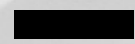




# INVESTOR MEETING PRESENTATION



**HUGO BOSS**

**Q2 2022**

01

**CLAIM 5  
STRATEGY**

02

**Q2 2022  
RESULTS**

03

**GENERAL  
INFORMATION**

**AGENDA** AGENDA AGEND

# 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



# FINANCIAL AMBITION 2025

GROUP  
SALES

€ 4B  
in 2025

SALES  
GROWTH

~ 6%  
CAGR 2019 - 2025

EBIT  
MARGIN

~ 12%  
OF GROUP SALES

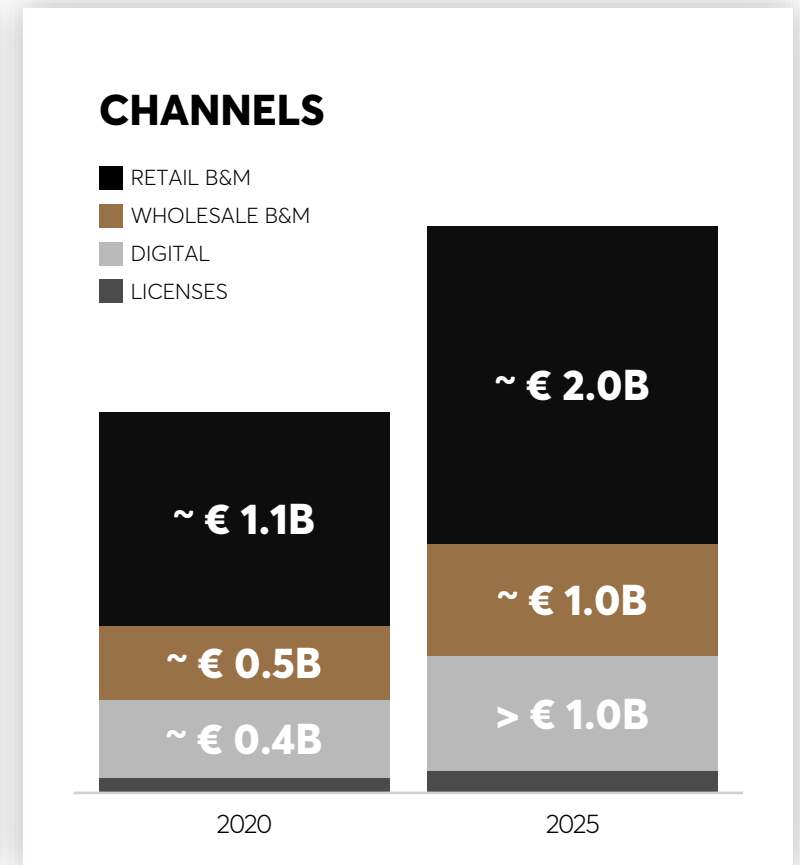
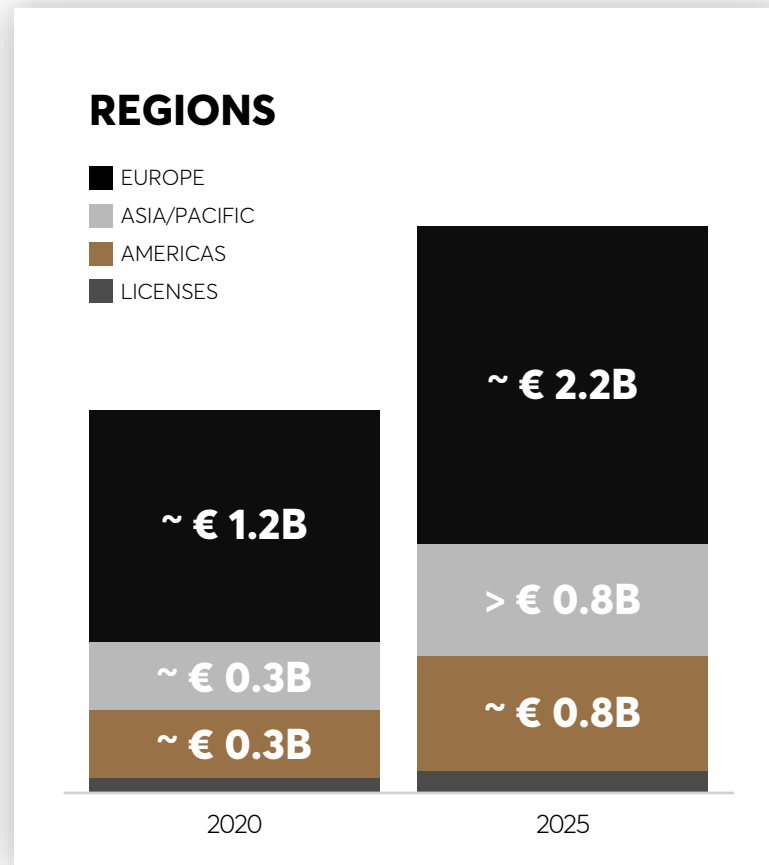
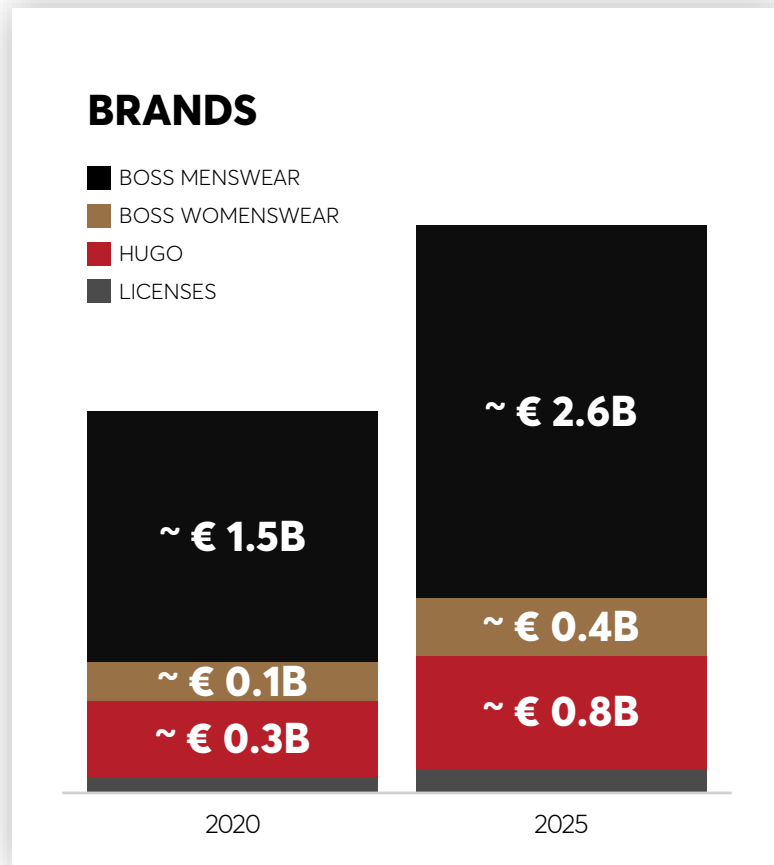
EBIT  
GROWTH

