

INVESTOR MEETING PRESENTATION

HUGO BOSS

Q1 2022



01

**CLAIM 5
STRATEGY**

02

**Q1 2022
RESULTS**

03

**GENERAL
INFORMATION**

AGENDA AGENDA AGENDA

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

12% EBIT
MARGIN



AMBITION



FINANCIAL AMBITION 2025

GROUP
SALES

€ 4B
in 2025

SALES
GROWTH

~ 6%
CAGR 2019 - 2025

EBIT
MARGIN

~ 12%
OF GROUP SALES

EBIT
GROWTH

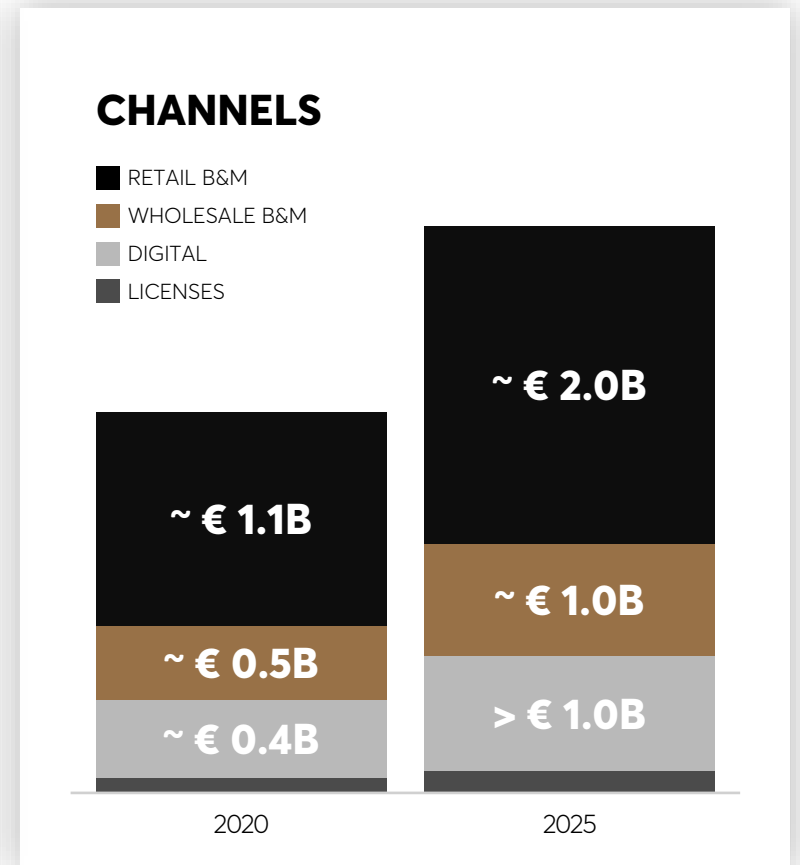
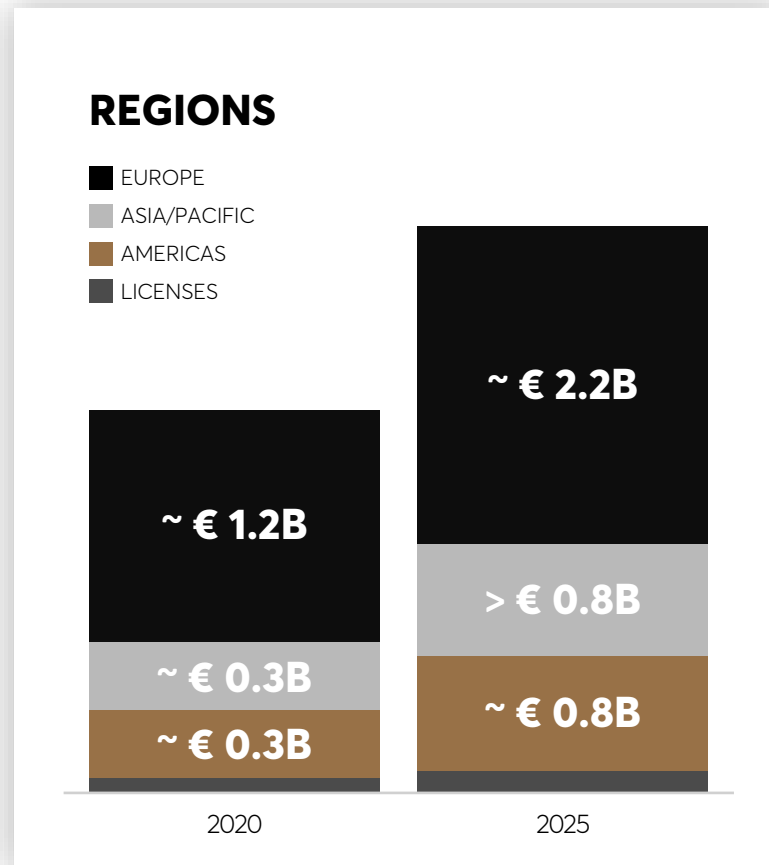
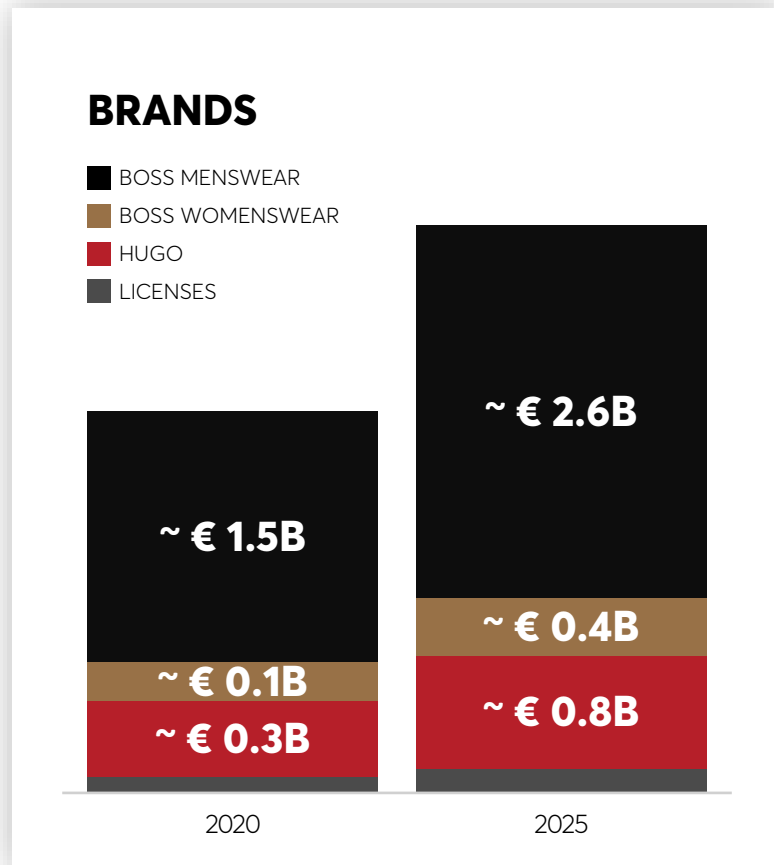
~ 6%
CAGR 2019 - 2025

