

# INVESTOR MEETING PRESENTATION

HUGO BOSS



**HUGO BOSS**



# CLAIM 5 STRATEGY

**HUGO BOSS**



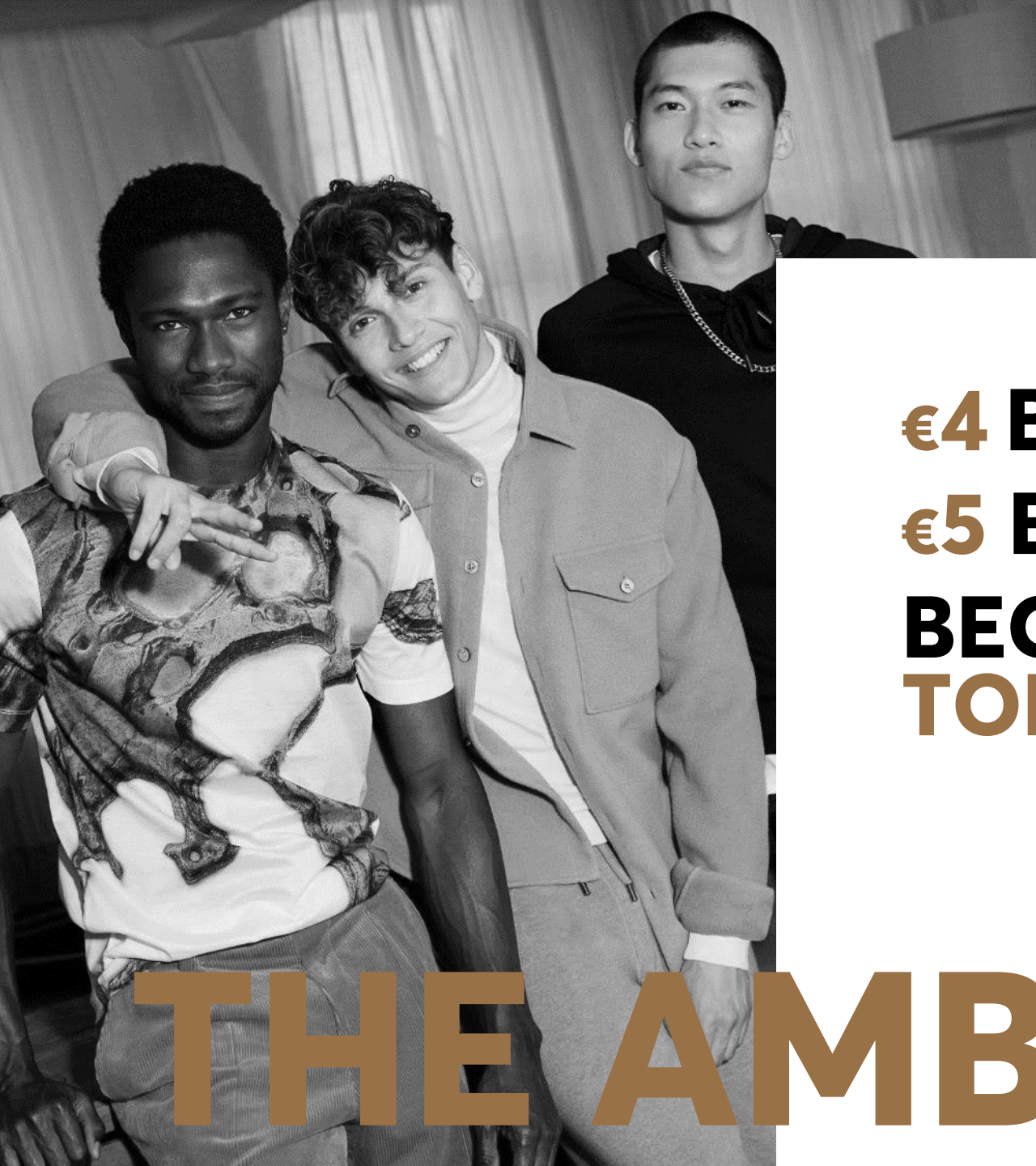
**BECOME THE  
PREMIUM TECH-  
DRIVEN FASHION  
PLATFORM  
WORLDWIDE.**

**THE VISION**



**WE LOVE  
FASHION,  
WE CHANGE  
FASHION**

**THE MISSION**



**€4 BILLION IN 2025**  
**€5 BILLION IN 2026+**  
**BECOME ONE OF THE**  
**TOP-100 GLOBAL BRANDS**

**THE AMBITION**

# 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**

# CLAIM

- ▶ **OUR POSITION IN  
THE CONSUMERS'  
MINDS**

**HUGO BOSS**

**CONSUMER**  
ALWAYS VERY FIRST

**WE AIM FOR FANS,**  
NOT JUST CONSUMERS







