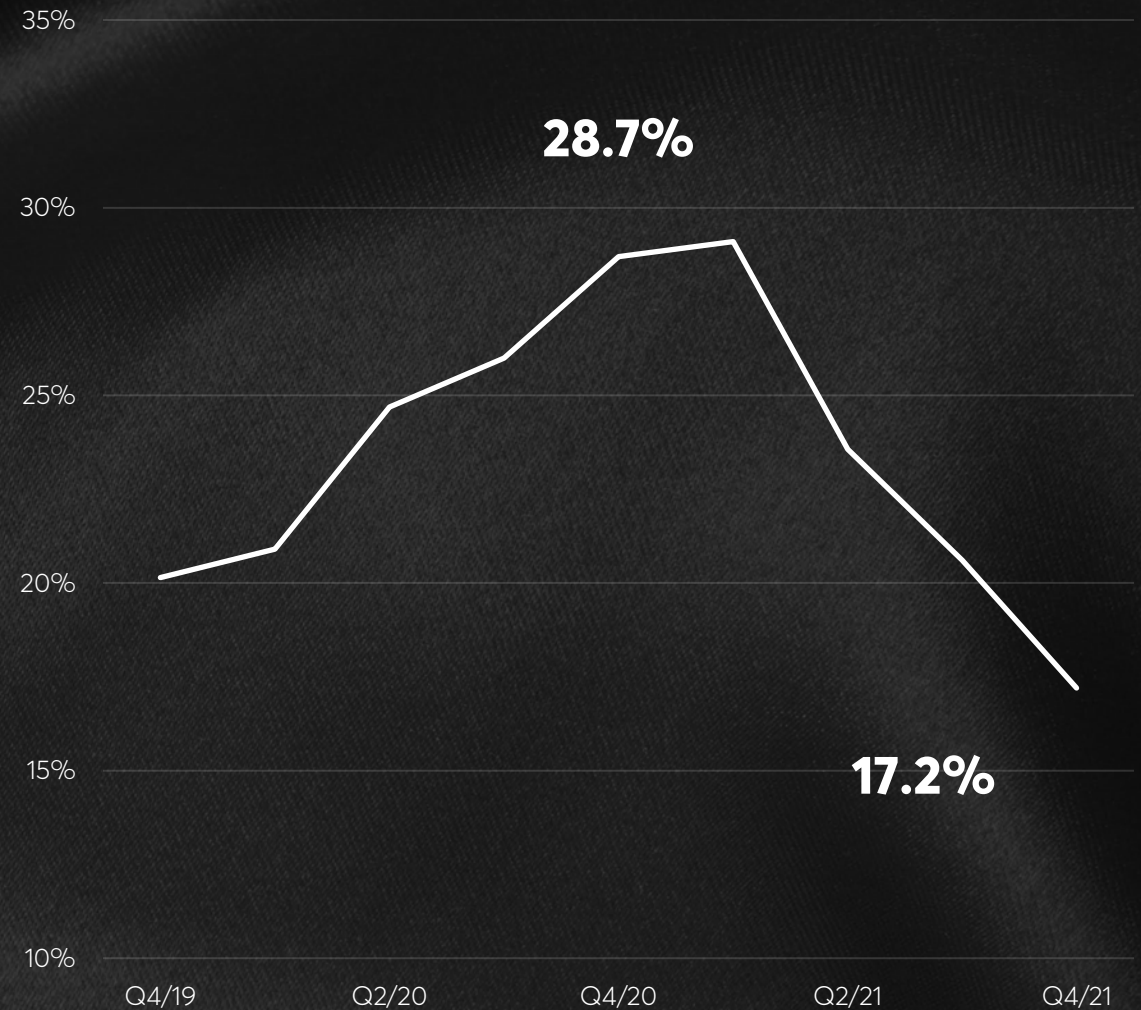
TNWC decreases 31%* to EUR 376 million in 2021

7%* decline in **inventory** reflects accelerating sales momentum

Increase in **trade payables** due to higher utilization of supplier financing program