FCF
GENERATION

~ € 2B
2021 - 2025

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



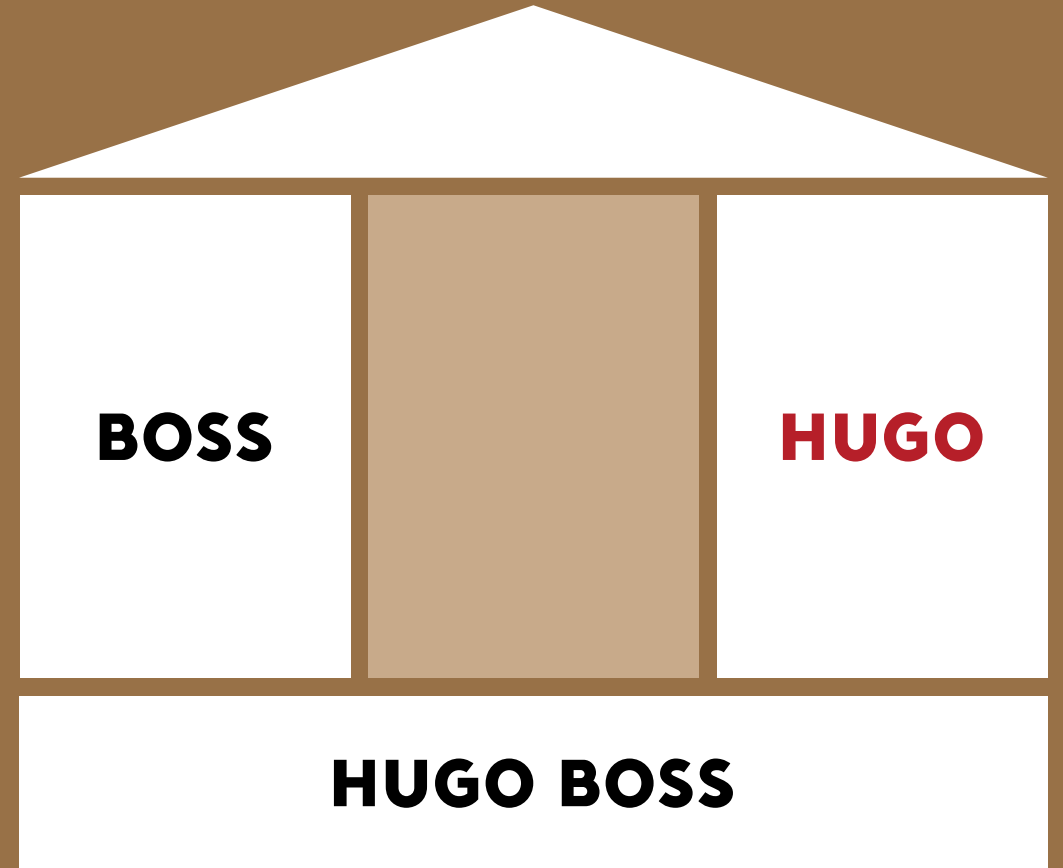
BOOST BRANDS

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**



LAUNCH OF STAR-STUDDED GLOBAL CAMPAIGNS FOR BOSS & HUGO AS PART OF BRANDING REFRESH

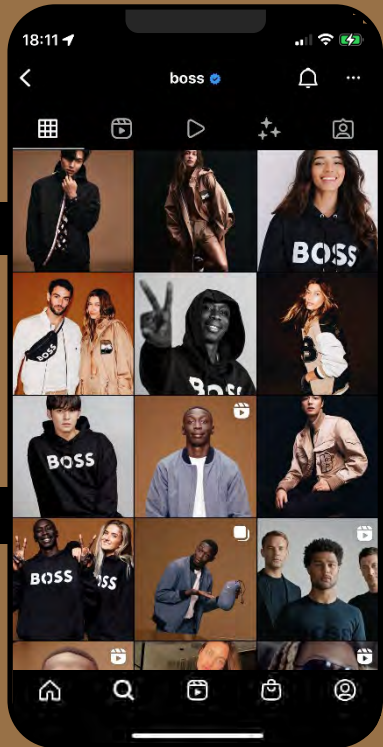


**BE YOUR OWN
BOSS**



**HOW DO YOU
HUGO**

SOCIAL MEDIA KPIS FOR BOSS STRONGLY IMPROVE IN Q1



~10 M | +5%

FOLLOWERS ON BOSS INSTAGRAM

16%

ENGAGEMENT RATE ON INSTAGRAM MORE THAN DOUBLES

>32 M VIEWS

RECORD-BREAKING RESULTS OF DUBAI SHOW ON YOUTUBE



HUGO KICKS OFF THE MUSIC FESTIVAL SEASON AT COACHELLA

>1.3 BN
IMPRESSIONS

~200 M
VIEWS ON TIKTOK

26%
ENGAGEMENT RATE ON
INSTAGRAM





~24^{BN}

Impressions
within 3 months

HUGO BOSS

~1^{BN}

Engagements
within 3 months

HUGO BOSS

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



PRODUCT IS KING

CLAIM 2



24/7 LIFESTYLE BRAND



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

DESK

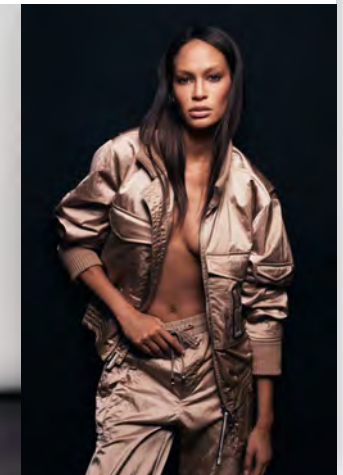
DINNER

WEEKEND

TRAVEL

ATHLEISURE

Casualization and comfort are key to modern, innovative tailoring



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

