

HUGO BOSS

VIRTUAL ANNUAL  
SHAREHOLDERS' MEETING  
**2021**

MAY 11, 2021



HUGO BOSS

# YVES MÜLLER

CHIEF FINANCIAL OFFICER &  
SPOKESPERSON OF THE MANAGING BOARD



# AGENDA

**1** **BUSINESS PERFORMANCE**  
IN FISCAL YEAR 2020

**2** **STRATEGIC**  
INITIATIVES

**3** **EXPECTATIONS**  
FOR FISCAL YEAR 2021



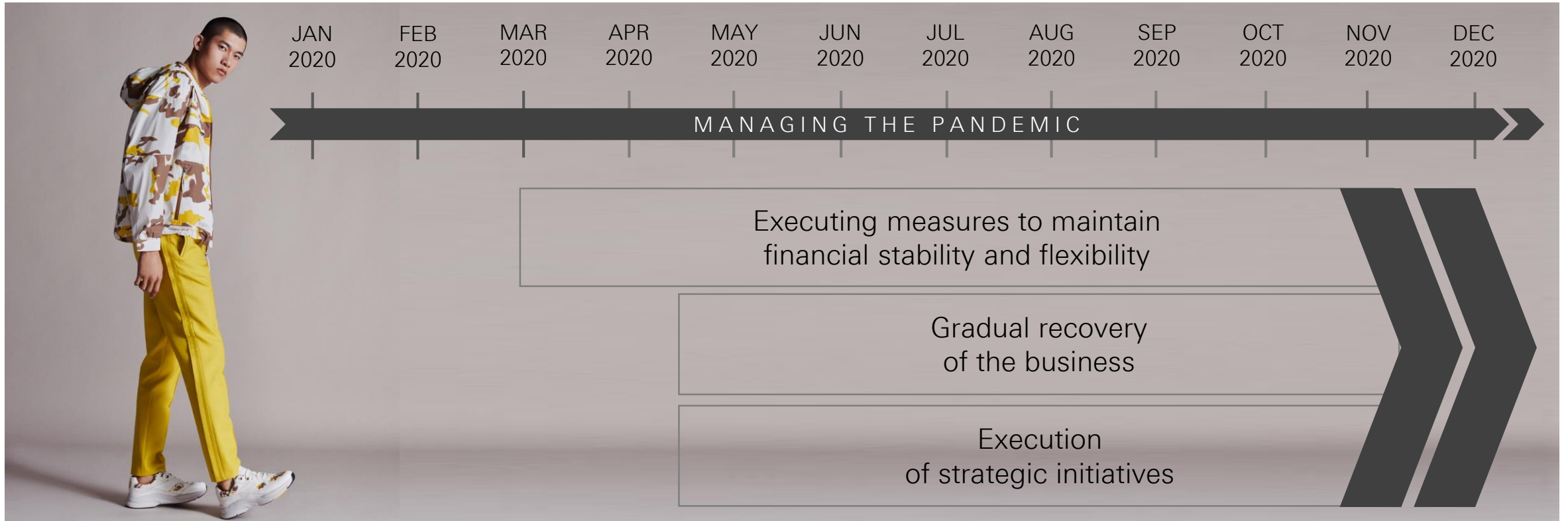
HUGO BOSS FULLY  
LIVES UP TO ITS

**CORPORATE  
RESPONSIBILITY**



# Key priorities

## while managing the pandemic





# Successful execution of measures to protect financial stability

## Strict cost management

~ EUR **200** million\*

- Lower marketing and selling and distribution expenses
- Payroll savings achieved
- Elimination of non-business-critical operating expenses

## Postponement of investments

~ EUR **70** million

- Postponement of store openings and renovations
- Non-essential IT investments halted

## Protection of inventory position

~ EUR **300** million

- Own production adjusted to lower demand
- Significant cutback in merchandise inflow
- Cautious approach with regard to never-out-of-stock business

## Retention of net profit

~ EUR **190** million

- Suspension of the dividend payment except for the legal minimum dividend
- Retention of net profit strengthens financial flexibility