* CURRENCY-ADJUSTED

TNWC in % of sales



FY 2021
CAPEX

104

EUR MILLION

+30%

—

CAPITAL EXPENDITURE STILL BELOW PRE-PANDEMIC LEVELS

Restrained investment activity in 2021

Global rollout of new store concepts
from Q4 2021 onwards

Focus of investment activity on own
retail store network and digitalization

FY 2021
FREE CASH
FLOW

559

EUR MILLION

>100%

DEC 31, 2021
NET FINANCIAL
POSITION*

167

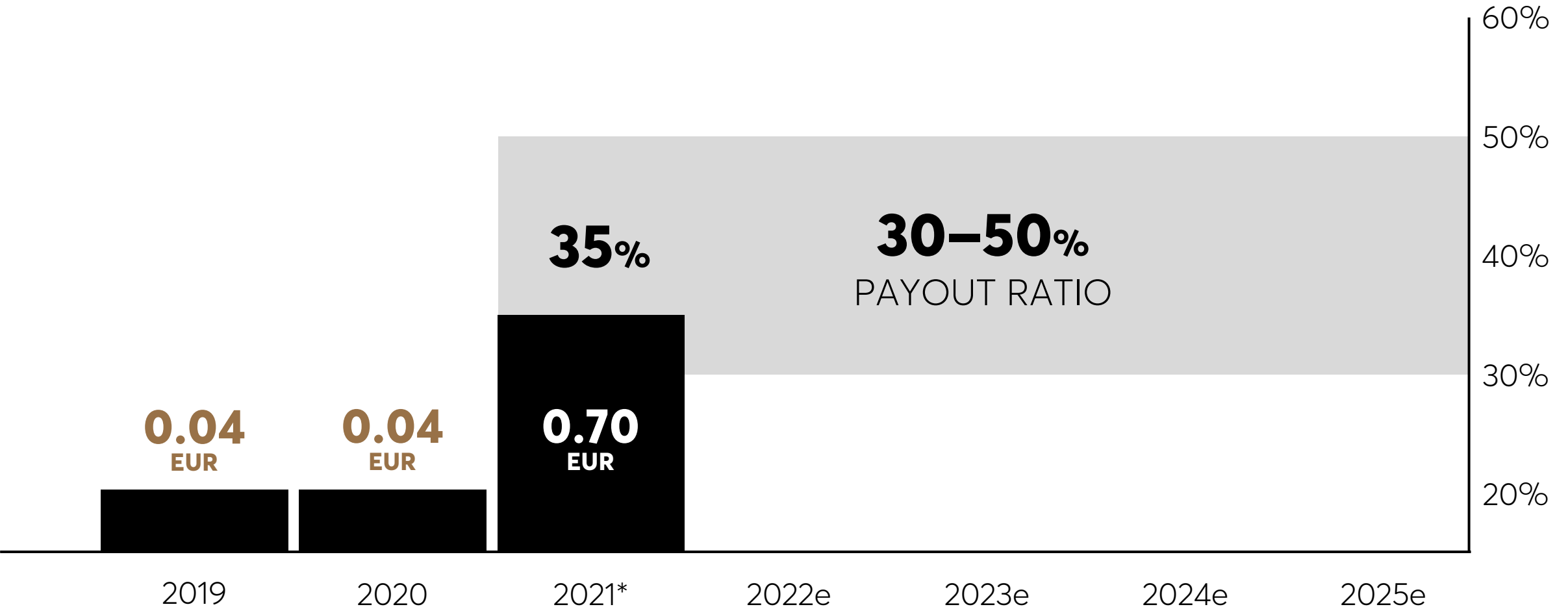
EUR MILLION

>100%

—
**FREE CASH
FLOW AND
NET FINANCIAL
POSITION HIT
RECORD LEVELS**

**FREE
CASH
FLOW x3**

HUGO BOSS TO RESUME DIVIDEND PAYMENTS



*DIVIDEND PROPOSAL

—
**OUTLOOK
2022**

EXECUTION OF "CLAIM 5" PRIMARY FOCUS IN 2022

Consistent execution of "CLAIM 5" will take center stage among all initiatives

Investments in product, marketing, and digital expertise to drive brand relevance