~ 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

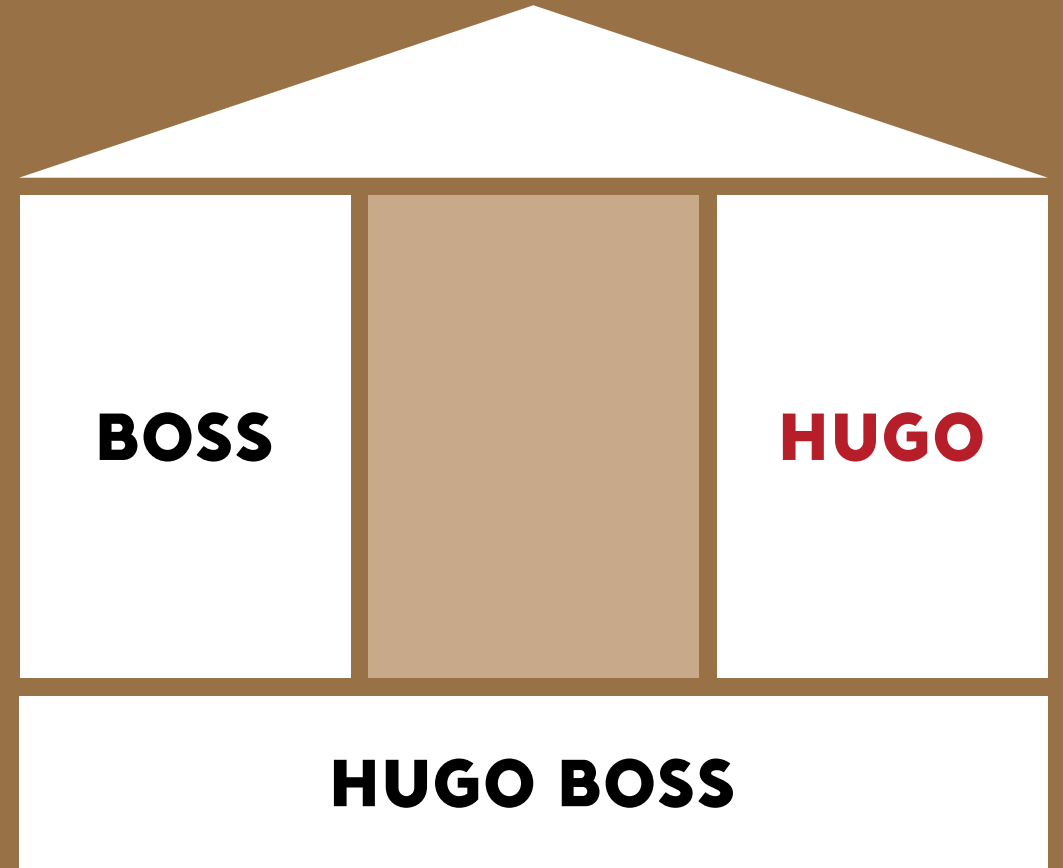
CLAIM 1





# — 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

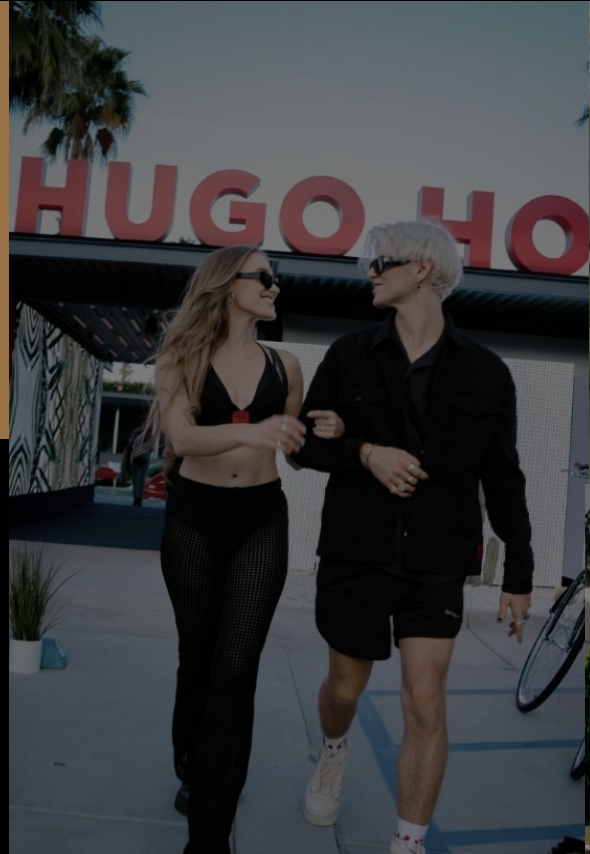
**FIRST  
TOUCHPOINT  
FOR  
CONSUMERS**