# Strong free cash flow generation

despite implications of the pandemic



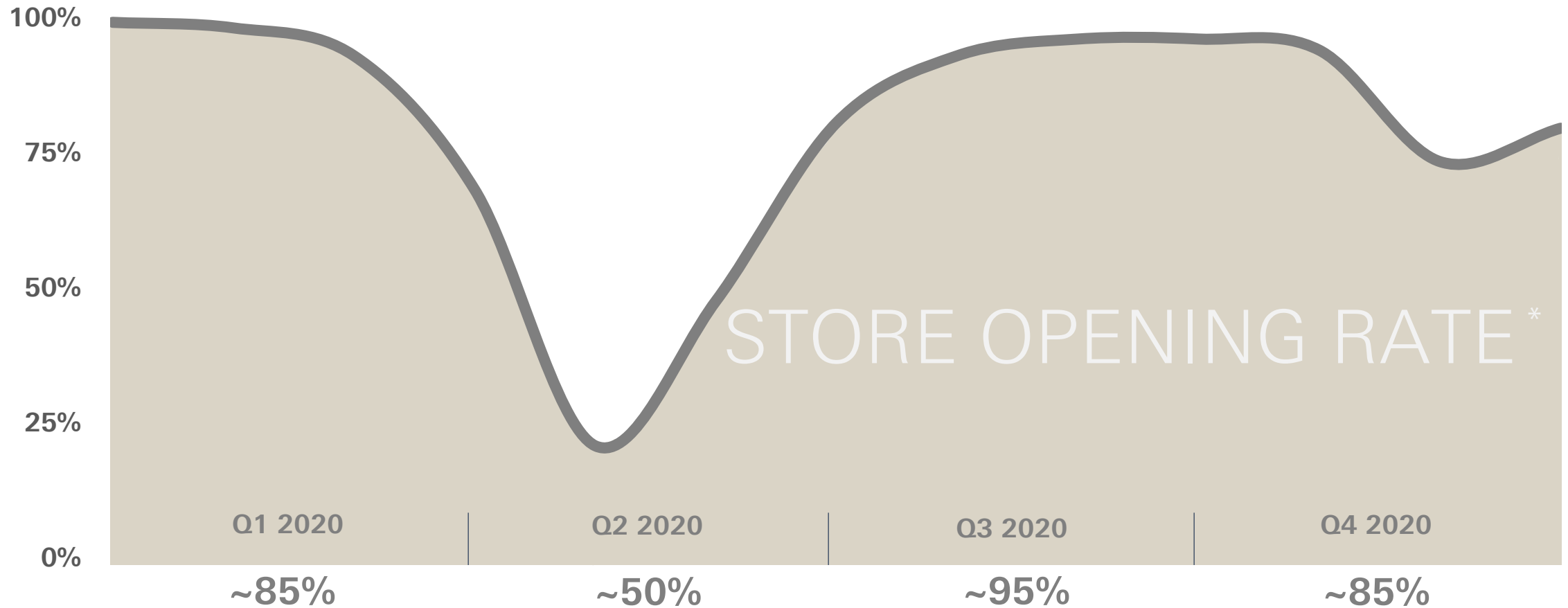
Successful execution of **comprehensive measures** safeguards cash flow

**Revolving syndicated loan** of EUR 633 million only utilized to a small extent

**Additional credit commitments** totaling EUR 275 million not drawn yet

**Net financial debt** only slightly above the prior-year level

# ~20% of global store network closed on average in fiscal year 2020



\* NUMBER OF OWN RETAIL POINTS OF SALE NOT AFFECTED BY TEMPORARY CLOSINGS DIVIDED BY TOTAL NUMBER OF OWN RETAIL POINTS OF SALE



# Implications of the pandemic weigh on **brick-and-mortar business**



\* CURRENCY-ADJUSTED

# Third consecutive year with strong **double-digit online sales growth**

+49%\*

EUR  
>200  
MILLION



## EUROPE SALES \*\*

**(31)**%\*

Key markets, including **the UK, Germany,** and **France** with low to mid-double-digit sales declines

Markets in **southern Europe** particularly hit by lower tourist flows



Lockdowns in **Europe**  
weigh on sales development



## AMERICAS SALES

(42)%\*

Business in **the U.S.** and **Canada** severely impacted by temporary store closures and lower tourist flows

**Local demand** picks up noticeably over the course of the year



Gradual business recovery in the **Americas** in the second half of the year

## ASIA/PACIFIC SALES

(20)%\*

**Mainland China** records gradual recovery with return to double-digit growth during the second quarter

Key markets such as **Japan, Hong Kong** and **Macao** suffer noticeably from the implications of the pandemic