SALES OUTLOOK

Sales to reach new record levels
in 2022

All brands, channels, and regions
expected to contribute to growth

+10% TO +15%

2.8
EUR BILLION

2021



3.1 TO 3.2
EUR BILLION

2022e

EBIT OUTLOOK

Bottom-line growth to be driven by strong top-line improvements

Efficiency gains expected to partly offset planned investments

+10% TO +25%

228
EUR MILLION

2021



250 TO 285
EUR MILLION

2022e

FINANCIAL CALENDAR & INVESTOR RELATIONS CONTACT

**MAY
4
2022**

**FIRST QUARTER RESULTS
2022**

**MAY
24
2022**

**AGM
2022**

**CHRISTIAN
STÖHR**

VICE PRESIDENT INVESTOR RELATIONS

E-MAIL Christian_stoehr@hugoboss.com

PHONE +49 7123 94 80903

—

**FURTHER
INFORMATION**

HUGO BOSS AT A GLANCE

2.8

EUR BILLION
SALES

228

EUR MILLION
EBIT

8.2%

EBIT
MARGIN

559

EUR MILLION
**FREE CASH
FLOW**

128

COUNTRIES

~14,000

EMPLOYEES

20%

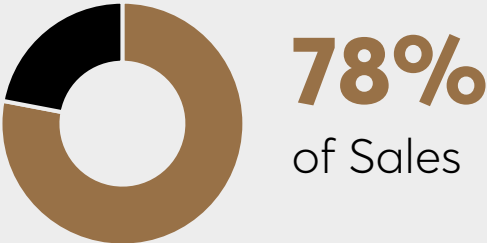
SHARE OF
DIGITAL SALES

6,800

**POINTS
OF SALE**

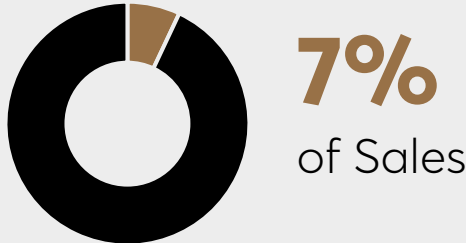
SALES BY BRAND 2021

**BOSS
MENSWEAR**



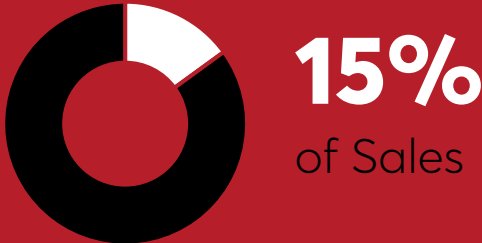
2,181
EUR MILLION

**BOSS
WOMENSWEAR**



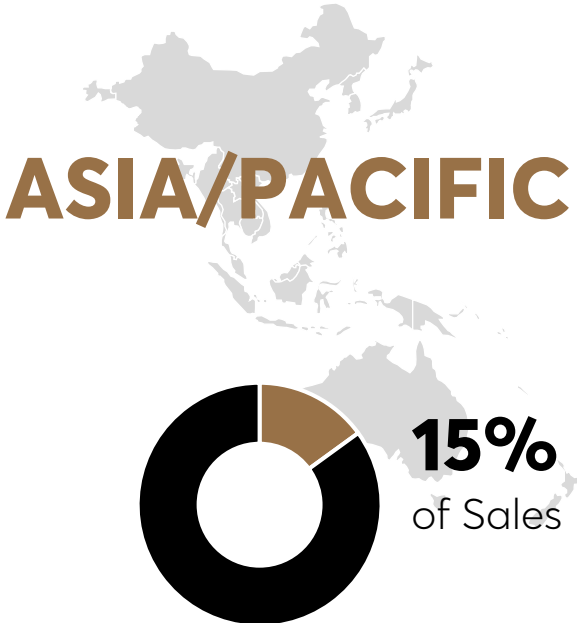
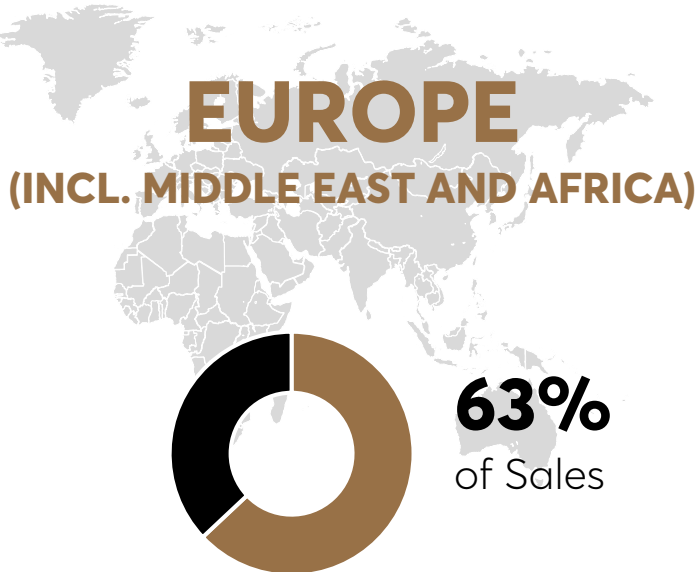
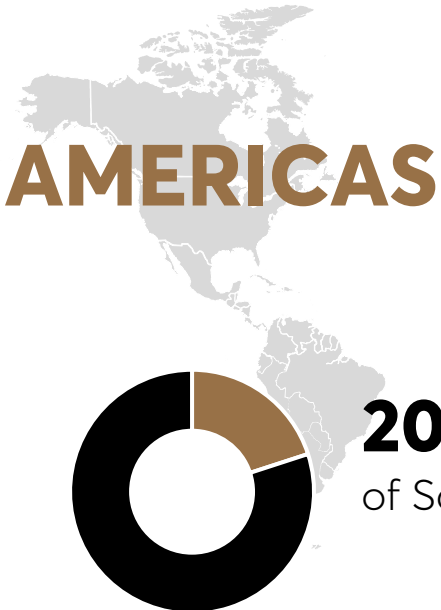
192
EUR MILLION