**DRIVE  
PURCHASES**  
ACCESS

**BUILD  
LOYALTY**  
AUTHENTICITY

**BUILD  
AWARENESS**  
DESIRABILITY

**CONSUMER/  
FANS**

**BUILD  
RELATIONSHIPS**  
VALUE

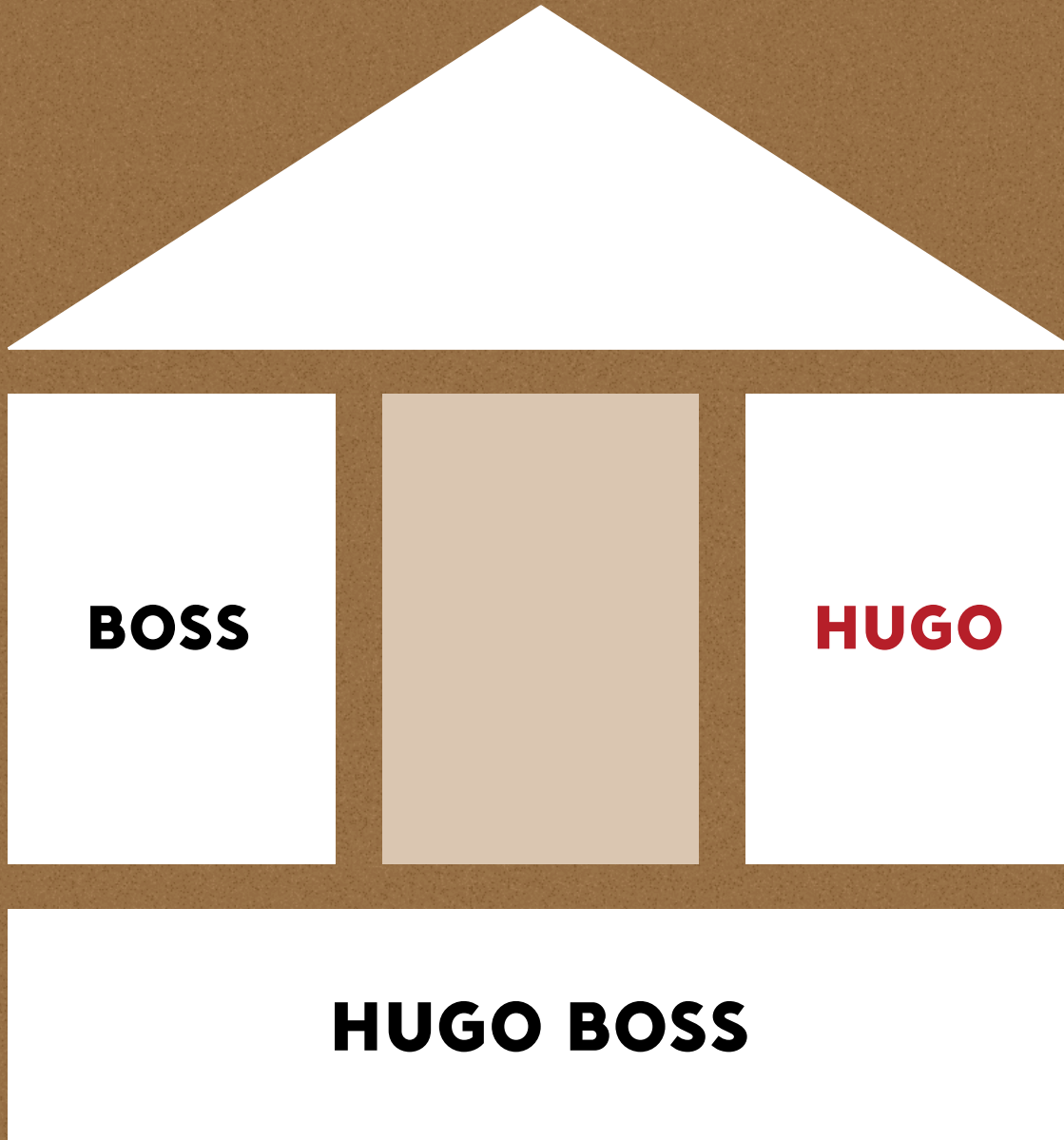
**ENGAGE  
CONSUMERS**  
EXCLUSIVITY

**INCENTIVE  
TO INTERACT**  
REWARDS

**CLAIM**

▶ **BOOST  
BRANDS**

**HUGO BOSS**

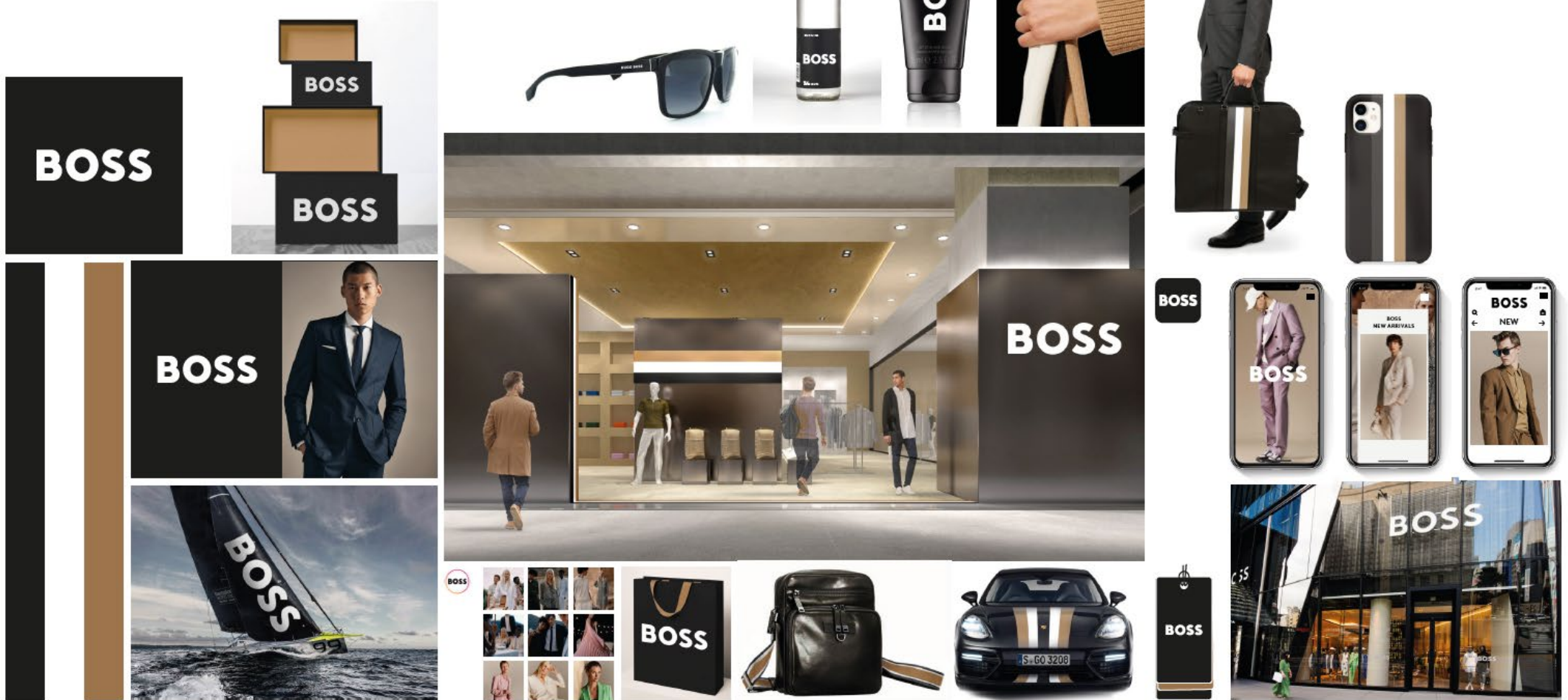


# BRAND PORTFOLIO STRATEGY

ONE HUGO BOSS PLATFORM  
WITH TWO BRANDS AND THE  
POSSIBILITY TO ADD MORE  
BUSINESSES TO IT

- ▶ Balanced and strong **brand portfolio**
- ▶ BOSS and HUGO as **2 lifestyle stories**