Double-digit sales growth in mainland China drives recovery in **Asia/Pacific**

## Casualwear trend continues to gain in importance

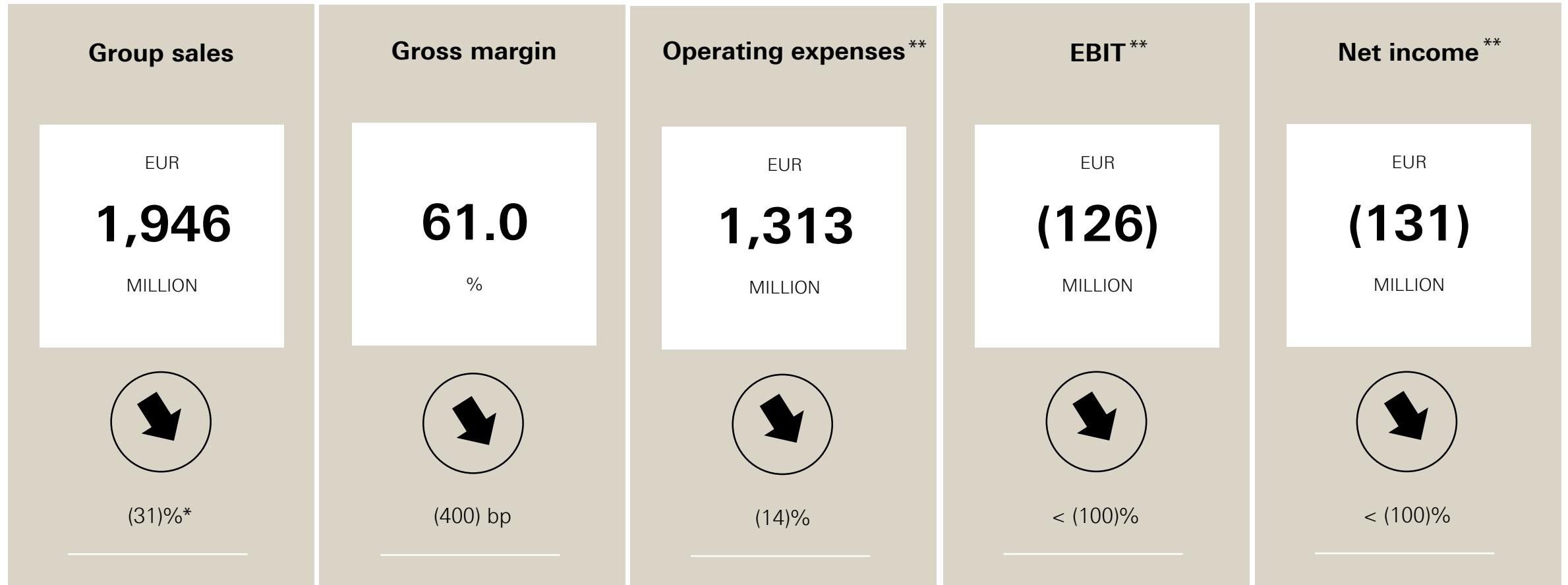




# First-class product offering across all wearing occasions



# Execution of comprehensive **cost-saving measures** limits EBIT decline



\* CURRENCY-ADJUSTED

\*\* EXCLUDING NON-CASH IMPAIRMENT CHARGES IN THE AMOUNT OF EUR 110 MILLION

# HUGO BOSS share price performance

# 2020



CLOSING PRICE  
DEC. 31, 2020

**EUR 27.29**

**(37)%\***

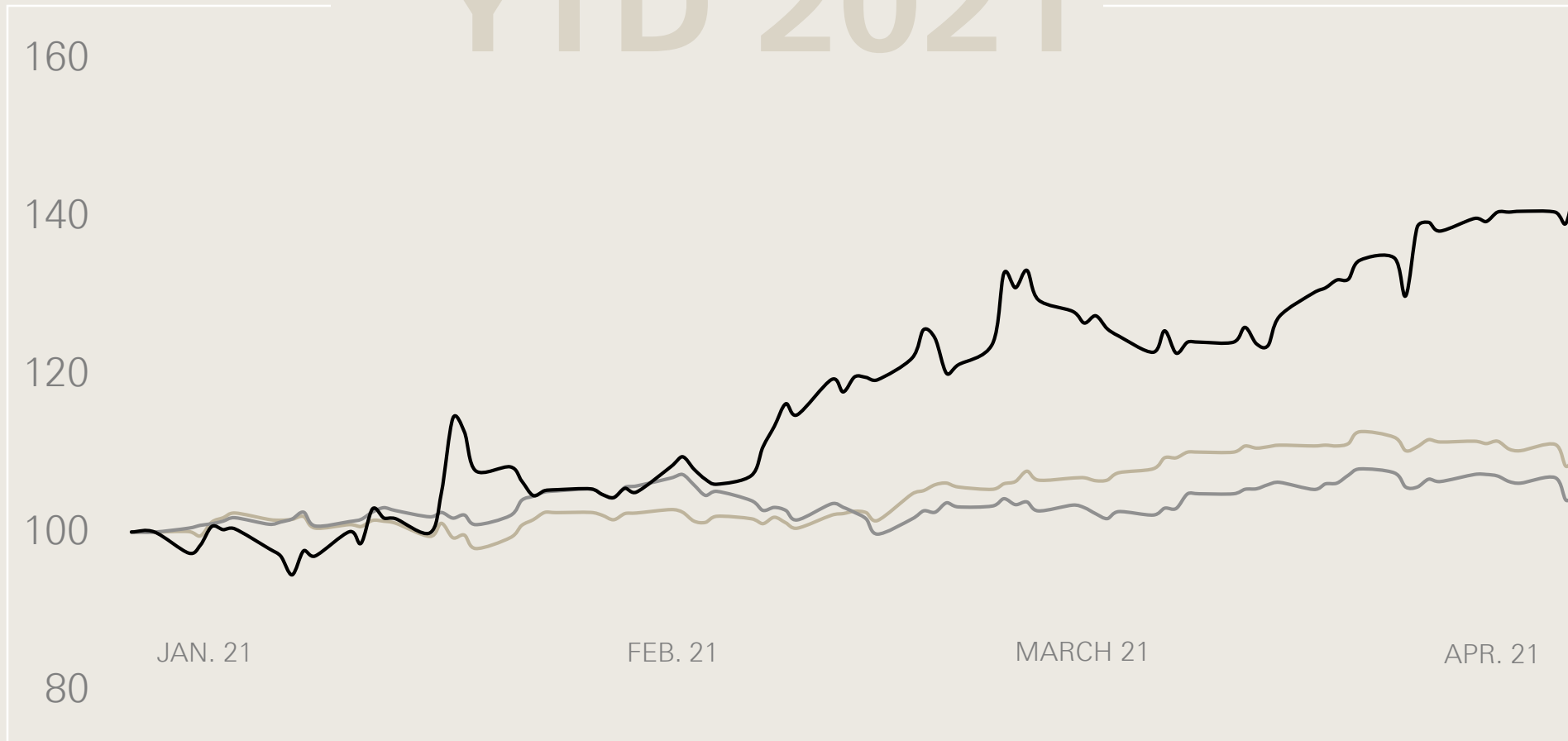
— DAX — MDAX — HUGO BOSS

\* BASED ON CLOSING PRICE AS OF DECEMBER 31, 2020  
(INDEX: DECEMBER 31, 2019 = 100)



# HUGO BOSS share price performance

## YTD 2021



CLOSING PRICE  
MAY 5, 2021

**EUR 39.95**

**+46%\***

— DAX — MDAX — HUGO BOSS

\* BASED ON CLOSING PRICE AS OF MAY 5, 2021  
(INDEX: DECEMBER 31, 2020 = 100)