HUGO



413
EUR MILLION

HUGO BOSS BY REGIONS



543 EUR million Sales
 ~1,600 Points of sale
 98 Freestanding retail stores
 11% Employees

1,742 EUR million Sales
 ~4,650 Points of sale
 206 Freestanding retail stores
 75% Employees

423 EUR million Sales
 ~550 Points of sale
 147 Freestanding retail stores
 14% Employees

DISTRIBUTION CHANNELS

Brick-and-mortar retail



Freestanding stores

Freestanding stores operated by the Group in prime locations



Shop-in-shops

Shops operated by the Group on retail space of partners



Factory outlets

Sale of prior season's merchandise in specialist stores in high-traffic peripheral zones

Brick-and-mortar wholesale



Multi-brand points of sale

General selling space in multi-brand stores



Shop-in-shops

BOSS and HUGO shops operated by partners



Franchise business

Freestanding BOSS and HUGO stores operated by partners

Digital



Online store hugoboss.com

Digital flagship store with separate brand environments for BOSS and HUGO



Partnerships with pure online retailers

Distribution via digital pure players and leading marketplaces



Online distribution via bricks & clicks

Distribution via partners running both physical and digital businesses



SALES BY DISTRIBUTION CHANNEL

SALES BY DISTRIBUTION CHANNEL¹ (IN EUR MILLION)

	2021	In % of sales	2020	In % of sales	Change in %	Currency-adjusted change in %
Brick-and-mortar retail	1,512	54	1,057	54	43	43
Brick-and-mortar wholesale	647	23	472	24	37	37
Digital	549	20	352	18	56	55
Licenses	77	3	64	3	20	20
Total	2,786	100	1,946	100	43	43

¹ As compared to the previous year, presentation has been aligned to the 2025 targets set out in the "CLAIM 5" strategy.

RETAIL STORE NETWORK

NUMBER OF OWN RETAIL STORES

2021	Europe	Americas	Asia/Pacific	Total
Number of own retail points of sale	579	310	339	1,228
thereof freestanding retail stores	206	98	147	451
2020				
Number of own retail points of sale	589	251	317	1,157
thereof freestanding retail stores	212	92	141	445

**TOTAL
NUMBER OF
RETAIL POINTS
OF SALE**

1,228

OPERATED BY HUGO
BOSS INCLUDING
SHOP-IN-SHOPS AND
OUTLETS

SOURCING AND PRODUCTION

REGIONAL SPLIT 2021 (2020)



- Europe¹
49 (54)
- Asia
49 (44)
- Americas
2 (1)