# ENGAGING MARKETING INITIATIVES CREATE STRONG BUZZ FOR BOSS AND HUGO



~ **30** BN  
Impressions  
within <6 months



~ **1** BN  
Social  
engagements  
within <6 months



# FALL/WINTER 2022 CAMPAIGNS TO KEEP UP BRAND RELEVANCE



**BOSS**





# PRODUCT IS KING

**CLAIM 2**



# 24/7 LIFESTYLE BRAND



**DESK**

**DINNER**

**WEEKEND**

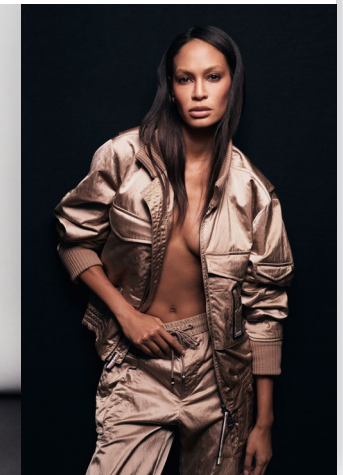
**TRAVEL**

**ATHLEISURE**

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



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

New logo

Iconic colors

HUGO  
monogram

HUGO



# UNIQUE CAPSULE COLLECTIONS DRIVE FURTHER EXCITEMENT



**BOSS X KHABY**



**BOSS X ALICA**



**HUGO X BAPE**



# 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

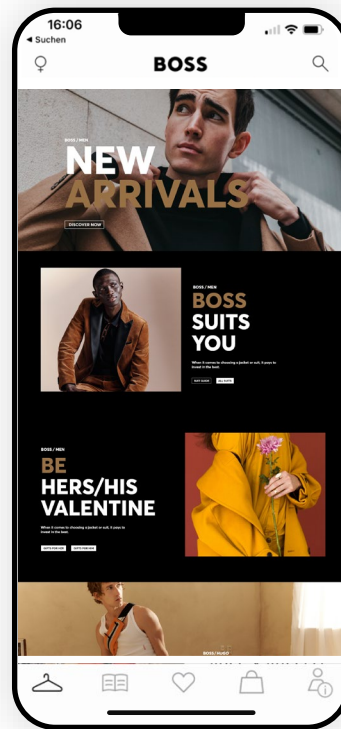
SITE PERFORMANCE

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**





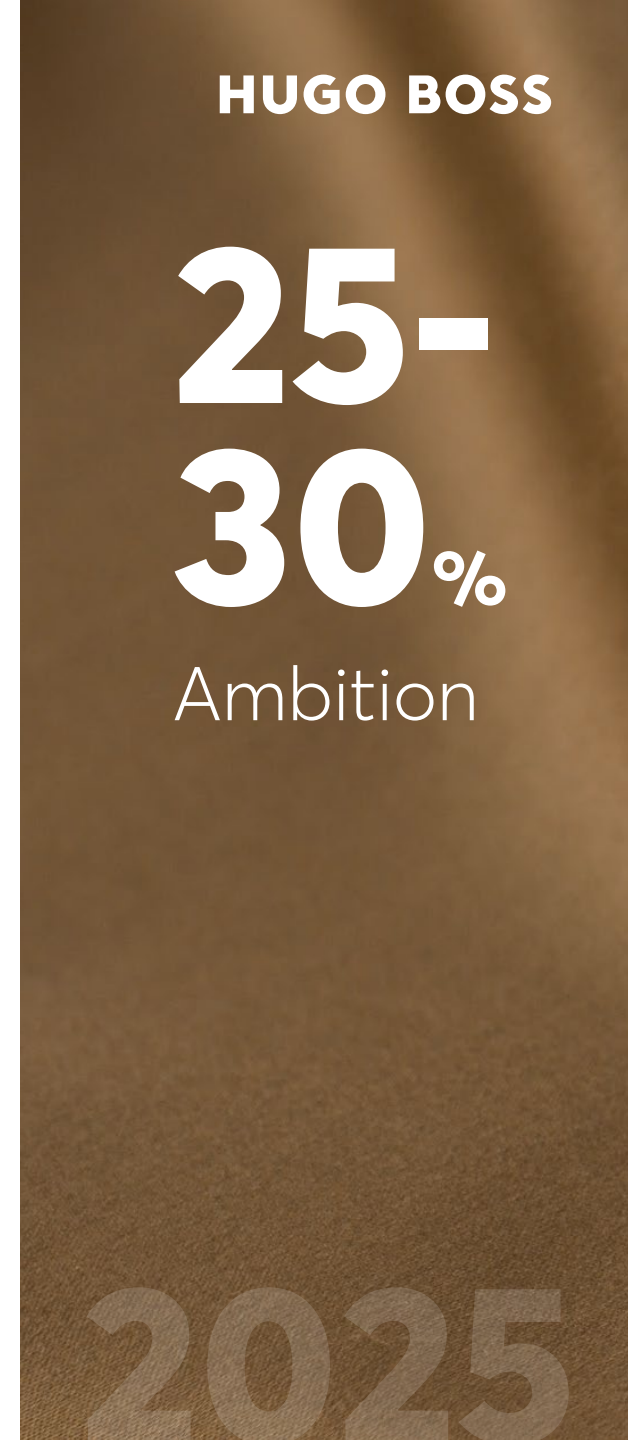


# REBALANCE OMNICHANNEL

CLAIM 4



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



# BRINGING THE RETAIL EXPERIENCE TO THE NEXT LEVEL

## NEW LOOK & FEEL

Bringing the branding refresh to life across all regions

## SALES PRODUCTIVITY

Improvement by **+3%** per year

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

**BOSS STORE  
LONDON, OXFORD STREET  
OPENING: JUNE 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

**&**



# 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

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**



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

**5<sup>TH</sup> TIME IN A ROW**

**2<sup>ND</sup> 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

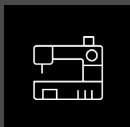
## OUR UNDERSTANDING OF MORE SUSTAINABLE PRODUCTS

HUGO BOSS products always fulfill these criteria

Main criteria for RESPONSIBLE styles

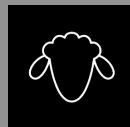
### STRIVE FOR HIGHEST QUALITY & LONGEVITY

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





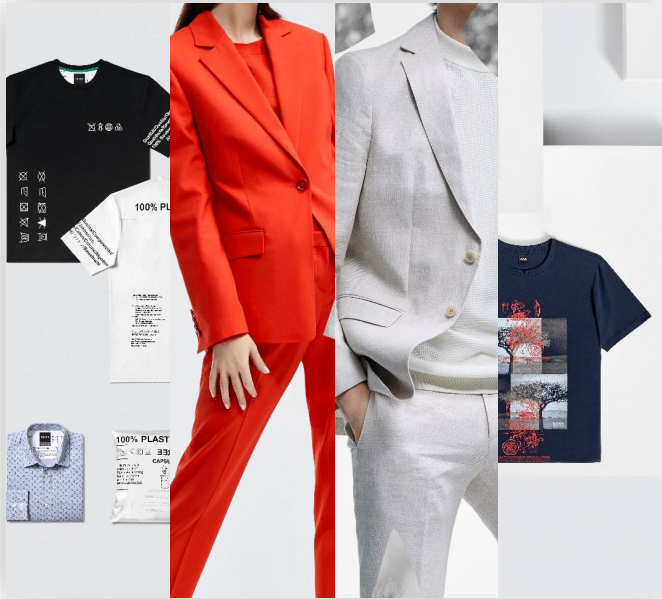







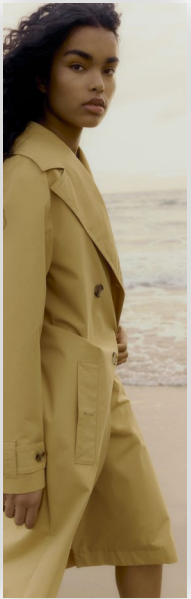


### USE MORE SUSTAINABLE MATERIALS

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

# 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

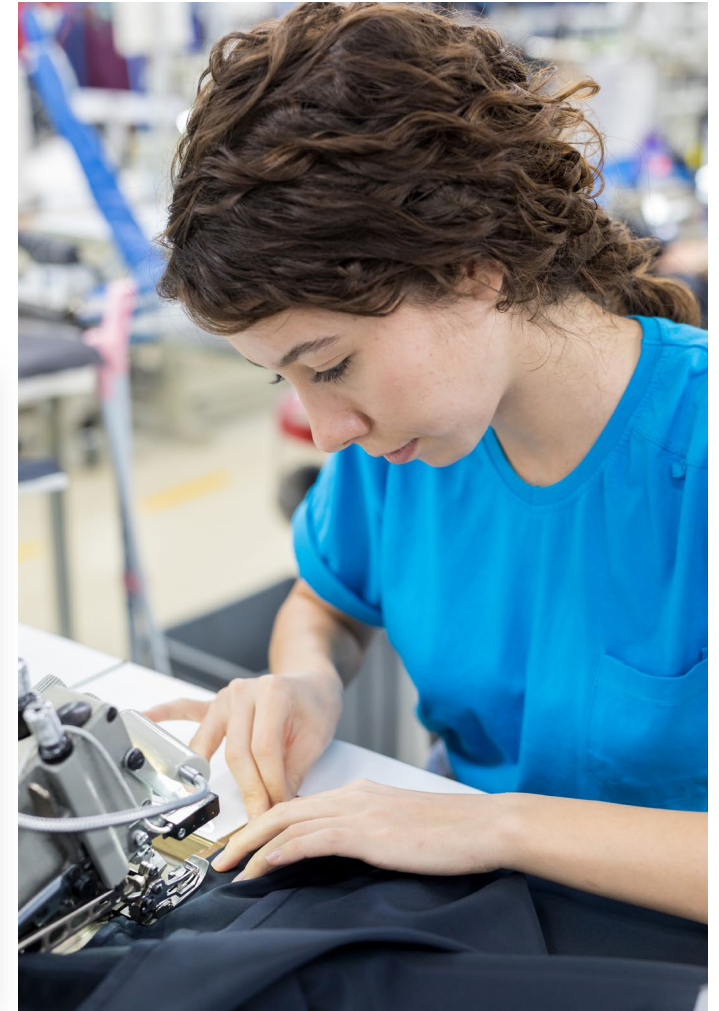


e.g. question catalogues,  
contracts incl. Supplier Code  
of Conduct, on-site social  
audits