PUSHING AHEAD  
WITH EXECUTION OF

STRATEGIC  
PRIORITIES

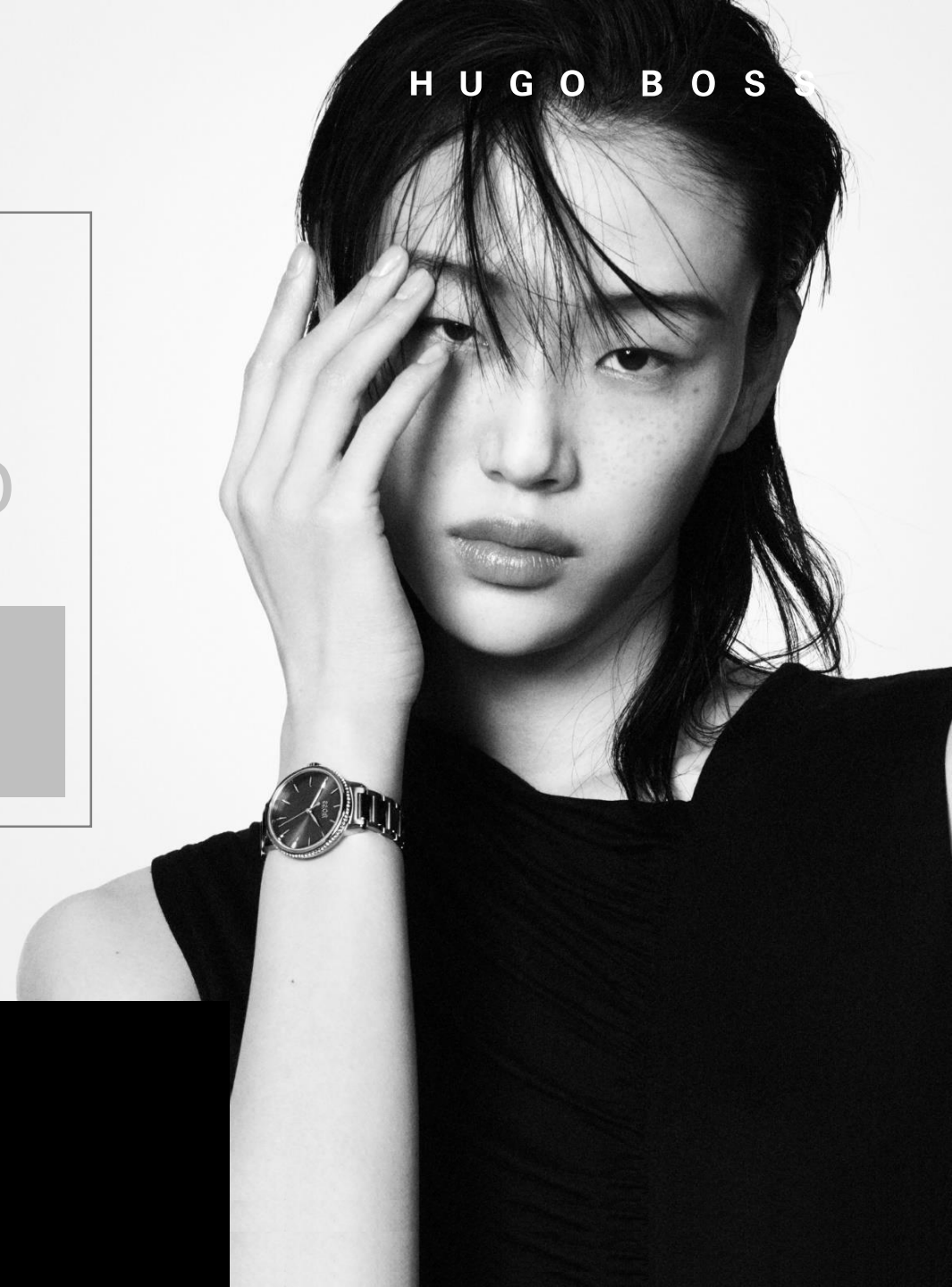


10%

REVENUE SHARE  
IN 2020

+8%

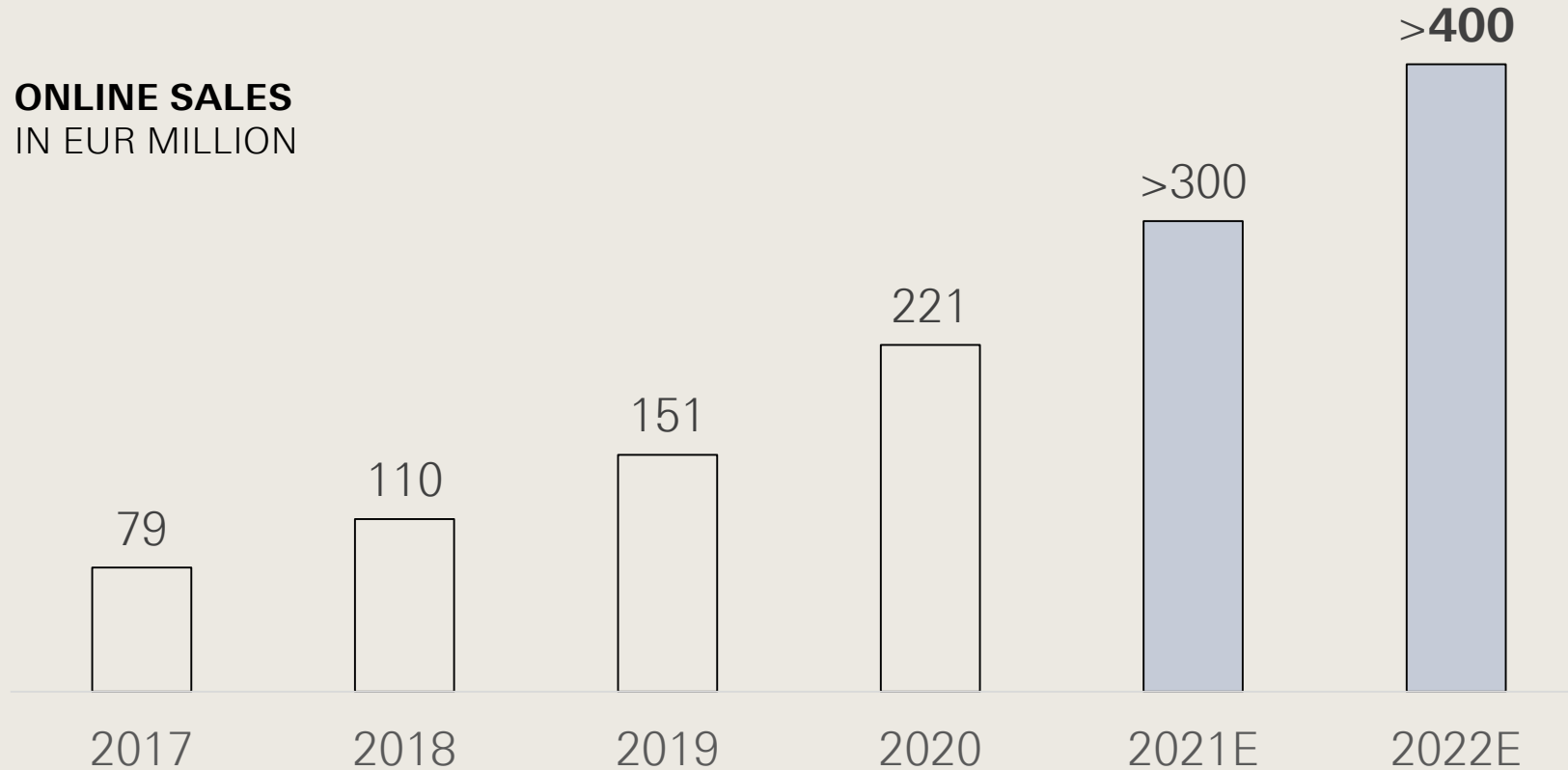
SALES GROWTH  
(CAGR)  
2017 - 2020



Exploiting the full potential  
of **mainland China**



**ONLINE SALES**  
IN EUR MILLION



**SALES TARGET 2022**

**>400**

EUR MILLION