OWN PRODUCTION

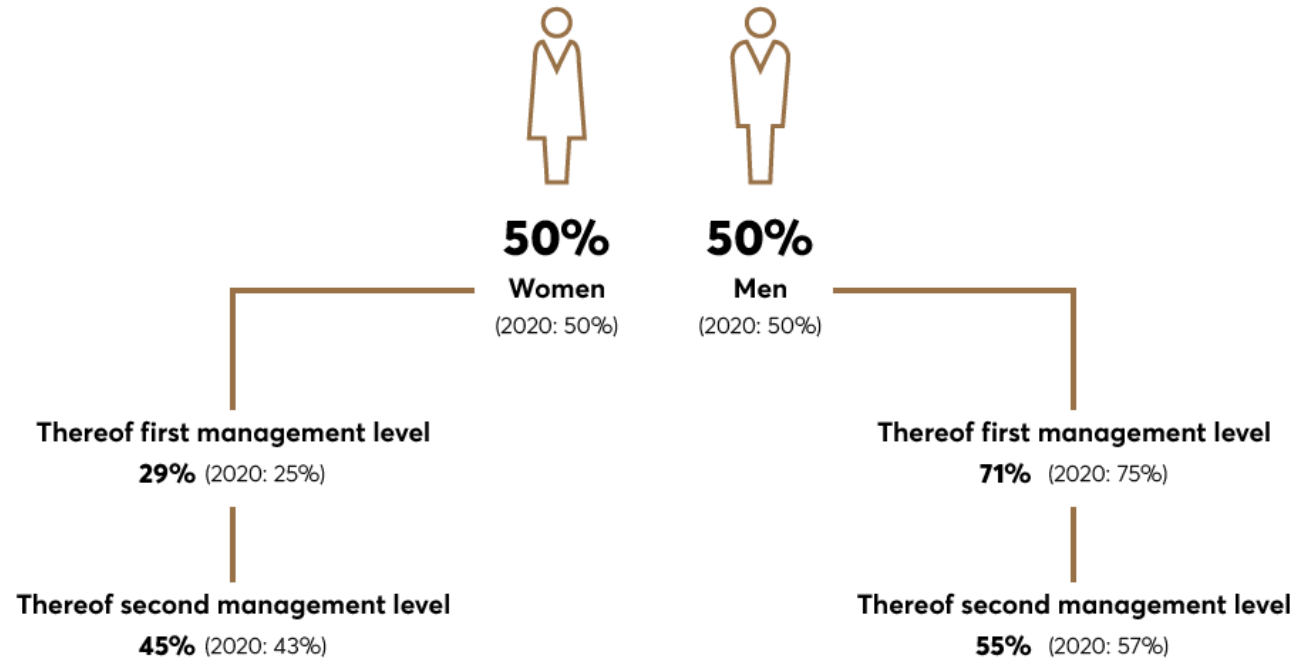
17%

OF TOTAL SOURCING AND PRODUCTION VOLUME

¹ Including Middle East and Africa.

STRONG ORGANIZATIONAL SET-UP

EMPLOYEES IN MANAGEMENT



EMPLOYEE SATISFACTION

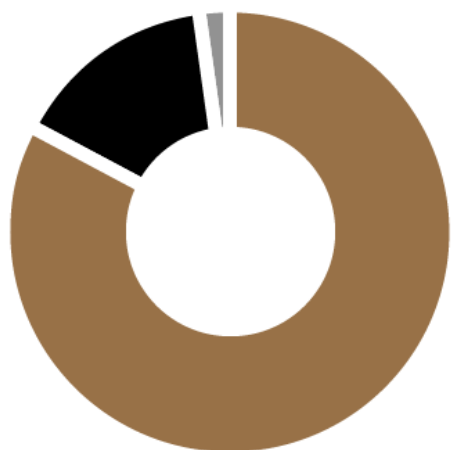
76%

CONDUCTED ANNUALLY WITH GREAT PLACE TO WORK® GERMANY



SHAREHOLDER STRUCTURE

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



Free float

83 (83)

PFC S.r.l./Zignago Holding S.p.A.