- ▶ **Premium lifestyle positioning**

# THE NEW BRAND WORLD BOSS MENSWEAR



# THE NEW BRAND WORLD BOSS WOMENSWEAR



# THE NEW BRAND WORLD HUGO



# OVERALL STRATEGY BOSS MENSWEAR

- ▶ **Foster brand positioning** in premium/affordable luxury segment
- ▶ Dress consumers for every occasion **24/7** to enhance perception as a lifestyle brand
- ▶ **Emotionalize the brand** to attract additional & younger consumers
- ▶ **Push digital channels** to drive brand vitality; rebalance wholesale vs retail

2025

~ € **2.6B**

AMBITION

2020

€ **1.5B**

# OVERALL STRATEGY BOSS WOMENSWEAR

- ▶ **Drive brand strength** among female consumers
- ▶ **Increase visibility** across all consumer touchpoints
- ▶ Establish BOSS womenswear as a **24/7 brand**, capturing all wearing occasions
- ▶ **Focus on digital** and grow physical presence in key cities

2025

~ € **0.4B**

AMBITION

2020

€ **0.1B**



# OVERALL STRATEGY HUGO

- ▶ Become the **first brand touchpoint** for younger consumers
- ▶ Build **HUGO brand power** by focusing on brand values & a clear differentiation
- ▶ **Grasp growth opportunity** by balancing contemporary and commercial items
- ▶ **Focus on digital** and drive geographical expansion in metropolitan areas