**Online business** continues its double-digit growth trajectory

50%

OF BOSS AND HUGO PRODUCTS  
DEVELOPED DIGITALLY  
ALREADY TODAY



Digital product development  
**shortens development times**

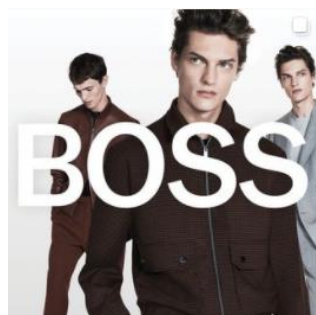
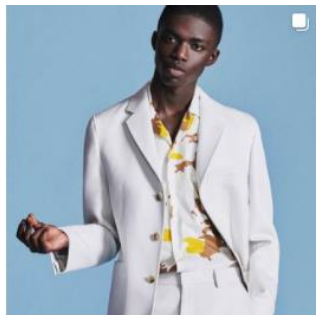
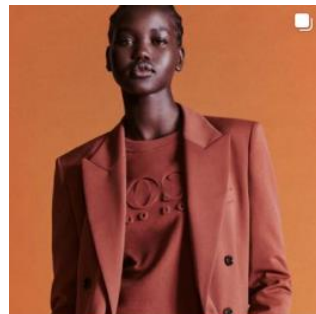
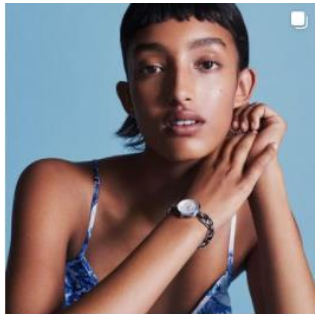
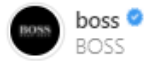
DRIVING