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



BOSS

New logo

BOSS monogram

Iconic color palette

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



—

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

New logo

Iconic colors

HUGO
monogram

HUGO





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

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



PERSONALIZATION

LOCALIZATION

APP

WEBSITE REFRESH

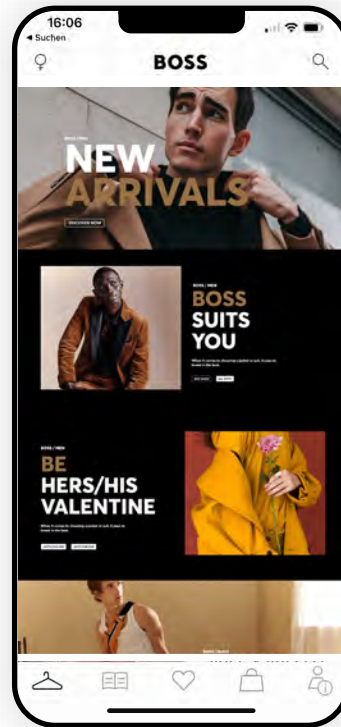
SITE PERFORMANCE

PERFORMANCE MARKETING

EXPANSION

Engaging experience with
new look & feel

Improved usability
and **customer interaction**



DIGITAL SHOWROOM 2.0 USHERING IN A NEW ERA IN DIGITAL SELLING

**INTERACTIVE
FUNCTIONS**

**INNOVATIVE
SELLING PROCESS**

**IMPULSIVE
BRAND EXPERIENCE**



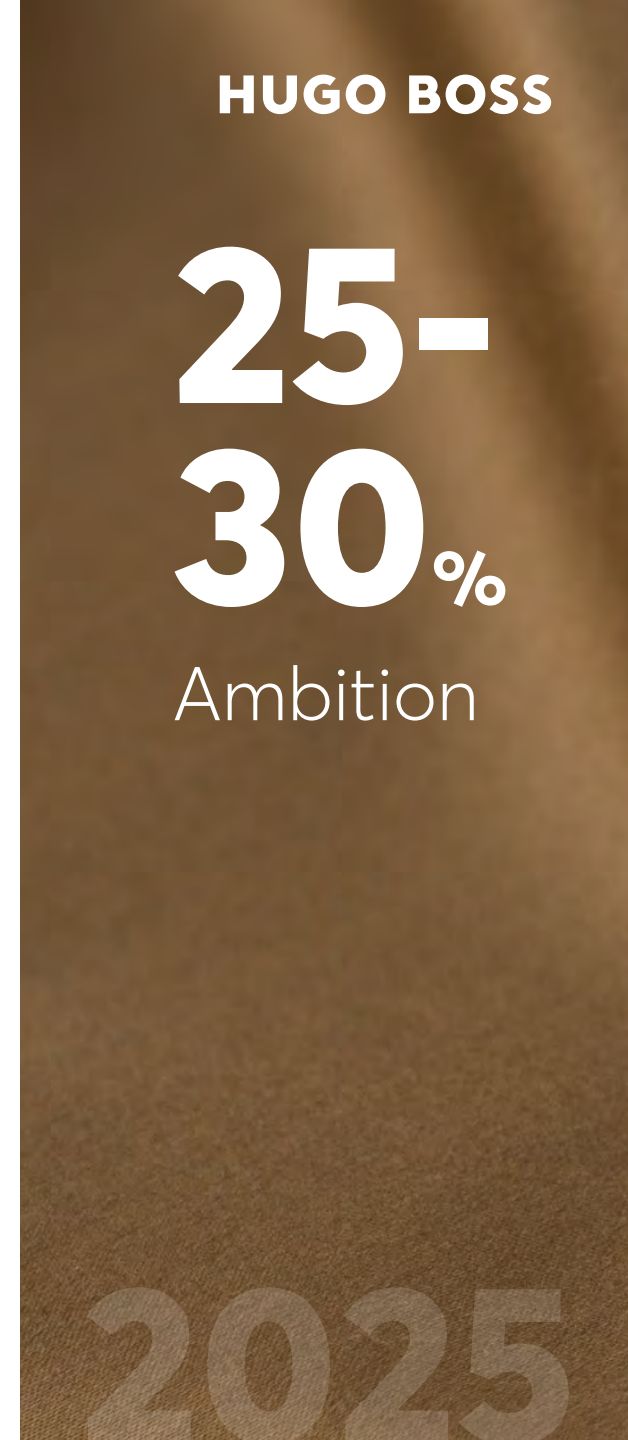


REBALANCE OMNICHANNEL

CLAIM 4



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



BRINGING THE RETAIL EXPERIENCE TO THE NEXT LEVEL

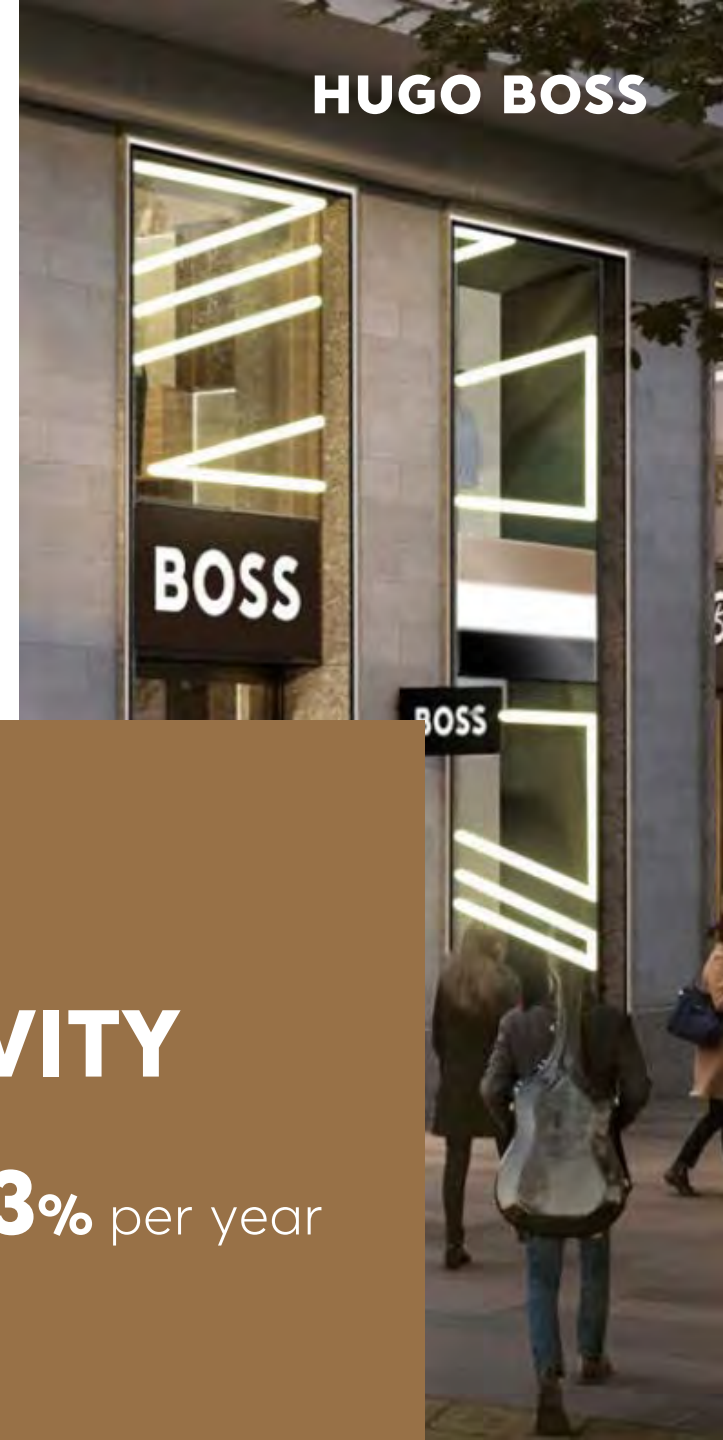
HUGO BOSS

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

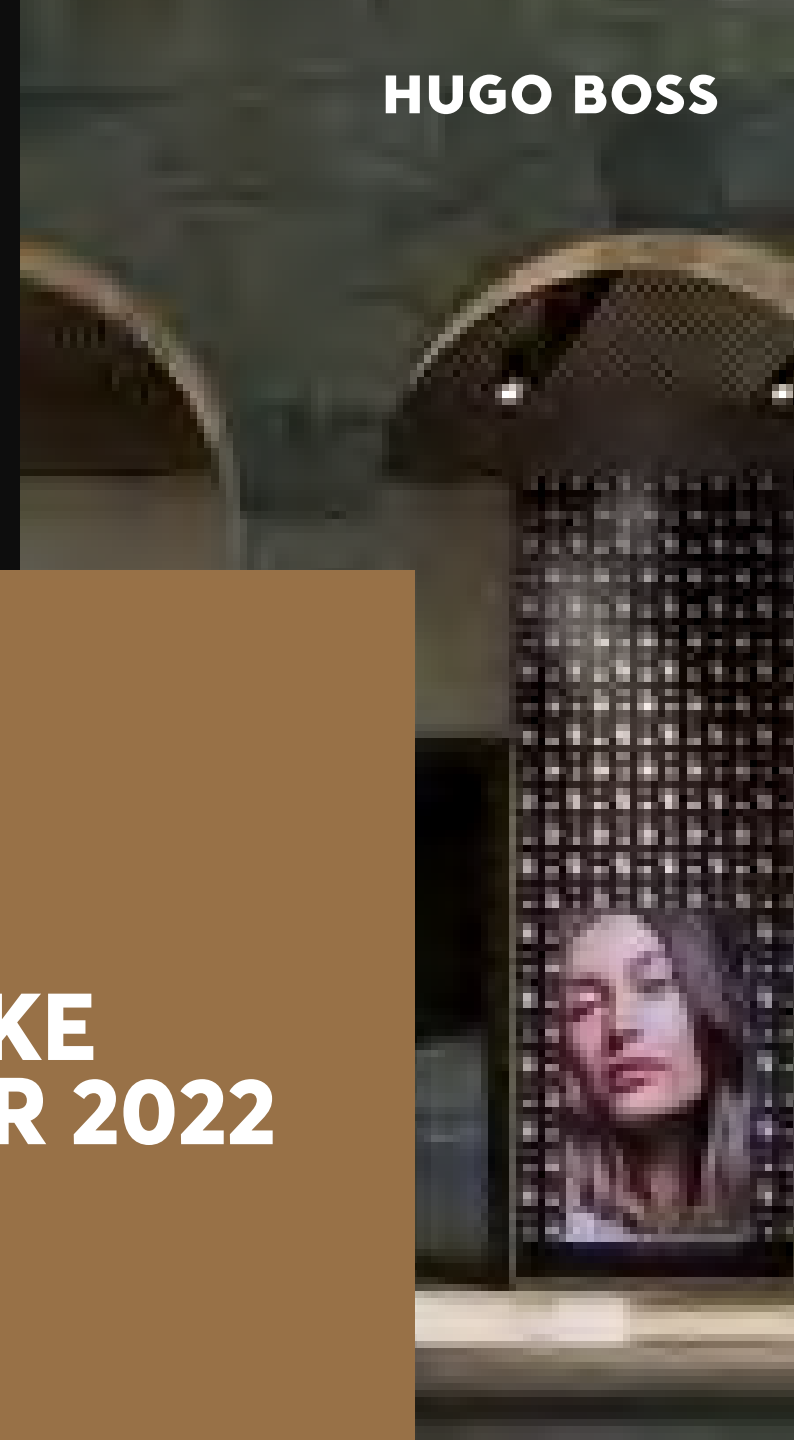
&

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

+40%

**ORDER INTAKE
FALL/WINTER 2022**

(VS. 2019)