15 (15)

Own shares

2 (2)

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



North America

46 (39)

Great Britain & Ireland

26 (19)

Germany

9 (11)

Rest of Europe

17 (25)

Rest of World

2 (6)

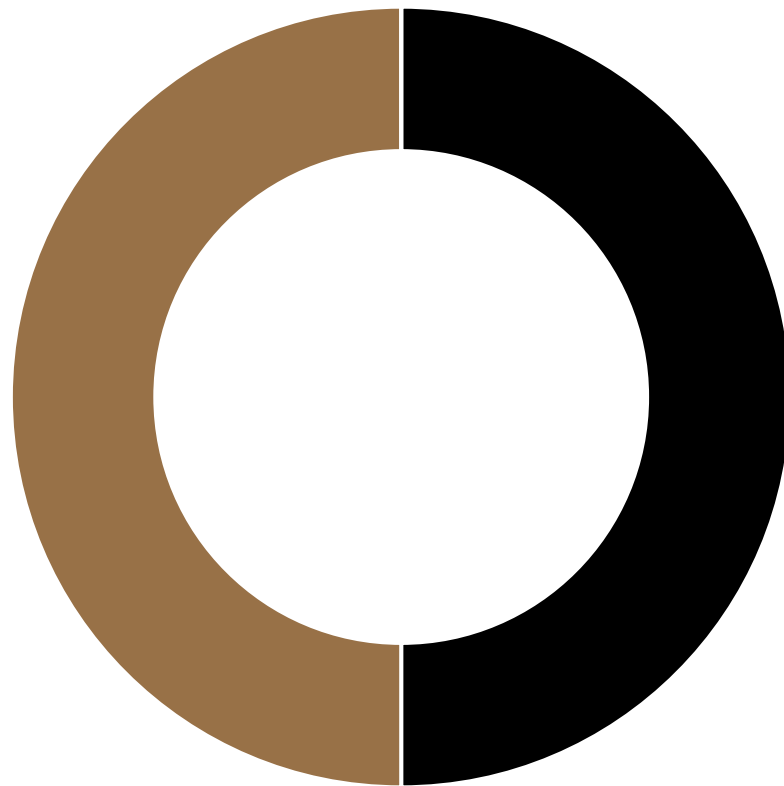
~43,000

TOTAL NUMBER OF SHAREHOLDERS

~12%

OF SHARES HELD BY PRIVATE SHAREHOLDERS

ANALYST RECOMMENDATIONS



■ Buy: 11

■ Hold: 11

■ Sell: 0

As of March 21, 2022.