BRAND  
DESIRABILITY



# BOSS and HUGO

strengthen community engagement on social media



AVERAGE NUMBER OF  
LIKES PER POST

MORE THAN

**2X**

2020 VS. 2019

INSTAGRAM  
FOLLOWERS

GROW

**double-digit**

2020 VS. 2019



# Chris Hemsworth

is the global face of BOSS



# BOSS x AJBXNG

gains further momentum



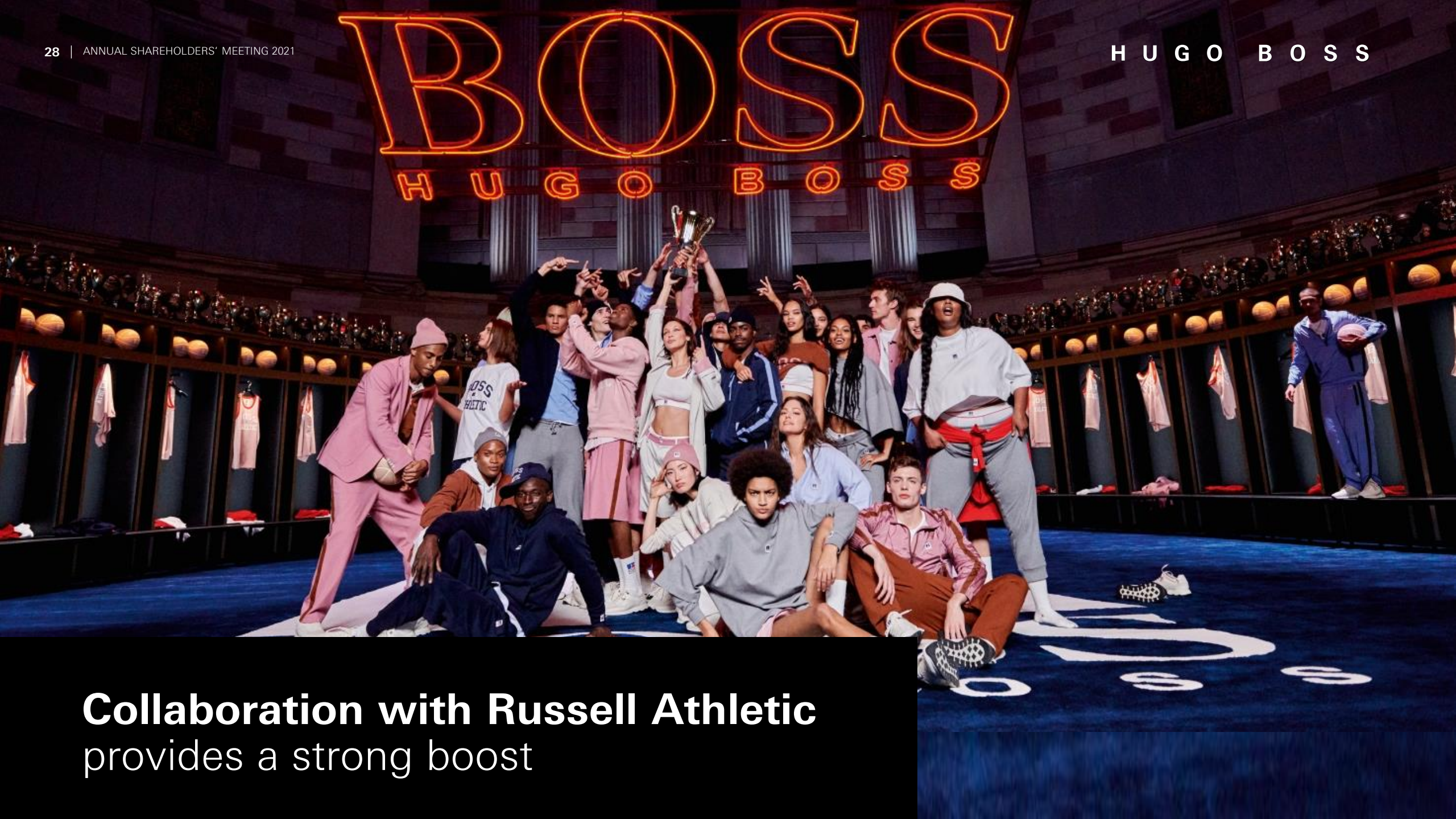
**FATHER'S DAY  
CAMPAIGN**





Cooperation with Caro Daur  
strengthenens **BOSS Womenswear**