—
**ORGANIZE
FOR GROWTH**

CLAIM 5



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**

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**

CLEAR AND VIABLE ESG STRATEGY WITH BEST-IN-CLASS SUSTAINABILITY CREDENTIALS

5TH TIME IN A ROW

2ND BEST SCORE IN 2021

in the textile, apparel, and luxury segments

WORLD

C+ PRIME RATING

ISS ESG 

AA ESG RATING

MSCI 

**B CLIMATE CHANGE
RATING + SUPPLIER
ENGAGEMENT
LEADER**

 **CDP**
DISCLOSURE INSIGHT ACTION

RISK RATING 12.4

 **SUSTAINALYTICS**



**Dow Jones
Sustainability Indexes**

€ 600M

**ESG LINKED
REVOLVING
CREDIT
FACILITY**

OUR STRATEGY IS BUILT UPON RECOGNIZED STANDARDS

Underlying frameworks and reporting guidelines:

One focus is on the Sustainable Development Goals (SDGs) of the United Nations. We make a contribution to these SDGs.



STANDARDS AND GUIDELINES:



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

ALWAYS. OUR ONGOING COMMITMENT

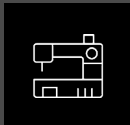
OUR UNDERSTANDING OF MORE SUSTAINABLE PRODUCTS

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



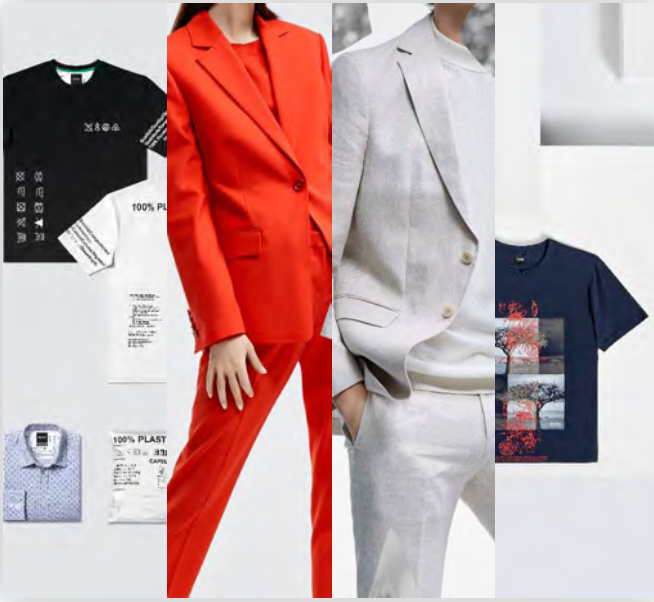

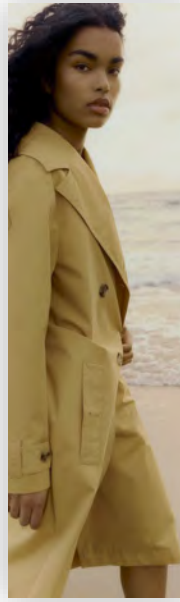


USE MORE SUSTAINABLE MATERIALS

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



PRODUCT ACHIEVEMENTS: OUR RESPONSIBLE STYLES A CONTINUOUS JOURNEY

2018	2019			2020			2021				2022	
												
Traceable Wool	Traceable Wool	Piñatex®	Olivenleder®	Plastic Free	Traceable Wool	Vegan Suit	Kapok Capsule	THE JOURNEY	CUYA	THE JOURNEY	THE JOURNEY	Less Water
Sneaker BOSS	Capsule BOSS			Capsule BOSS	Capsule BOSS	BOSS	BOSS	Sailing Capsule BOSS	Liam Payne & CmiA Capsule HUGO	Natural Fibers BOSS & HUGO	Repurpose BOSS & HUGO	BOSS & HUGO
PF18	FW19			PS20	SR20		FW20	PS21	SR21	PF21	FW21	SR22

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



ALWAYS. OUR ONGOING COMMITMENT REDUCING 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



ALWAYS. OUR ONGOING COMMITMENT 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

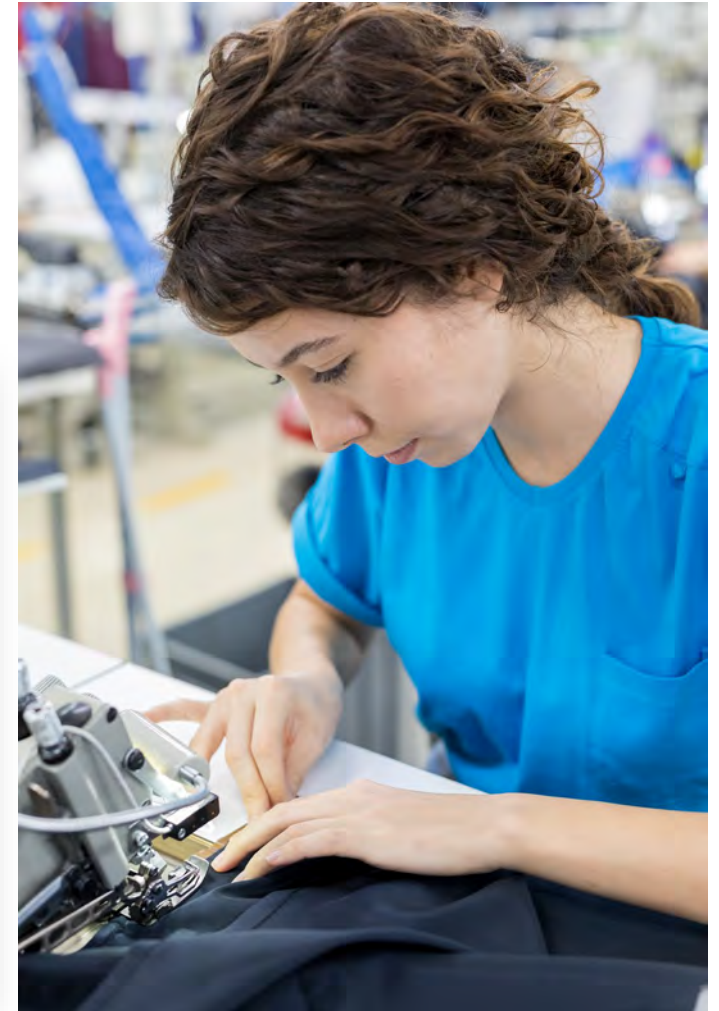


e.g. question catalogues,
contracts incl. Supplier Code
of Conduct, on-site social
audits