2025

~ € 0.8B

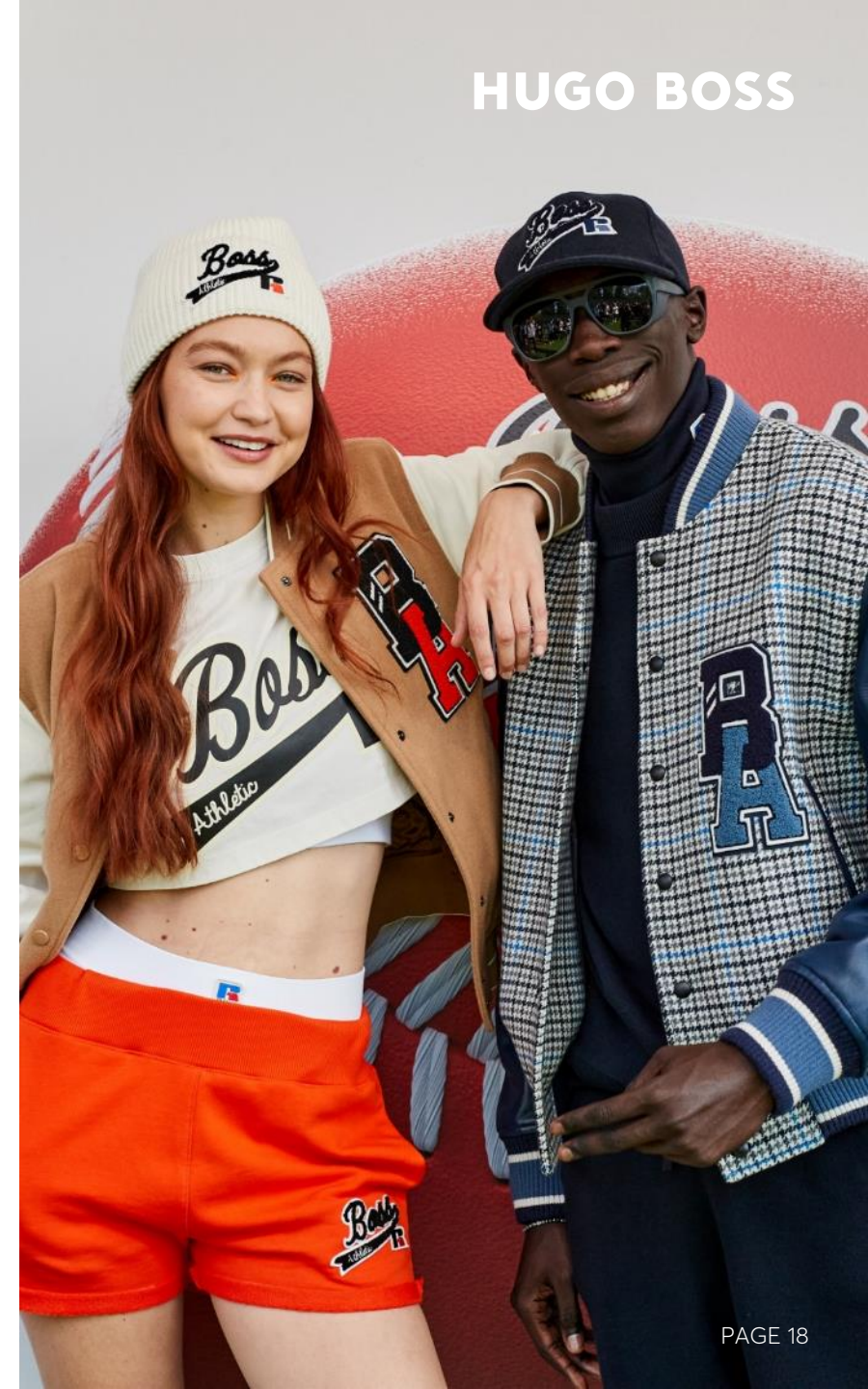
AMBITION

2020

€ 0.3B

# MARKETING STRATEGY

- ▶ Step up in **marketing investments** and increase marketing efficiency
- ▶ Recognize BOSS and HUGO as **'digital citizens'**
- ▶ Ensure **every consumer touchpoint** is working in alignment
- ▶ Content that extends beyond advertising to become **part of culture**
- ▶ Communication leading with **purpose and values**
- ▶ **Create a hype** among consumers with exceptional **collaborations**