~25

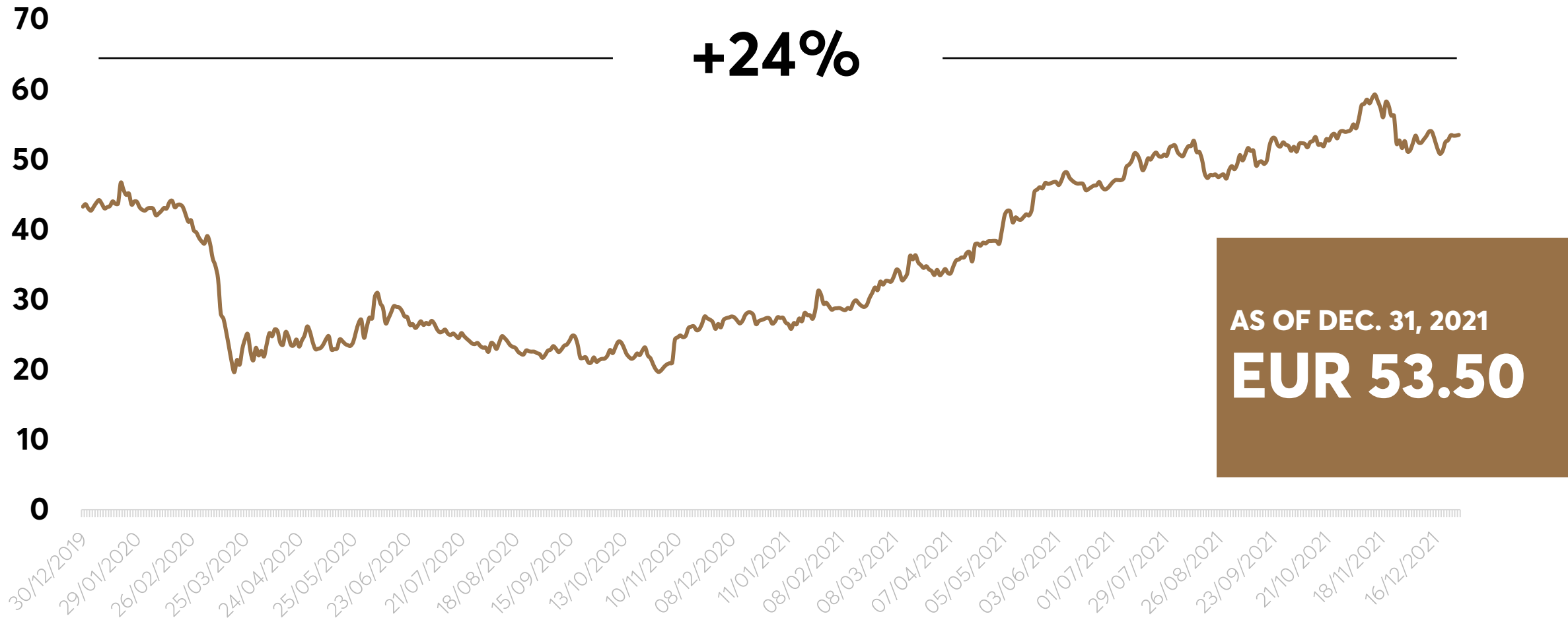
ANALYSTS ARE
COVERING HUGO BOSS

SHARE PRICE TARGET

59.64

EUR

HUGO BOSS SHARE PRICE 2020-2021



MULTI-YEAR-OVERVIEW

SALES

	2021	2020	2019	2,018	2017	2016
Sales (in EUR million)	2,786	1,946	2,884	2,796	2,733	2,693
Sales by segments						
Europe incl. Middle East and Africa	1,742	1,231	1,803	1,736	1,681	1,660
Americas	543	308	560	574	577	582
Asia/Pacific	423	343	438	410	396	382
Licenses	77	64	84	76	79	69
Sales by distribution channel						
Brick-and-mortar retail	1,512	1,057	1,869	1,768	1,732	1,677
Brick-and-mortar wholesale	647	472	931	952	922	947
Digital	549	352	-	-	-	-
Licenses	77	64	84	76	79	69
Sales by brand						
BOSS Menswear	2,181	1,530	2,488	2,422	2,336	2,313
BOSS Womenswear	192	131				
HUGO	413	285	396	374	397	380

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

	2021	2020	2019	2,018	2017	2016
Results of operations (in EUR million)						
Gross profit	1,721	1,187	1,875	1,824	1,808	1,777
Gross margin in %	61.8	61.0	65.0	65.2	66.2	66.0
EBIT	228	(236)	344	347	341	263
EBIT margin in %	8.2	(12.1)	11.9	12.4	12.5	9.8
EBITDA	568	230	707	476	499	433
Net income attributable to equity holders of the parent company	137	(220)	205	236	231	194
Net assets and liability structure as of December 31 (in EUR million)						
Trade net working capital	376	491	528	537	459	524
Non-current assets	1,458	1,516	1,713	686	662	752
Equity	940	760	1,002	981	915	888
Equity ratio in %	34	30	35	53	53	49
Total assets	2,736	2,570	2,877	1,858	1,720	1,799
Financial position and dividend (in EUR million)						
Free cash flow	559	164	457	170	294	220
Net financial liabilities (as of December 31)	628	1,004	1,040	22	7	113
Capital expenditure	104	80	192	155	128	157
Depreciation/amortization	339	465	362	129	158	169
Total leverage (as of December 31)	1.1	(6.7)	0.2	0.0	0.0	0.2
Amount distributed	48	3	3	186	183	179
Additional key figures						
Employees (as of December 31)	14,041	13,795	14,633	14,685	13,985	13,798
Personnel expenses (in EUR million)	627	570	640	629	604	605
Number of Group's own retail points of sale	1,228	1,157	1,113	1,092	1,139	1,124
Shares (in EUR)						
Earnings per share	1.99	(3.18)	2.97	3.42	3.35	2.80
Dividend per share	0.70	0.04	0.04	2.70	2.65	2.60
Last share price (as of December 31)	53.50	27.29	43.26	53.92	70.94	58.13
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.