## 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**





**SECOND  
QUARTER  
2022  
RESULTS**



**HUGO BOSS**

Q2 2022



**HUGO BOSS ACHIEVES  
RECORD RESULTS IN Q2 2022**

**GROUP SALES**

**878**

**EUR MILLION**

**+34%\***

**VS Q2 2021**

**EBIT**

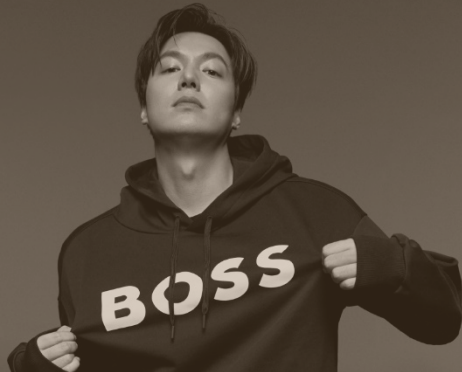
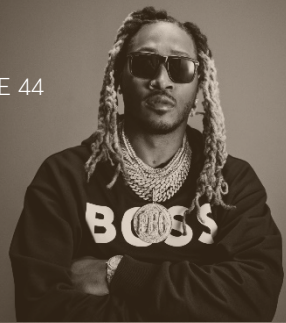
**100**

**EUR MILLION**

**+136%**

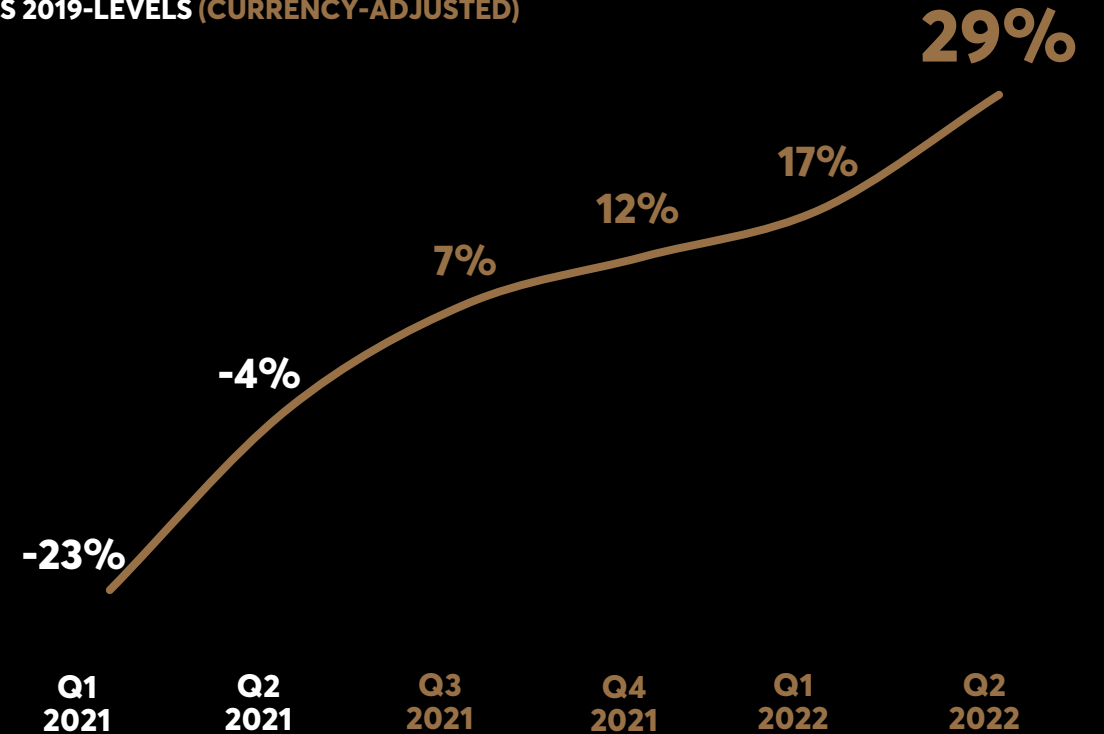
**VS Q2 2021**

\*CURRENCY-ADJUSTED

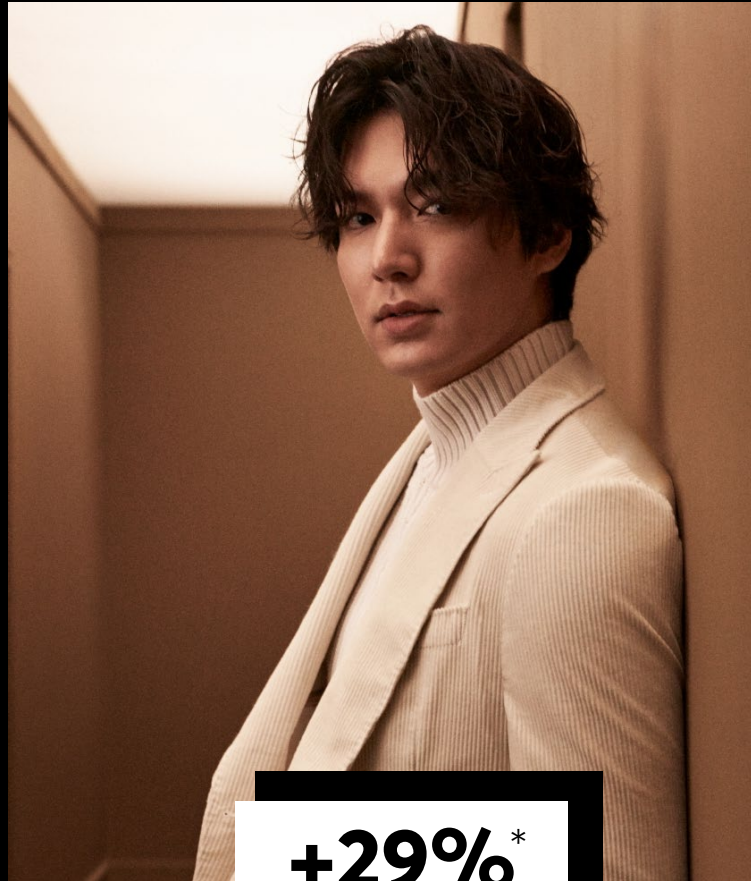


## EXECUTION OF "CLAIM 5" ACCELERATES MOMENTUM

GROUP SALES DEVELOPMENT  
VS 2019-LEVELS (CURRENCY-ADJUSTED)



# BRAND AND PRODUCT INITIATIVES SPUR MOMENTUM FOR BOSS AND HUGO



**+29%\***

VS Q2 2019

**BOSS MENSWEAR**



**+6%\***

VS Q2 2019

**BOSS WOMENSWEAR**



**+39%\***

VS Q2 2019

**HUGO**

# MOMENTUM IN EUROPE FURTHER ACCELERATES



## EUROPE SALES

INCL. MIDDLE EAST AND AFRICA

**+36%\***

vs Q2 2019

- ▶ Momentum fueled by robust local demand as well as return of tourism
- ▶ Double-digit improvements in key markets such as the UK, France, and Germany
- ▶ Eastern Europe and Middle East record double-digit and triple-digit growth, respectively

\*CURRENCY-ADJUSTED

# ROBUST CONSUMER DEMAND DRIVES MOMENTUM IN THE AMERICAS



## AMERICAS SALES

**+38%\***

vs Q2 2019

- ▶ All of the region's markets with double-digit sales increases compared to 2019
- ▶ Strong momentum in the U.S. market supported by further progress in fostering 24/7 brand image
- ▶ Latin America with particular strength, as revenues more than double versus 2019 levels

\*CURRENCY-ADJUSTED

# COVID-19-RELATED RESTRICTIONS WEIGH ON SENTIMENT IN CHINA



## ASIA/PACIFIC SALES

**(4)%<sup>\*</sup>**

vs Q2 2019

- ▶ Development across markets differs materially in the second quarter
- ▶ Temporary store closures weigh on sentiment and traffic in mainland China in April and May
- ▶ Double-digit growth in South East Asia & Pacific, with momentum accelerating across key markets