**CLAIM**

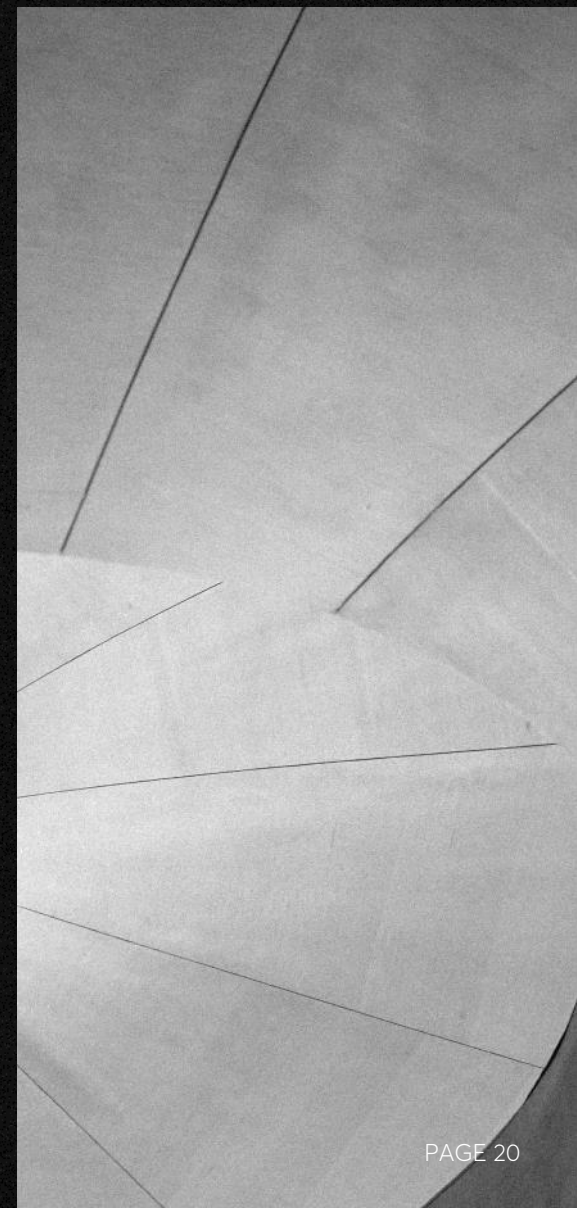
▶ **PRODUCT  
IS KING**

**HUGO BOSS**



# 24/7 BRAND

DRESS **ALL AGES**  
FROM **HEAD TO TOE**  
FOR **EVERY OCCASION**



# HIGH PRODUCT VALUE AND COMPETITIVE PRICING

**ENSURE  
PREMIUM  
QUALITY IN ALL  
OUR PRODUCTS**

**CLEAR  
POINT OF  
DIFFERENCE  
IN ALL OUR  
PRODUCTS**

**COMPREHENSIVE  
FUNCTIONALITY  
AS AN  
INNOVATION  
DRIVER**

**SUSTAINABILITY  
AS FUTURE  
VALUE ACROSS  
PRODUCT  
PORTFOLIO**

**OFFER  
ATTRACTIVE  
PRICE-VALUE  
PROPOSITION**

**01**

**02**

**03**

**04**

**05**

# THE PRODUCT MATRIX

FOCUS LABEL	THE FOUNDATION		STAY RELEVANT			INSPIRE	GRASP OPPORTUNITY		
LABEL	CORE	BASIC	CAPSULE	COLLABS	QUICK RESPONSE	SEASONAL/ FASHION	JEANS	SPORTS/ UW+SWIM	FW/ ACC
<b>BOSS</b>	✓	✓	✓	✓	✓	✓	✓	✓	✓
<b>BOSS</b>	✓	✓	✓	✓	✓	✓	✓	✓	✓
<b>HUGO</b>	✓	✓	✓	✓	✓	✓	✓	✓	✓

~ 40%



BESTSELLERS

~ 20%



CREATE A BUZZ

~ 20%



INSPIRATIONAL

~ 20%



GROWTH POTENTIAL

# THE PRODUCT STRATEGY

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

**FROM TAILORED  
TO MODERN  
INNOVATIVE  
LIFESTYLE**

**PRODUCTS TO  
WEAR 24/7 FROM  
MORNING TO  
EVENING**

**CASUALIZATION  
AND COMFORT  
ARE KEY**



# THE PRODUCT STRATEGY

A broad range of commercial and contemporary pieces reflecting the authentic and unconventional **HUGO** style.