WORK TOWARDS SYSTEMIC CHANGE



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



TOMORROW. 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

**CLIMATE
NEUTRALITY
THROUGHOUT THE
ENTIRE VALUE
CHAIN BY 2045
& WITHIN OWN
AREA OF
RESPONSIBILITY
BY 2030**



PEOPLE

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





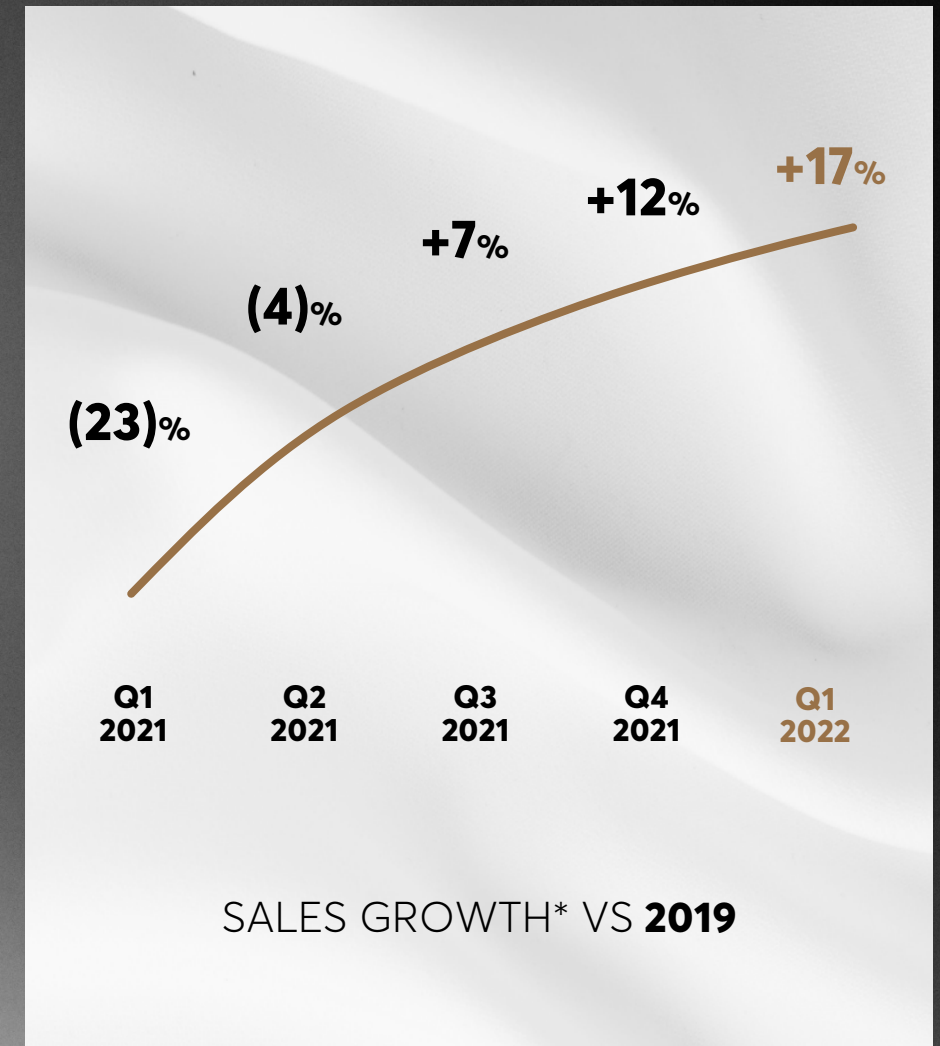
**FIRST
QUARTER
2022
RESULTS**

—

HUGO BOSS

Q1 2022

HUGO BOSS WITH RECORD Q1 SALES



GROUP SALES
EUR 772 MILLION

+52%*

VS Q1 2021



BOSS



+53%*

VS Q1 2021

+17%*

VS Q1 2019

+41%*

VS Q1 2021

0%*

VS Q1 2019



HUGO

+52%*

VS Q1 2021

+26%*

VS Q1 2019

MOMENTUM IN EUROPE FURTHER ACCELERATES



EUROPE SALES

INCL. MIDDLE EAST AND AFRICA

+69%*

vs Q1 2021

+21%*

vs Q1 2019

▶ Momentum further accelerates, driven by robust local demand in key European markets

▶ Revenues in the UK and France strongly exceed pre-pandemic levels, up double-digits vs 2019

▶ Ongoing robust momentum in Eastern Europe and Middle East

*CURRENCY-ADJUSTED

STRONG GROWTH TRAJECTORY IN THE AMERICAS CONTINUES



AMERICAS SALES

+56%*

vs Q1 2021

+17%*

vs Q1 2019

▶ All of the region's markets with robust sales increases vs 2019 levels

▶ Momentum in the U.S. market continues, due to strong progress in fostering 24/7 brand image

▶ Latin America with particular strength, as reflected by high double-digit sales growth

*CURRENCY-ADJUSTED

RENEWED COVID-19 RESTRICTIONS WEIGH ON SENTIMENT IN CHINA



ASIA/PACIFIC SALES

+3%*

vs Q1 2021

(1)%*

vs Q1 2019

▶ Mainland China with double-digit sales improvements in the run-up to Chinese New Year

▶ Lockdowns weigh on sentiment and traffic in mainland China from mid-March onwards

▶ Robust growth in Japan and Australia compared to Q1 2019

*CURRENCY-ADJUSTED

DIGITAL BUSINESS CONTINUES DOUBLE-DIGIT GROWTH TRAJECTORY

+22%*

vs Q1 2021



Double-digit improvements across all regions and digital touchpoints



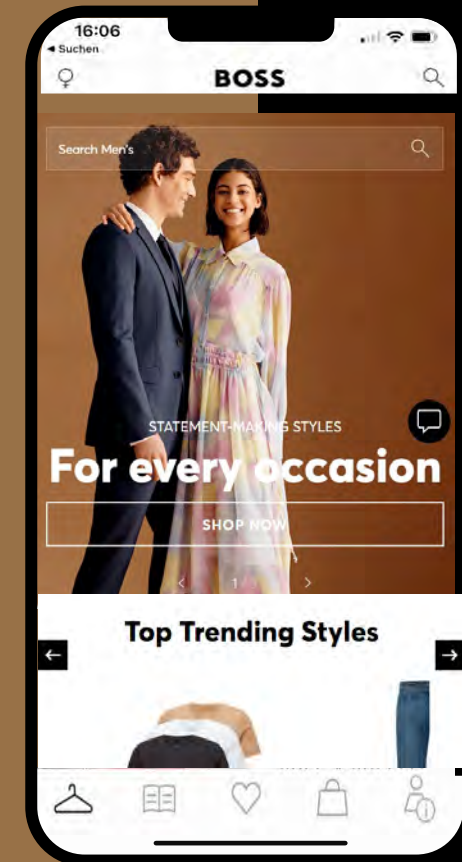
Successful relaunch of hugoboss.com drives increase in traffic and AOV



Digital sales account for ~20% of overall Group sales

+145%*

vs Q1 2019



SUCCESSFUL EXECUTION OF "CLAIM 5" DRIVES BRICK-AND-MORTAR RETAIL BUSINESS

+76%*

vs Q1 2021



Robust consumer sentiment in key regions drives overall momentum



Prior-year period impacted by an average store closure rate of ~25%



New store concept implemented in ~30 points of sale

+5%*

vs Q1 2019



BRICK-AND-MORTAR WHOLESALE RETURNS TO 2019 LEVELS

+44%*

vs Q1 2021



Robust demand of wholesale partners for the Spring/Summer 2022 collections

+2%*

vs Q1 2019



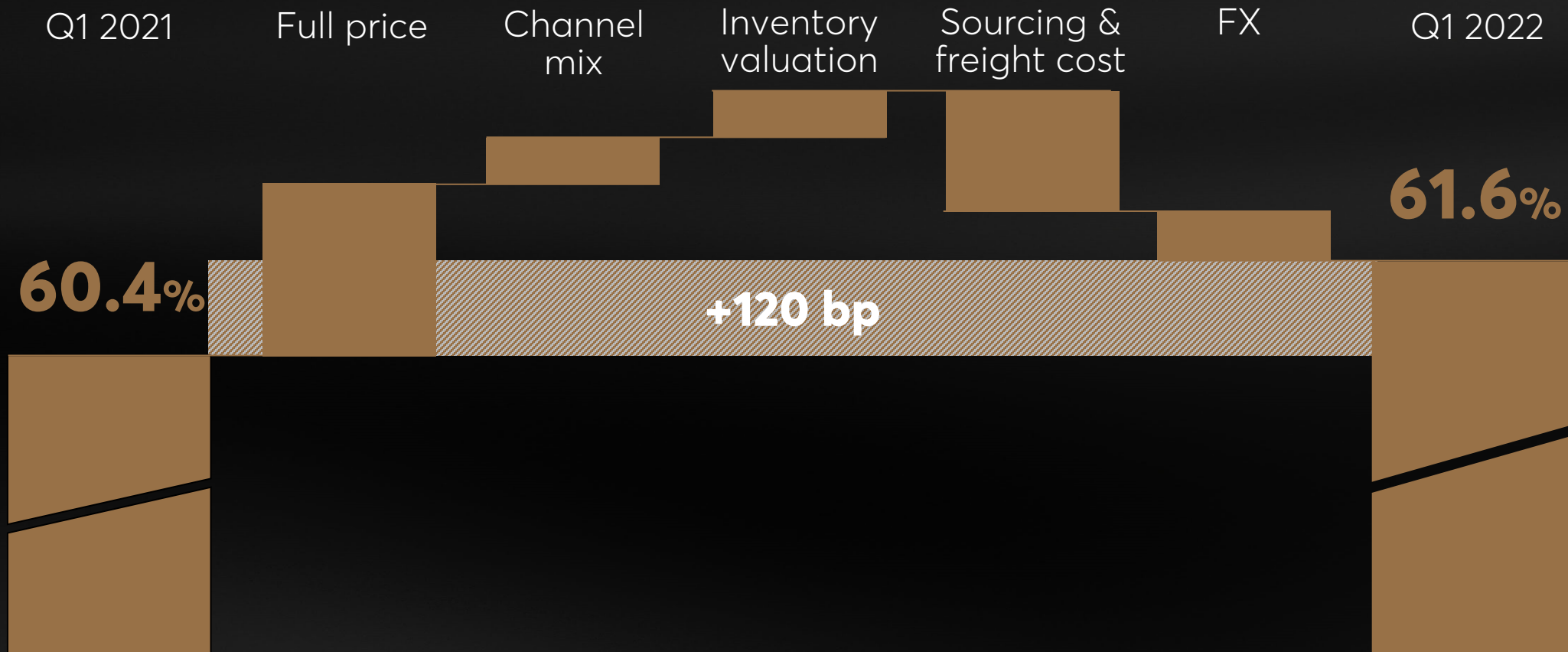
Delivery shift effects limit growth in B&M wholesale by ~10pp