**Collaboration with Russell Athletic**  
provides a strong boost

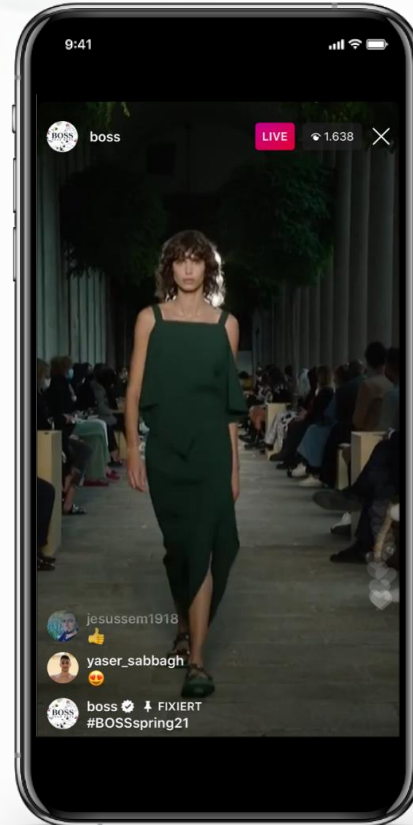




Highly successful collaboration  
with the **NBA**

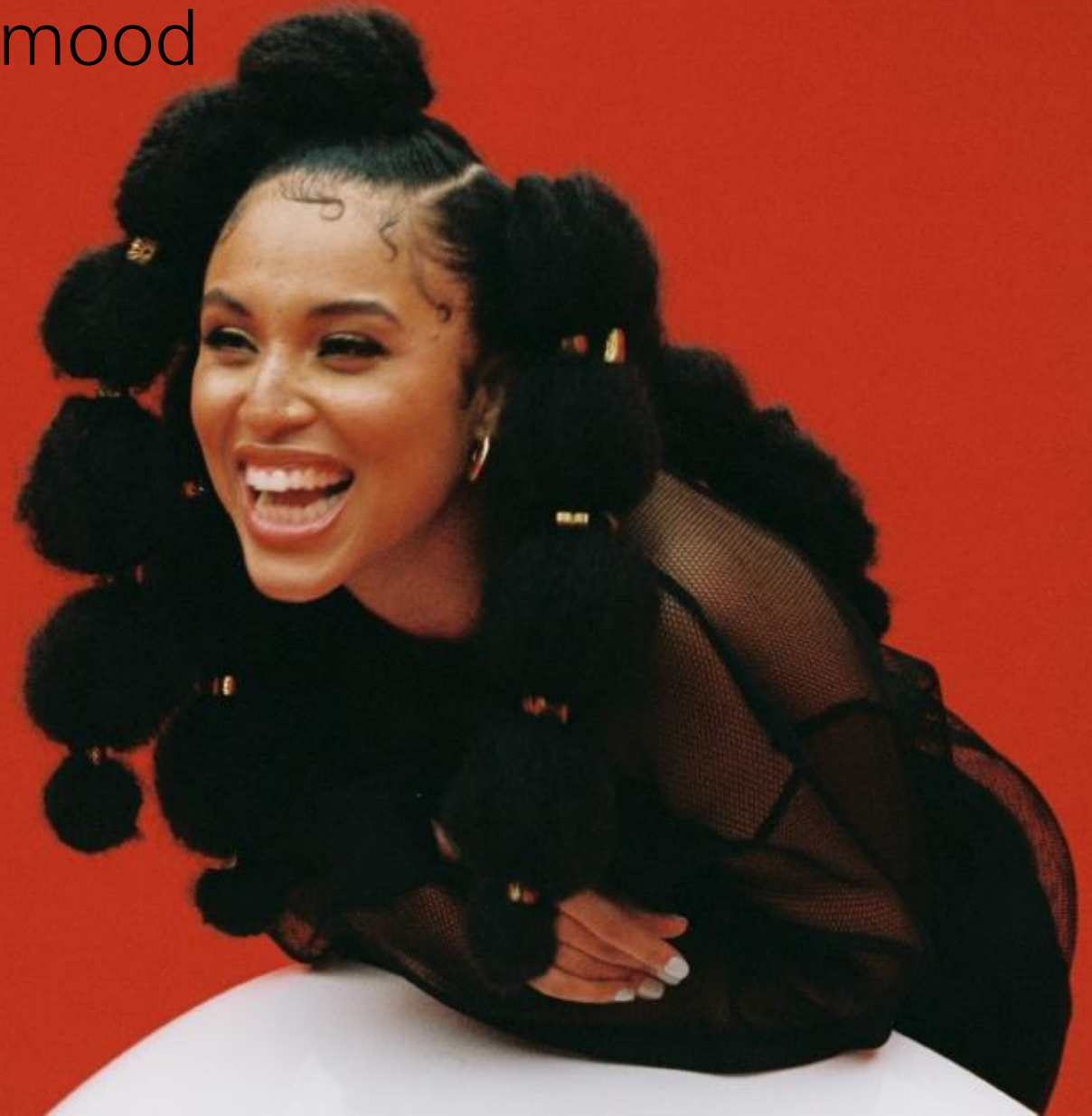
# Fashion Show in Milan

accompanied by brand event in Shanghai





**HUGO Louder** reflects the mood  
of younger generations

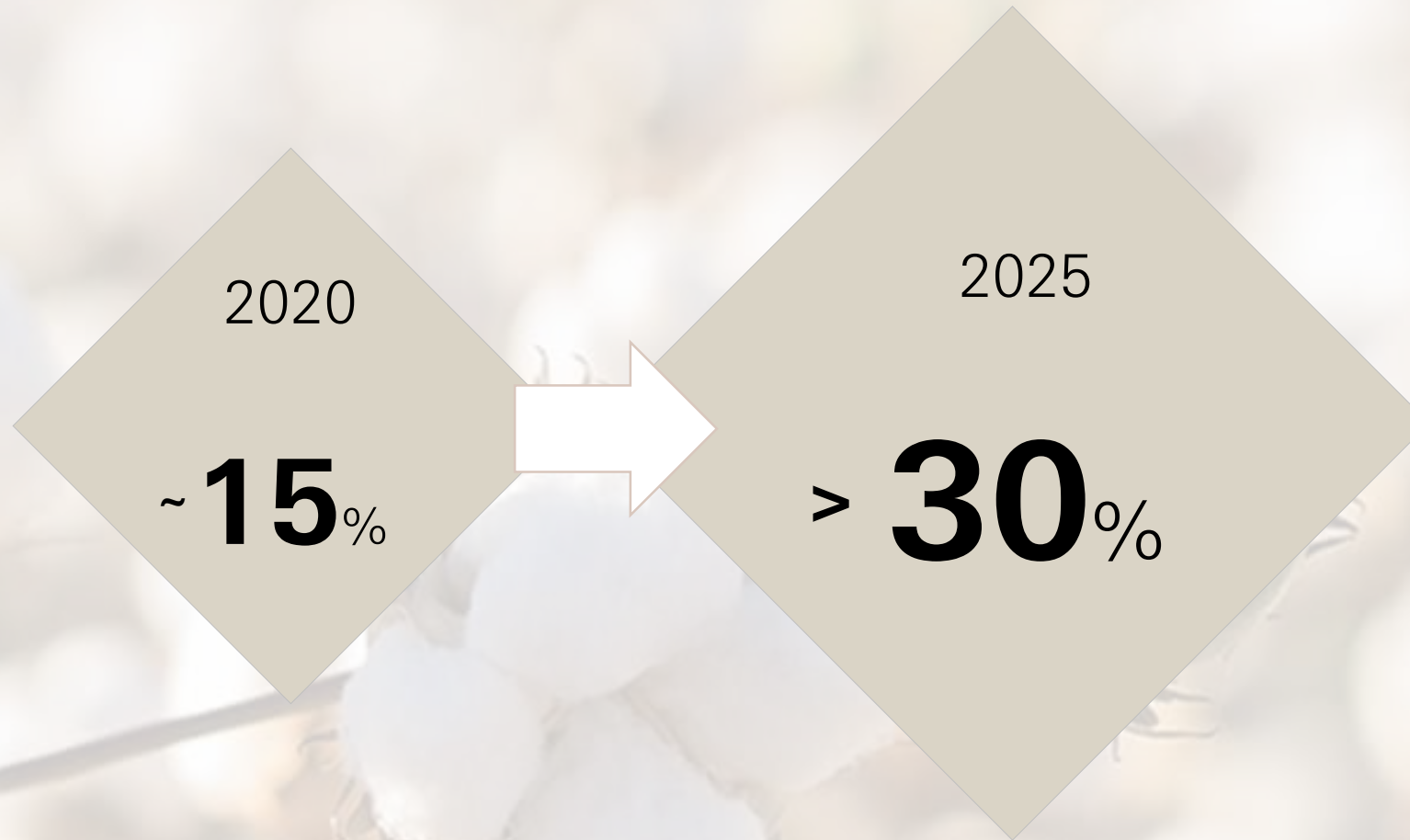






**Partnership with Liam Payne**  
successfully continued





**Share of RESPONSIBLE styles**  
to double by 2025