\*CURRENCY-ADJUSTED



## MOMENTUM STRONGLY ACCELERATES IN BRICK-AND-MORTAR BUSINESS

### RETAIL

Robust store productivity improvements  
driven by increase in traffic

**+19%\***  
**VS Q2 2019**

### WHOLESALE

Strong demand from wholesale  
partners for BOSS and HUGO collections

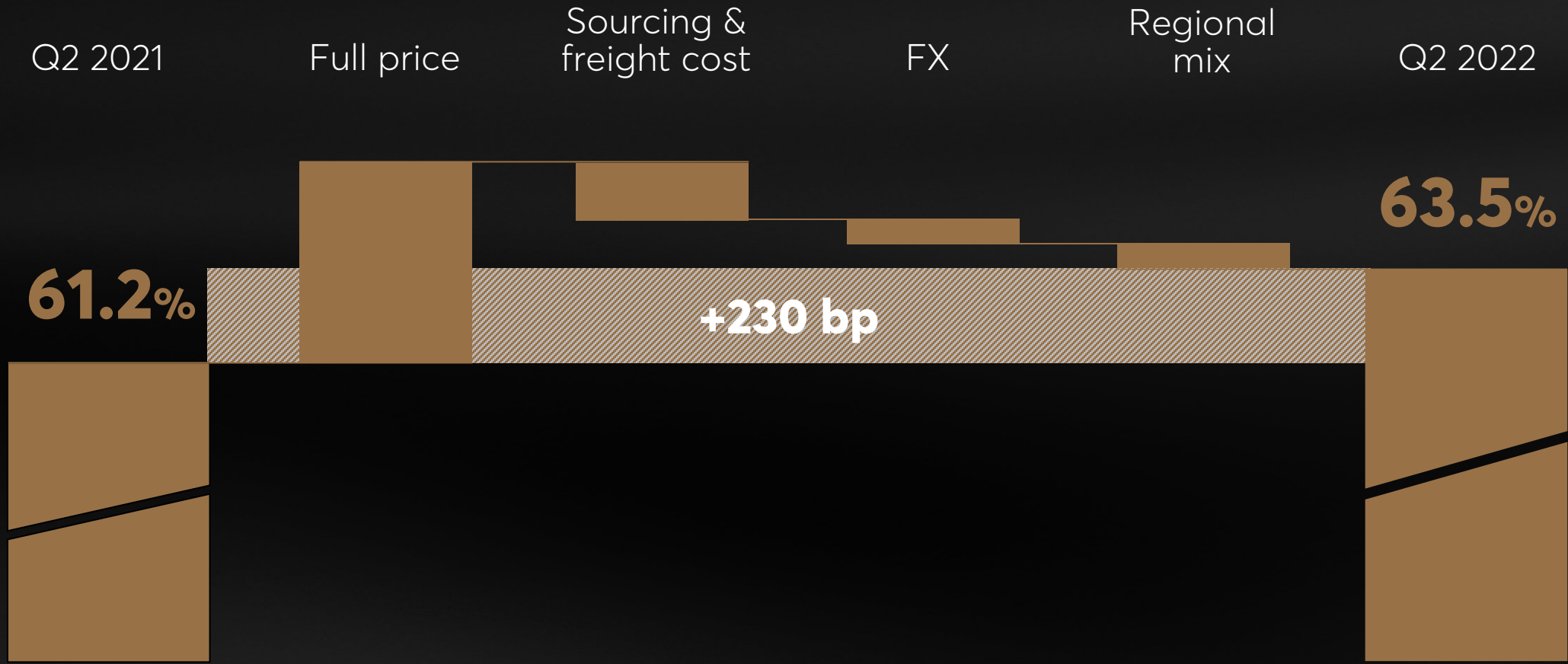
**+18%\***  
**VS Q2 2019**

### DIGITAL

Triple-digit improvements  
across all digital touchpoints

**+128%\***  
**VS Q2 2019**

# GROSS MARGIN IMPROVEMENT DUE TO STRONG INCREASE IN FULL-PRICE SALES



## STRONG BOTTOM-LINE IMPROVEMENTS IN THE SECOND QUARTER

	Q2 2022	CHANGE
<b>GROSS MARGIN</b> IMPROVEMENT REFLECTS HIGHER SHARE OF FULL-PRICE SALES	<b>63.5%</b>	<b>+230</b> BP
<b>OPERATING EXPENSES</b> (IN % OF SALES) OPEX LEVERAGE DRIVEN BY STRONG TOP-LINE DEVELOPMENT	<b>52.2%</b>	<b>(240)</b> BP
<b>EBIT</b> INCREASE MAINLY REFLECTS HIGHER SALES AND GROSS MARGIN IMPROVEMENT	<b>100</b> EUR MILLION	<b>&gt;100%</b>
<b>EBIT</b> (IN % OF SALES) NOTICEABLE IMPROVEMENT DESPITE ONGOING INVESTMENTS IN "CLAIM 5"	<b>11.4%</b>	<b>+460</b> BP

# TRADE NET WORKING CAPITAL IMPROVES DESPITE INCREASE IN INVENTORIES

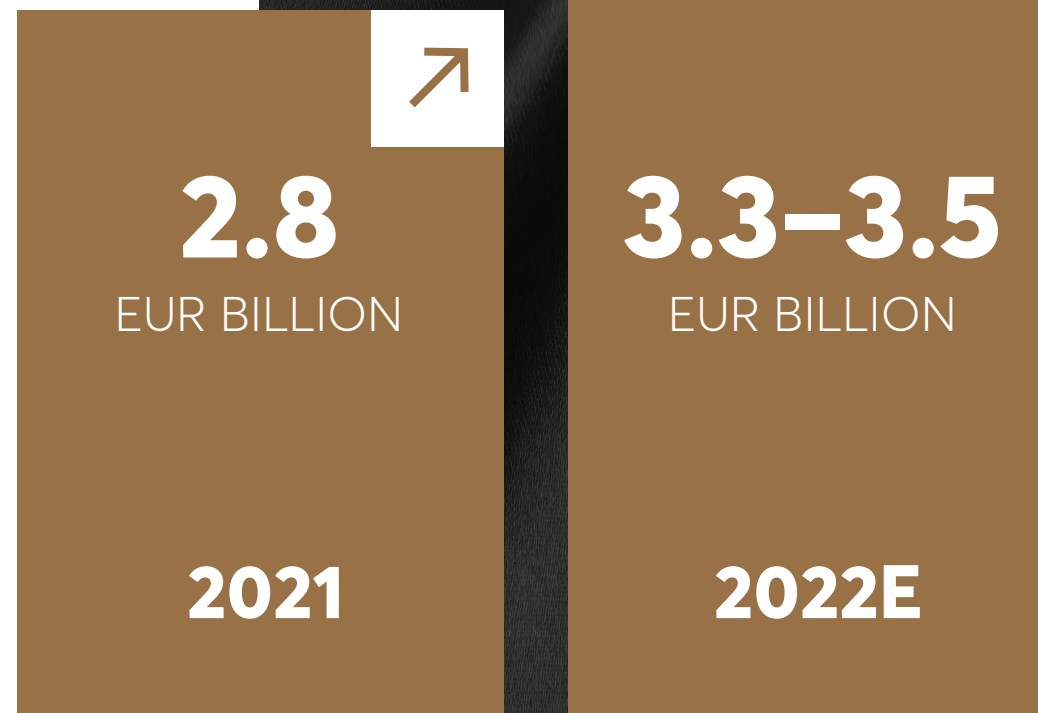
	JUNE 30, 2022	CHANGE
<b>TNWC</b> (IN % OF SALES) DECLINE DRIVEN BY STRONG SALES INCREASE AND HIGHER TRADE PAYABLES	<b>13.8%</b>	<b>(980) BP</b>
<b>INVENTORIES</b> PLANNED INCREASE TO SUPPORT FUTURE GROWTH EXPECTATIONS	<b>760</b> EUR MILLION	<b>+17%*</b>
<b>CAPITAL EXPENDITURE**</b> FOCUS ON OPTIMIZATION OF STORE NETWORK AND DIGITAL EXPANSION	<b>42</b> EUR MILLION	<b>+55%</b>
<b>FREE CASH FLOW**</b> IMPROVEMENTS IN EBIT MORE THAN OFFSET BY INCREASE IN INVENTORIES	<b>98</b> EUR MILLION	<b>(27)%</b>