Strong order book for Fall/Winter 2022 to drive wholesale growth in H2



GROSS MARGIN IMPROVEMENT MAINLY REFLECTS HIGHER SHARE OF FULL-PRICE SALES



SIGNIFICANT STEP-UP IN BRAND AND DIGITAL INVESTMENTS

EUR
80
MILLION

+98%

vs Q1 2021

**BRAND
INVESTMENTS**

EUR
51
MILLION

+43%

vs Q1 2021

**DIGITAL
INVESTMENTS**

STRONG BOTTOM-LINE IMPROVEMENTS DESPITE SIGNIFICANT INVESTMENTS

GROSS MARGIN

Q1 2022

61.6%

+120 bp

SELLING & DISTRIBUTION EXPENSES

Q1 2022

EUR

344
MILLION

+49%

ADMINISTRATION EXPENSES

Q1 2022

EUR

92
MILLION

+34%

EBIT

Q1 2022

EUR

40
MILLION

>100%

NET INCOME ATTRIBUTABLE TO SHAREHOLDERS

Q1 2022

EUR

24
MILLION

>100%

FREE CASH FLOW WITH STRONG IMPROVEMENTS YEAR ON YEAR

TNWC

MARCH 31, 2022

EUR

472

MILLION

(20)%*

CAPITAL EXPENDITURE

JANUARY–MARCH 2022

EUR

18

MILLION

+13%

FREE CASH FLOW

JANUARY–MARCH 2022

EUR

1

MILLION

>100%



Inventories decrease 3%* reflecting strong sales growth in the first quarter



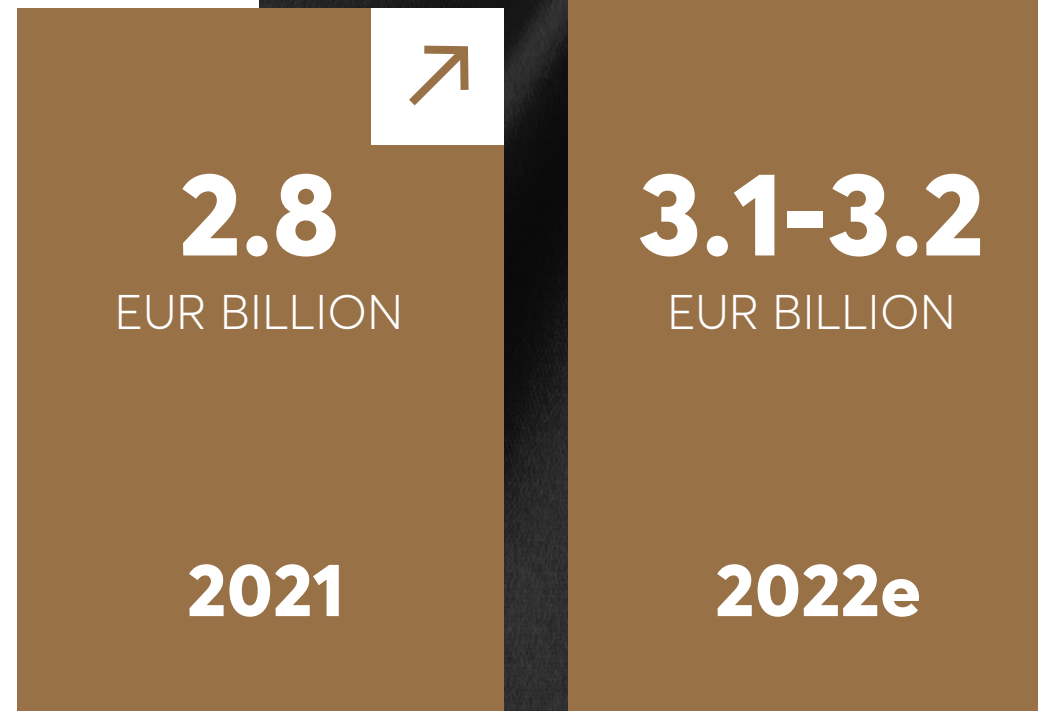
TNWC in % of sales declines to 15.0%, well below the prior-year level



Net financial position of plus EUR 120 million**

SALES OUTLOOK FOR FULL YEAR 2022

- ▶ **Broad-based growth** across all brands, channels, and key regions expected
- ▶ **Strong brand momentum** and **robust order intake** for Fall/Winter 2022 to drive top-line growth



EBIT OUTLOOK FOR FULL YEAR 2022

- ▶ **Robust bottom-line improvements** anticipated, despite significant step-up in investments as part of "CLAIM 5"
- ▶ Expected **top-line growth** and **robust market positioning** to compensate for current macroeconomic uncertainties

+10% TO +25%

228
EUR MILLION

2021



250-285
EUR MILLION

2022e

FINANCIAL CALENDAR & INVESTOR RELATIONS CONTACT

**MAY
24
2022**

**AGM
2022**

CHRISTIAN STÖHR

VICE PRESIDENT INVESTOR RELATIONS

E-MAIL Christian_stoehr@hugoboss.com

PHONE +49 7123 94 80903

**AUGUST
3
2022**

**PUBLICATION OF
Q2 2022 RESULTS**

LENA BIBERACHER

INVESTOR RELATIONS MANAGER

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GENERAL 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%