**30% reduction in CO<sub>2</sub> emissions  
by 2030**





HUGO BOSS included in the **DJSI World**  
for the fourth consecutive year



HUGO BOSS and its brands  
stand for **diversity**



# Business recovery continues in the first quarter of 2021

**GROUP SALES**

**(8)%\***

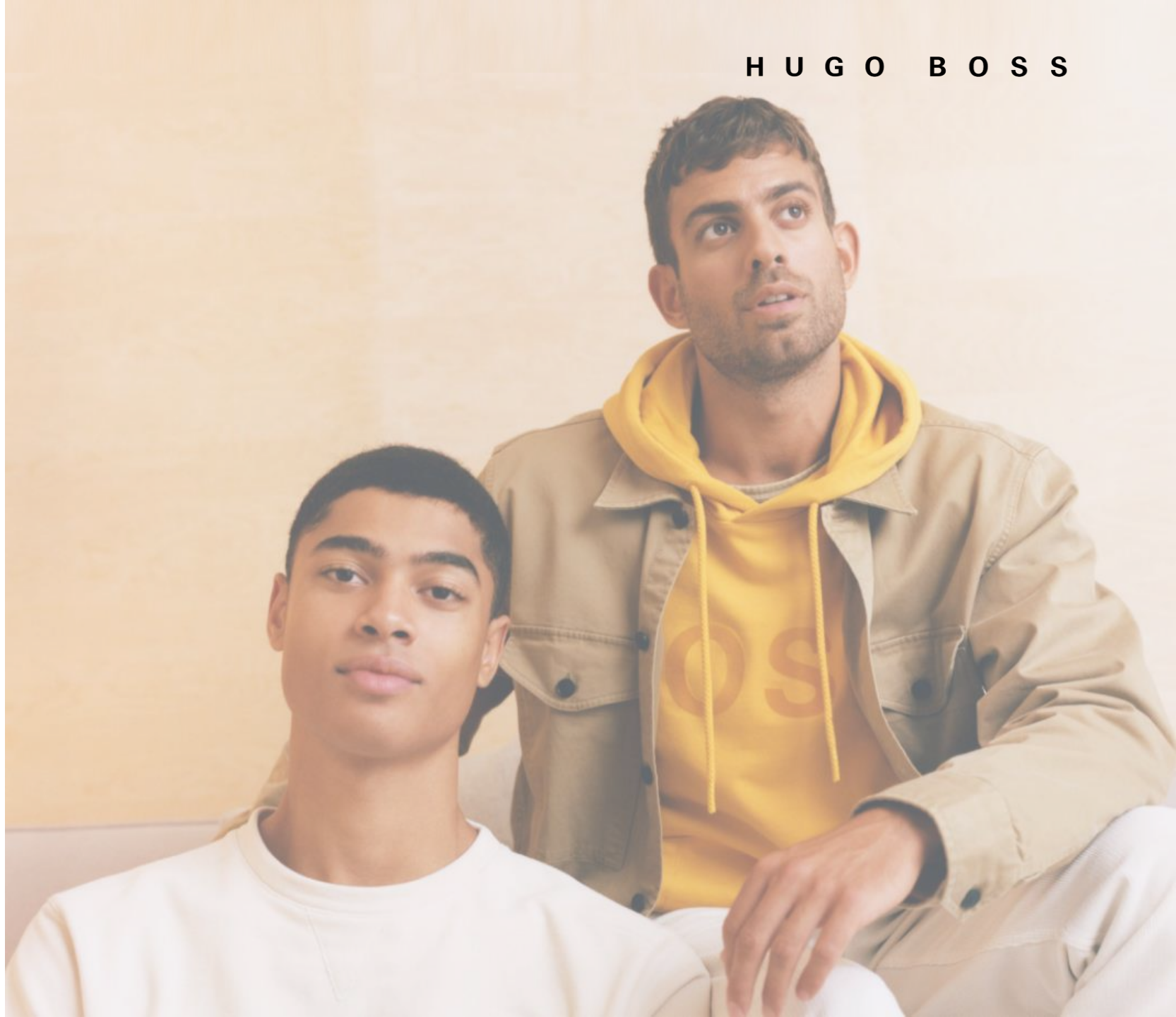
**EBIT**

**+1** EUR MILLION



# Expectations for full year 2021

HUGO BOSS



BUSINESS MODEL OF  
HUGO BOSS GEARED TOWARD

**LONG-TERM SUCCESS  
& SUSTAINABLE GROWTH**





THANK  
YOU!