\*CURRENCY-ADJUSTED

\*\*APRIL–JUNE 2022

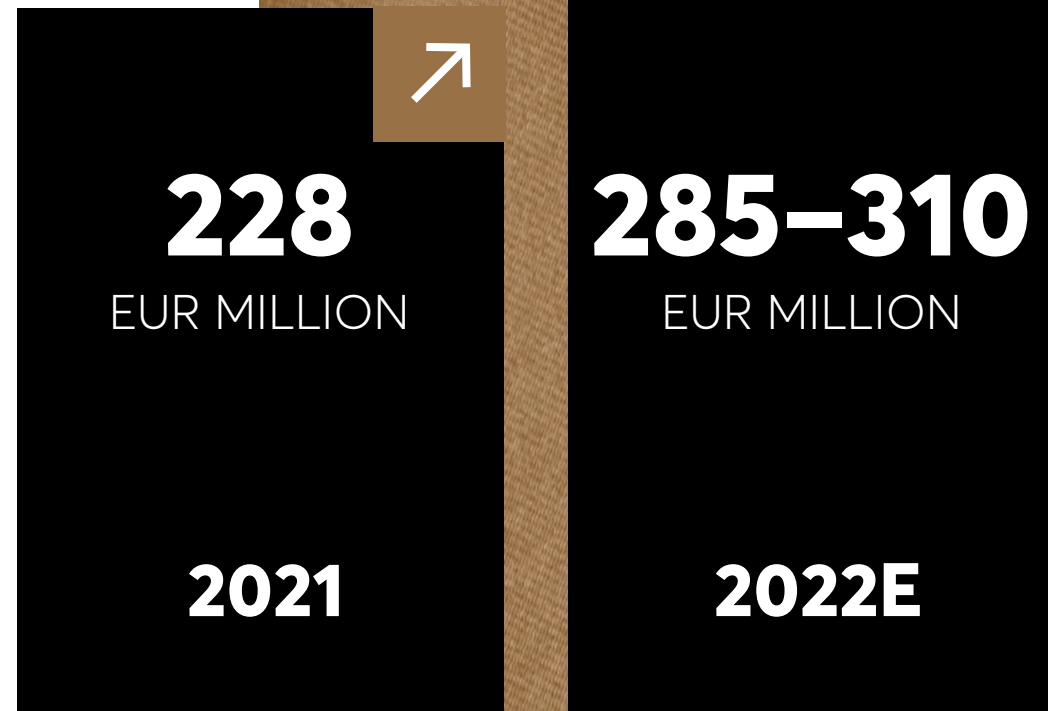
# SALES OUTLOOK FOR FULL YEAR 2022

- ▶ Increase in sales outlook following **strong top-line performance in H1** and **overall uptick in brand momentum**
- ▶ **Broad-based growth** expected across all brands, channels, and regions



# EBIT OUTLOOK FOR FULL YEAR 2022

- ▶ Increase in EBIT guidance despite **ongoing investments** as part of "CLAIM 5"
- ▶ Persisting **high levels of macroeconomic uncertainties** taken into account



## SUCCESSFUL EXECUTION OF "CLAIM 5" WELL ON TRACK

- ▶ **Significant acceleration** in top- and bottom-line growth in the second quarter
- ▶ FY2022 **guidance raised** following strong first-half-year results
- ▶ **Relentless implementation of "CLAIM 5"** remains top priority going forward



# **FINANCIAL CALENDAR & INVESTOR RELATIONS CONTACT**

**NOVEMBER**

**3**

**2022**

**PUBLICATION OF  
Q3 2022 RESULTS**

**CHRISTIAN STÖHR**

**VICE PRESIDENT INVESTOR RELATIONS**

**E-MAIL** [Christian\\_stoehr@hugoboss.com](mailto:Christian_stoehr@hugoboss.com)

**PHONE** +49 7123 94 80903

**LENA BIBERACHER**

**INVESTOR RELATIONS MANAGER**

**E-MAIL** [Lena\\_biberacher@hugoboss.com](mailto:Lena_biberacher@hugoboss.com)

**PHONE** +49 7123 94 - 84272





# **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**

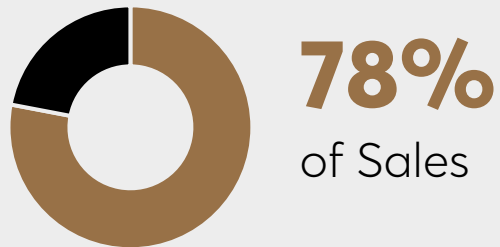
**6,800**

**POINTS  
OF SALE**

2021

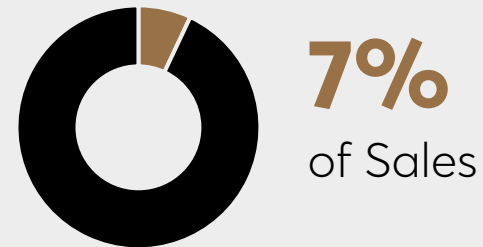
# SALES BY BRAND 2021

## BOSS MENSWEAR



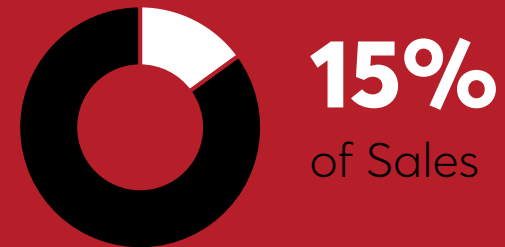
**2,181**  
EUR MILLION

## BOSS WOMENSWEAR



**192**  
EUR MILLION

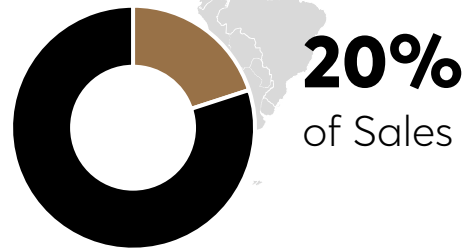
## HUGO



**413**  
EUR MILLION

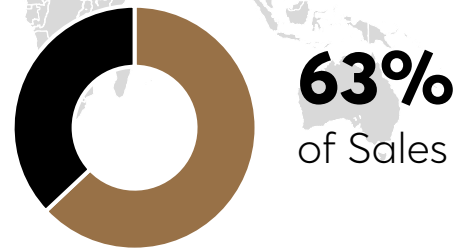
# HUGO BOSS GLOBAL MARKET PRESENCE

## AMERICAS



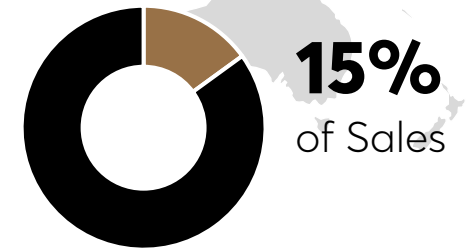
**543** EUR million Sales  
~**1,600** Points of sale  
**98** Freestanding retail stores  
**11%** Employees