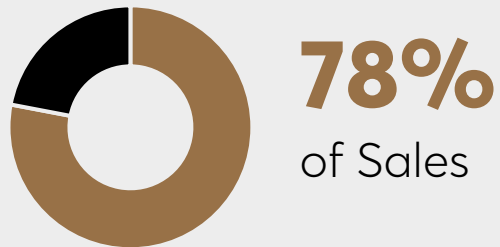
SHARE OF
DIGITAL SALES

6,800

**POINTS
OF SALE**

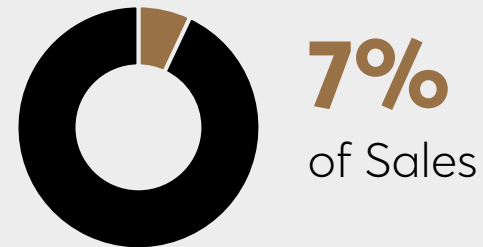
SALES BY BRAND 2021

BOSS MENSWEAR



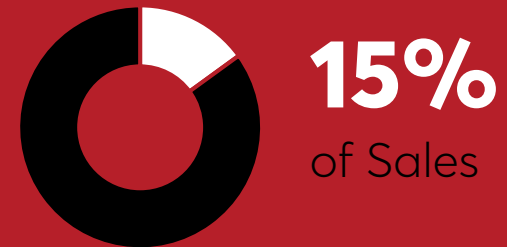
2,181
EUR MILLION

BOSS WOMENSWEAR



192
EUR MILLION

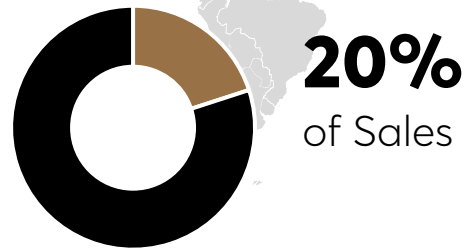
HUGO



413
EUR MILLION

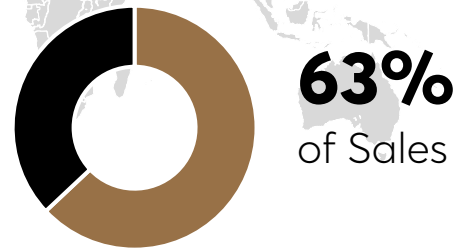
HUGO BOSS GLOBAL MARKET PRESENCE

AMERICAS



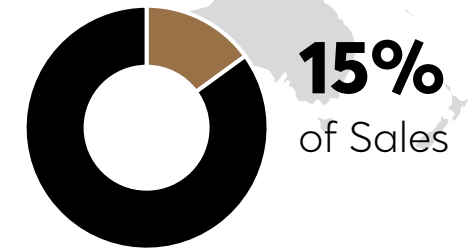
543 EUR million Sales
~**1,600** Points of sale
98 Freestanding retail stores
11% Employees

EUROPE (INCL. MIDDLE EAST AND AFRICA)



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

ASIA/PACIFIC



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

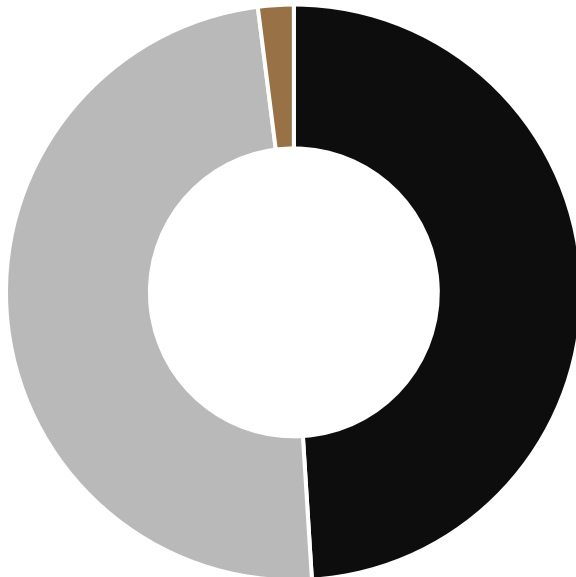
OPERATED BY HUGO
BOSS INCLUDING
SHOP-IN-SHOPS AND
OUTLETS

SOURCING FOOTPRINT

WELL BALANCED REGIONAL SOURCING & PRODUCTION MIX

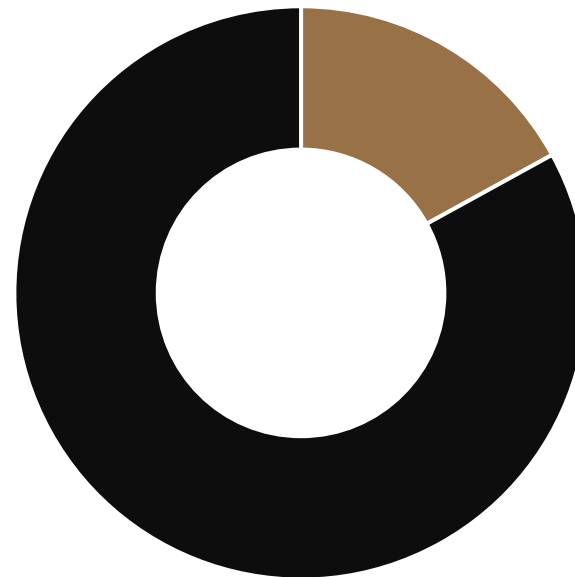
REGIONALLY BALANCED STRATEGIC SOURCING MIX

Asia 49% Americas 2% Europe 49%



OWN PRODUCTION COMPLEMENTS THIRD-PARTY SOURCING ACTIVITIES

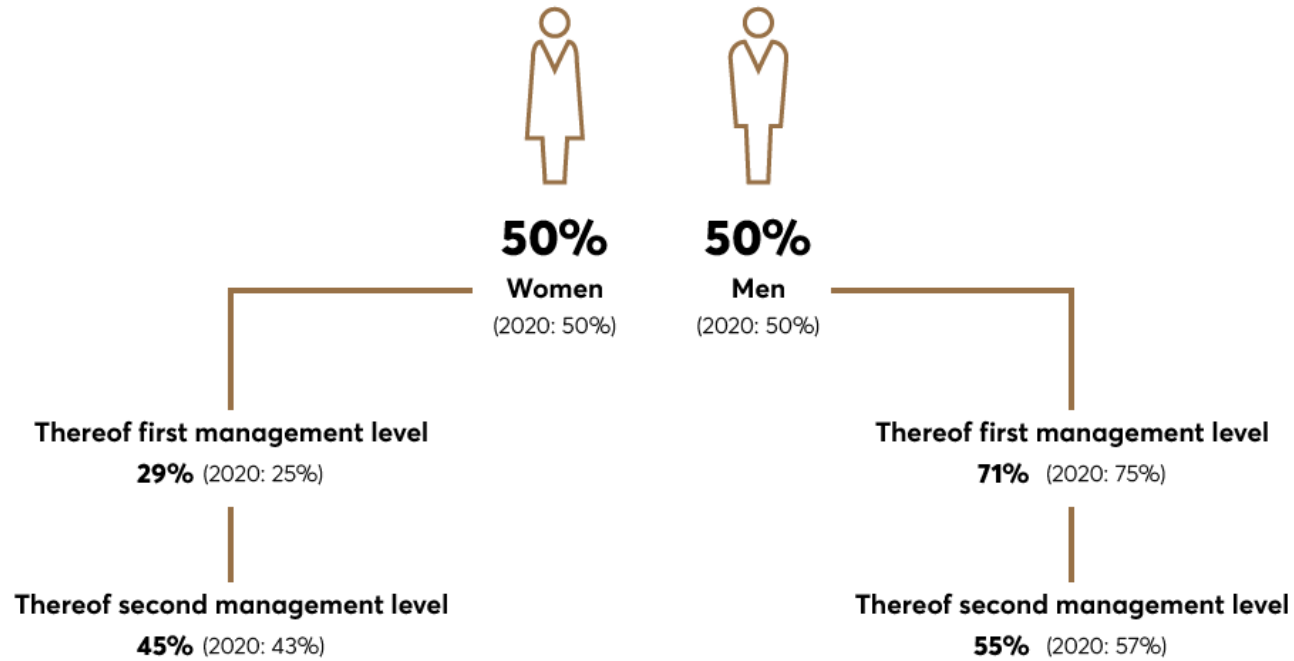
External Sourcing 83% Own Production 17%



14%
Izmir, Turkey
(Largest single source of production)

STRONG ORGANIZATIONAL SET-UP

EMPLOYEES IN MANAGEMENT (2021)