## 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 CHANNEL<sup>1</sup> (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
<b>Total</b>	<b>2,786</b>	<b>100</b>	<b>1,946</b>	<b>100</b>	<b>43</b>	<b>43</b>

<sup>1</sup> 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**

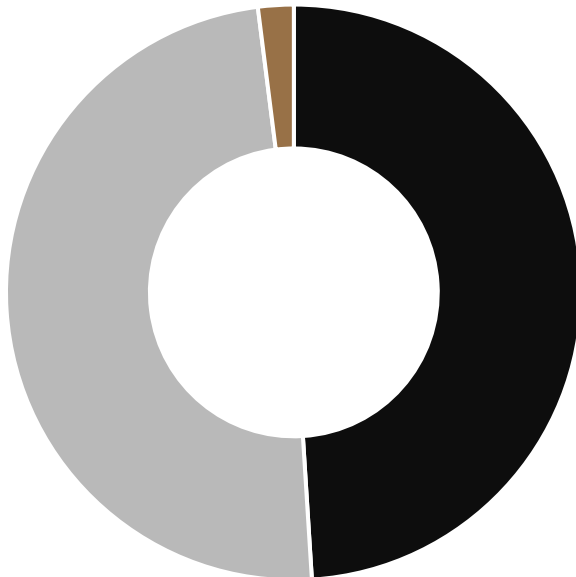
OPERATED BY HUGO  
BOSS INCLUDING  
SHOP-IN-SHOPS AND  
OUTLETS

# SOURCING FOOTPRINT

## WELL BALANCED REGIONAL SOURCING & PRODUCTION MIX

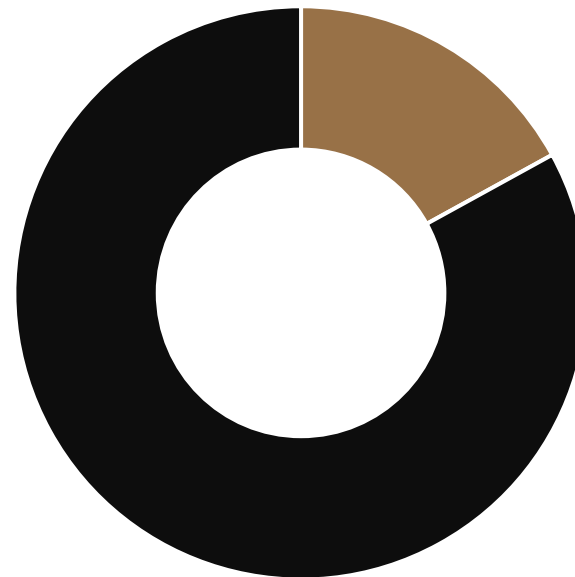
### REGIONALLY BALANCED STRATEGIC SOURCING MIX

Asia 49%    Americas 2%    Europe 49%



### OWN PRODUCTION COMPLEMENTS THIRD-PARTY SOURCING ACTIVITIES

External Sourcing 83%    Own Production 17%

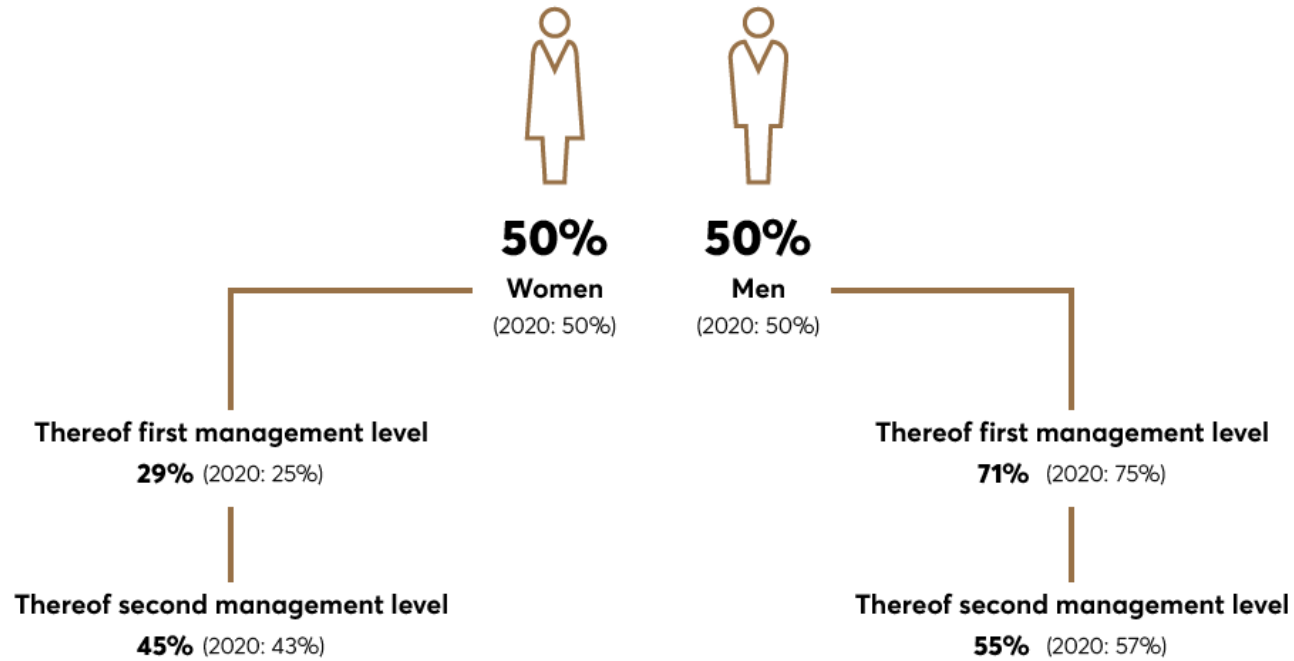


**14%**  
**Izmir, Turkey**  
(Largest single source of production)



# 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/COO  
JOINED HUGO BOSS IN 2017



**OLIVER TIMM**  
CSO  
JOINED HUGO BOSS IN 2021

## 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

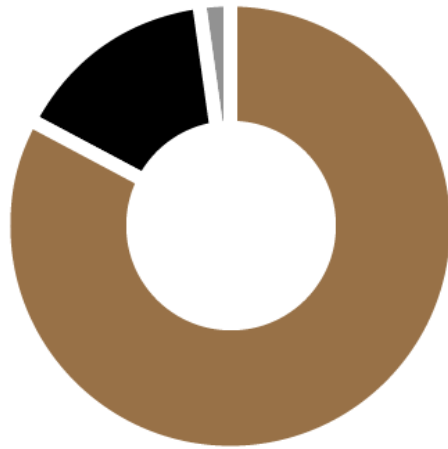
**LTI PROVIDES STRONG INCENTIVES FOR:**

- 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**

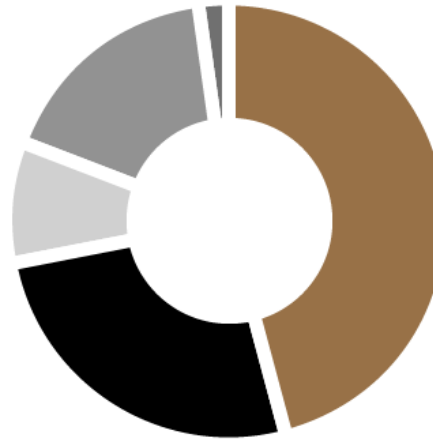
# SHAREHOLDER STRUCTURE

**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)

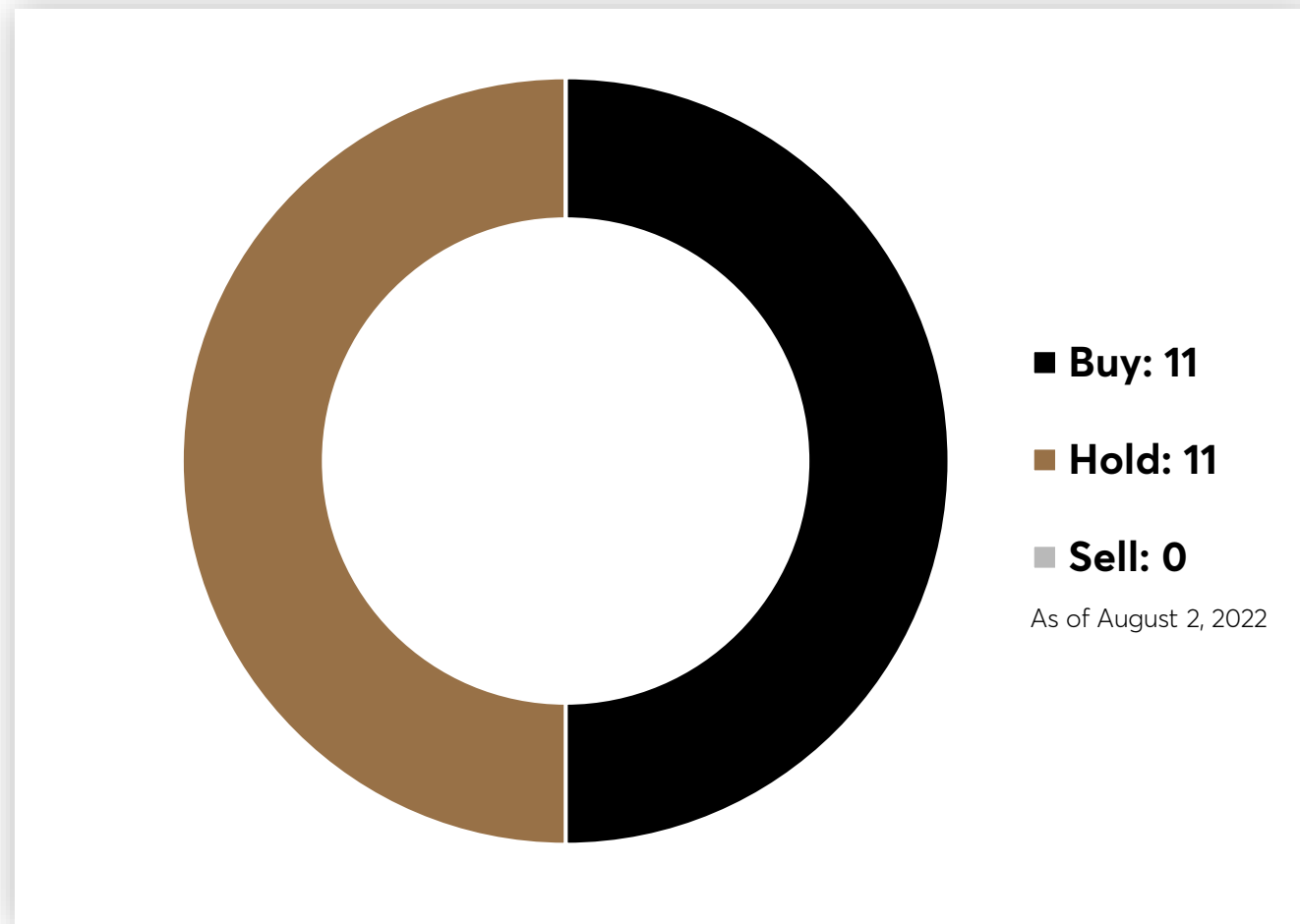
~43,000

**TOTAL NUMBER OF  
SHAREHOLDERS**

~12%

**OF SHARES HELD BY  
PRIVATE SHAREHOLDERS**

# ANALYST RECOMMENDATIONS



~25

**ANALYSTS ARE  
COVERING HUGO BOSS**

**SHARE PRICE TARGET**

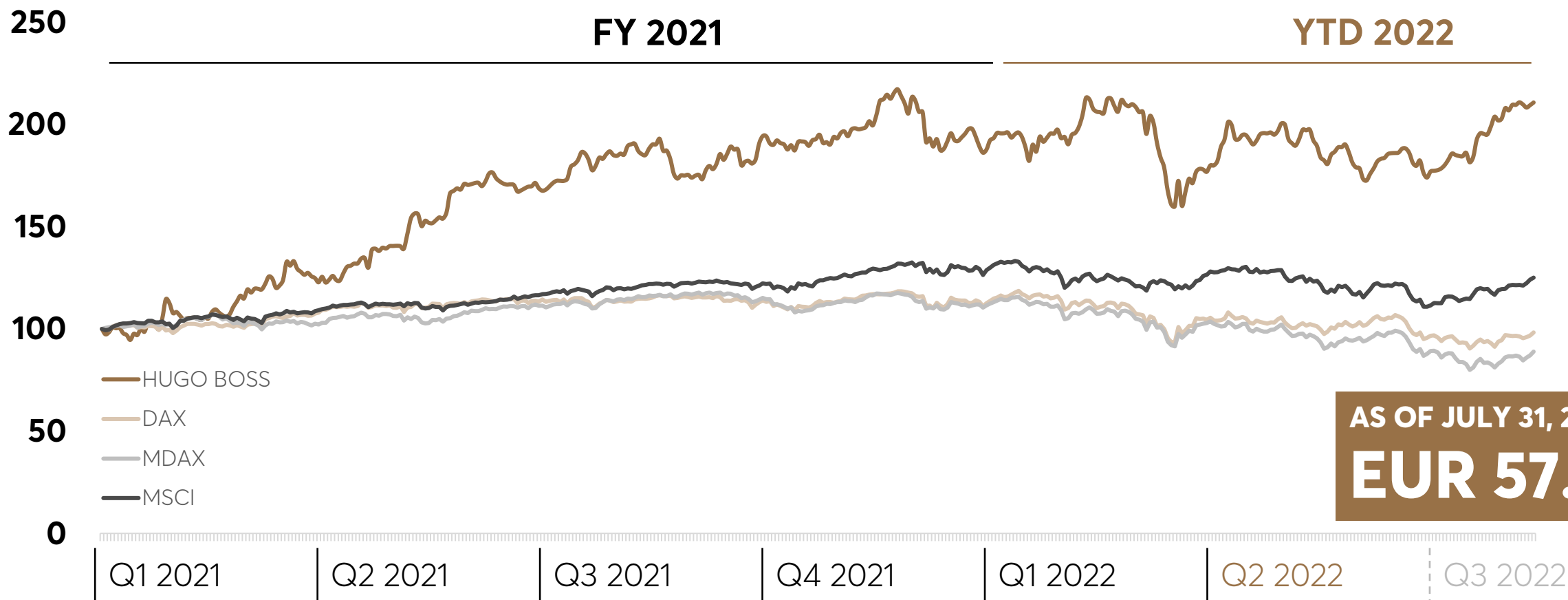
60.40

**EUR**

# HUGO BOSS SHARE PRICE

**+96%**  
FY 2021

**+7%**  
YTD 2022



AS OF JULY 31, 2022  
**EUR 57.50**

## MULTI-YEAR-OVERVIEW SALES

	2021	2020	2019	2,018	2017	2016
<b>Sales (in EUR million)</b>	<b>2,786</b>	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
<b>Results of operations (in EUR million)</b>						
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
<b>Net assets and liability structure as of December 31 (in EUR million)</b>						
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
<b>Financial position and dividend (in EUR million)</b>						
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
<b>Additional key figures</b>						
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
<b>Shares (in EUR)</b>						
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.