EMPLOYEE SATISFACTION

76%

CONDUCTED ANNUALLY WITH GREAT PLACE TO WORK® GERMANY




HIGHLY EXPERIENCED MANAGEMENT TEAM WITH MULTI-YEAR INDUSTRY EXPERTISE AND SUCCESSFUL TRACK RECORD




DANIEL GRIEDER
CEO
JOINED HUGO BOSS IN 2021



YVES MÜLLER
CFO
JOINED HUGO BOSS IN 2017



OLIVER TIMM
CSO
JOINED HUGO BOSS IN 2021



HEIKO SCHAEFER
COO
JOINED HUGO BOSS IN 2020

FURTHER STRENGTHENED BY A STRONG TEAM OF INDUSTRY EXPERTS WITH SELECTIVE ADDITIONS & MULTI-YEAR EXPERIENCE



MAIA SULLIVAN
SVP GLOBAL MARKETING & BRAND COMMUNICATIONS
JOINED HUGO BOSS IN 2021




KRISTINA SZASZ
SVP BOSS WOMENSWEAR
JOINED HUGO BOSS IN 2021




CHRISTOPHER KÖRBER
MANAGING DIRECTOR HUGO BOSS TICINO & SVP TICINO BU
JOINED HUGO BOSS IN 2021




JUDITH SUN
MANAGING DIRECTOR GREATER CHINA
JOINED HUGO BOSS IN 2021




JESPER REISMANN
SVP OMNICHANNEL
JOINED HUGO BOSS IN 2022




LUIS GONZAGA MARTINEZ-RIESGO
SVP SOURCING & PRODUCTION
JOINED HUGO BOSS IN 2021




ANDREAS STREUBIG
SVP GLOBAL CORPORATE RESPONSIBILITY & PUBLIC AFFAIRS
JOINED HUGO BOSS IN 2017




LUIGI BOIOCCHI
MANAGING DIRECTOR EMERGING MARKETS & RUS+
JOINED HUGO BOSS IN 2021



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

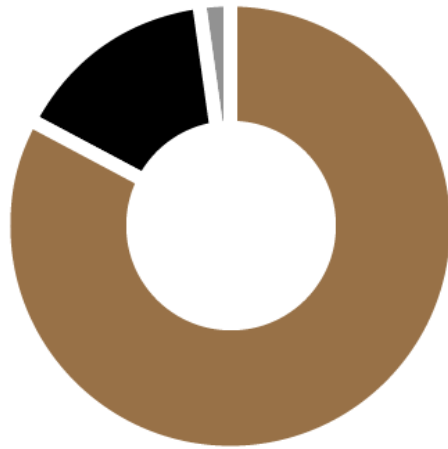
LTI PROVIDES STRONG INCENTIVES FOR:

- 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

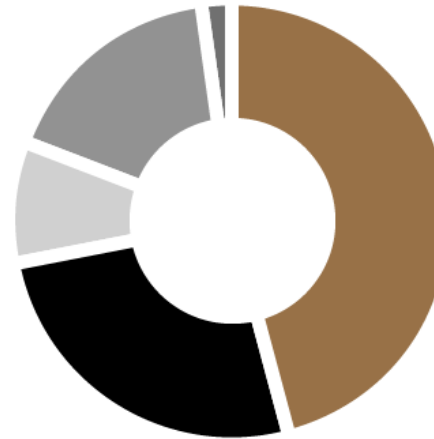
SHAREHOLDER STRUCTURE

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



- 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)

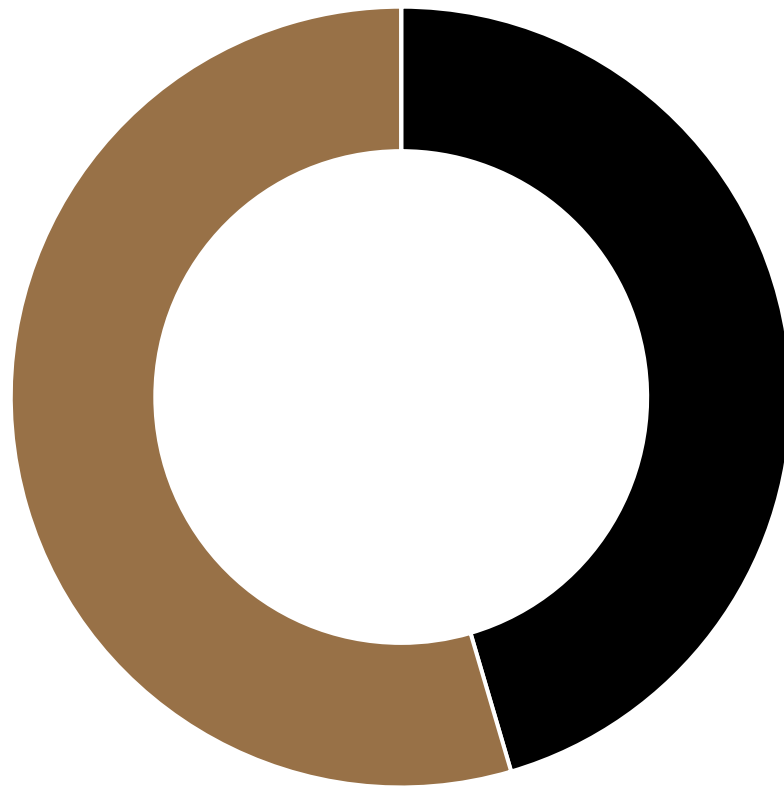
~43,000

**TOTAL NUMBER OF
SHAREHOLDERS**

~12%

**OF SHARES HELD BY
PRIVATE SHAREHOLDERS**

ANALYST RECOMMENDATIONS



■ Buy: 10

■ Hold: 12

■ Sell: 0

As of April 14, 2022.

~25

**ANALYSTS ARE
COVERING HUGO BOSS**

SHARE PRICE TARGET

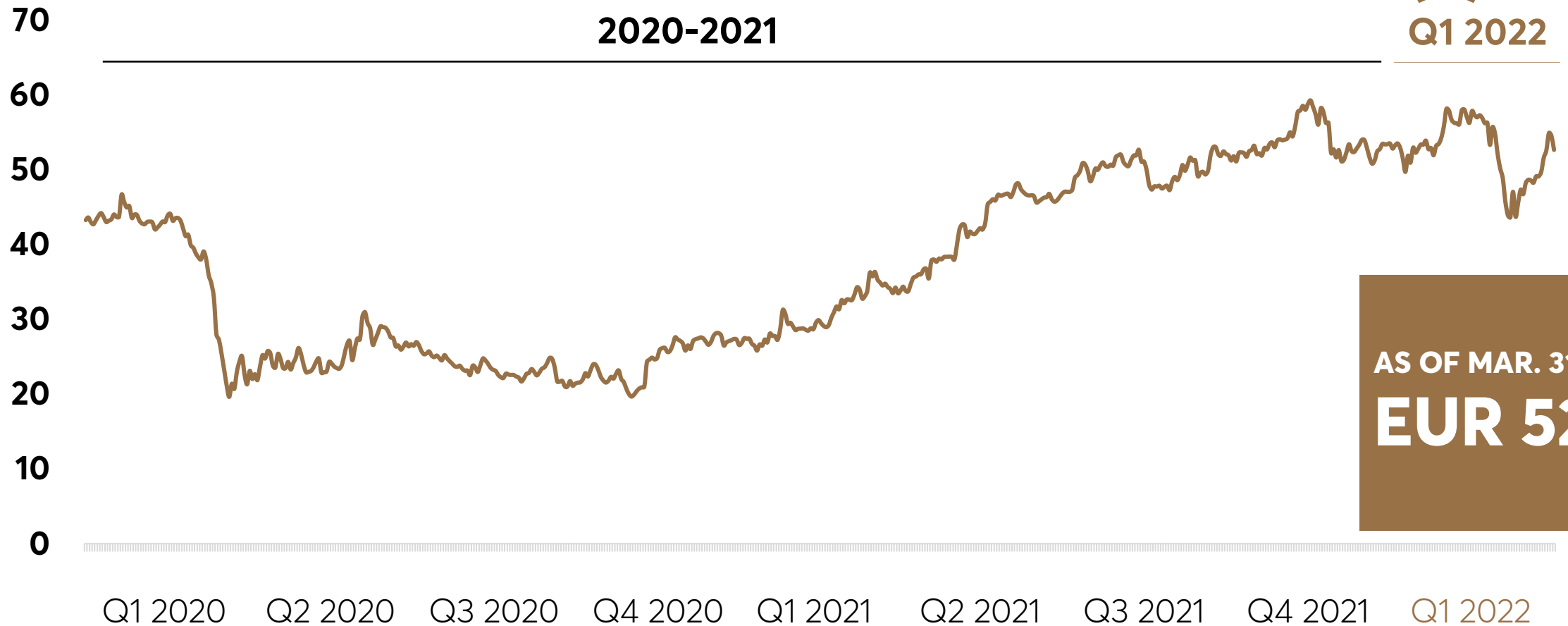
59.32

EUR

HUGO BOSS SHARE PRICE

+24%
2020-2021

(2)%
Q1 2022



AS OF MAR. 31, 2022
EUR 52.64

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.