**FIRST BRAND TOUCHPOINT FOR YOUNGER CONSUMERS**

**SHARPEN THE PRODUCT RANGE BASED ON OWN BRAND IDENTITY**

**INCREASE SPEED AND SEIZE OPPORTUNITIES**



**CLAIM**

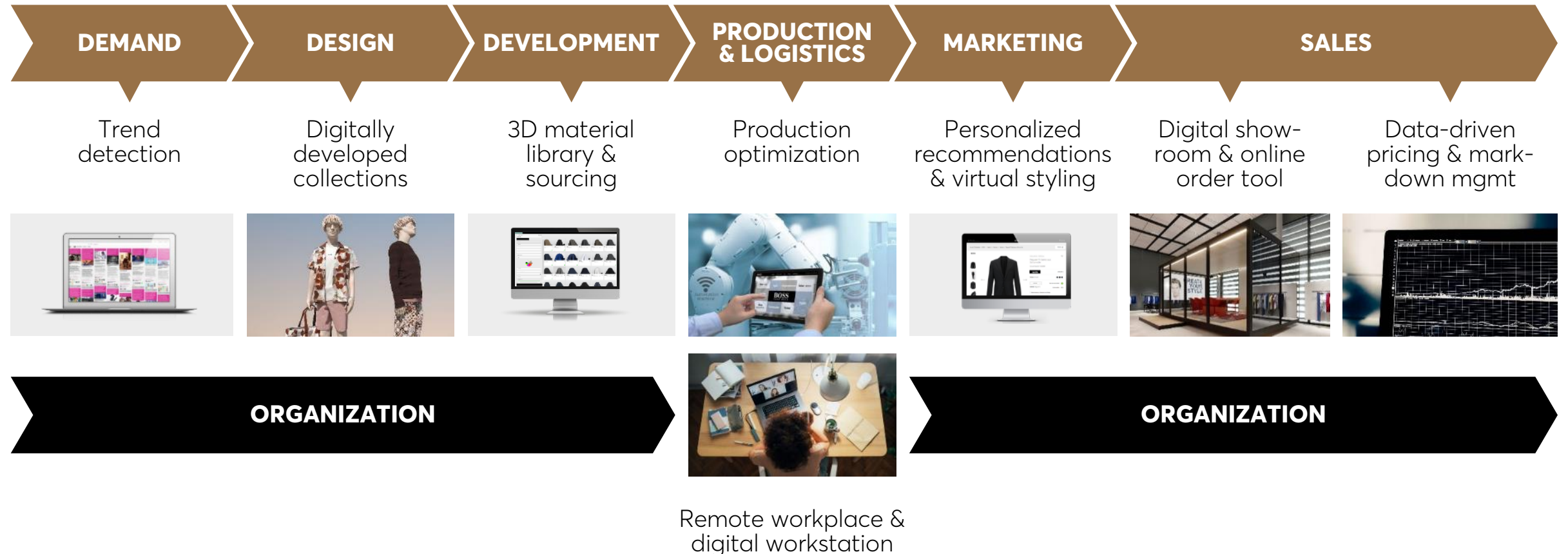
▶ **LEAD IN  
DIGITAL**

**HUGO BOSS**

# DIGITAL STRATEGY ALONG THE VALUE CHAIN

## MULTIPLE MEASURES WITH FOCUS ON SPEED, PERSONALIZATION AND COSTS

HUGO BOSS



# THE DIGITAL CAMPUS



## **FRONT END**

Consumer-facing  
Product-orientated  
Strategy and decision  
making on every aspect

METZINGEN

**HUGO  
BOSS**

## **BACK END**

Analytical, technical, and  
executional capacity and  
capability

PORTO

**DIGITAL  
CAMPUS**

**CLAIM**

▶ **REBALANCE  
OMNICHANNEL**

**HUGO BOSS**

# **HUGO BOSS OMNICHANNEL JOURNEY**

CLICK AND COLLECT  
ORDER FROM STORE  
RETURN & REPLACE  
FIND IN STORE

**WHAT'S IN PLACE!**

CONNECTED RETAIL  
PARTNER PROGRAMS  
FRANCHISE INTEGRATION  
VIRTUAL SELLING  
SHIP FROM STORE  
DIGITAL JOURNEY IN STORES  
NEW WAYS OF CONSUMER INTERACTION

**WHAT'S NEXT!**

# EXPLOIT DIGITAL

## ACTIONS

- Refresh of hugoboss.com
- Complete roll-out of hugoboss.com
- Follow **mobile-first approach**
- Boost **digital partner business**
- Realize **best-in-class customer journey**
- Drive **omnichannel sales**



## ENABLERS

- Use **analytics insights** for optimization of product and sales
- Enable **data-driven decision-making**
- Leverage **best-in-class CRM**



2025

> € **1.0**B

AMBITION

2020

€ **0.4**B

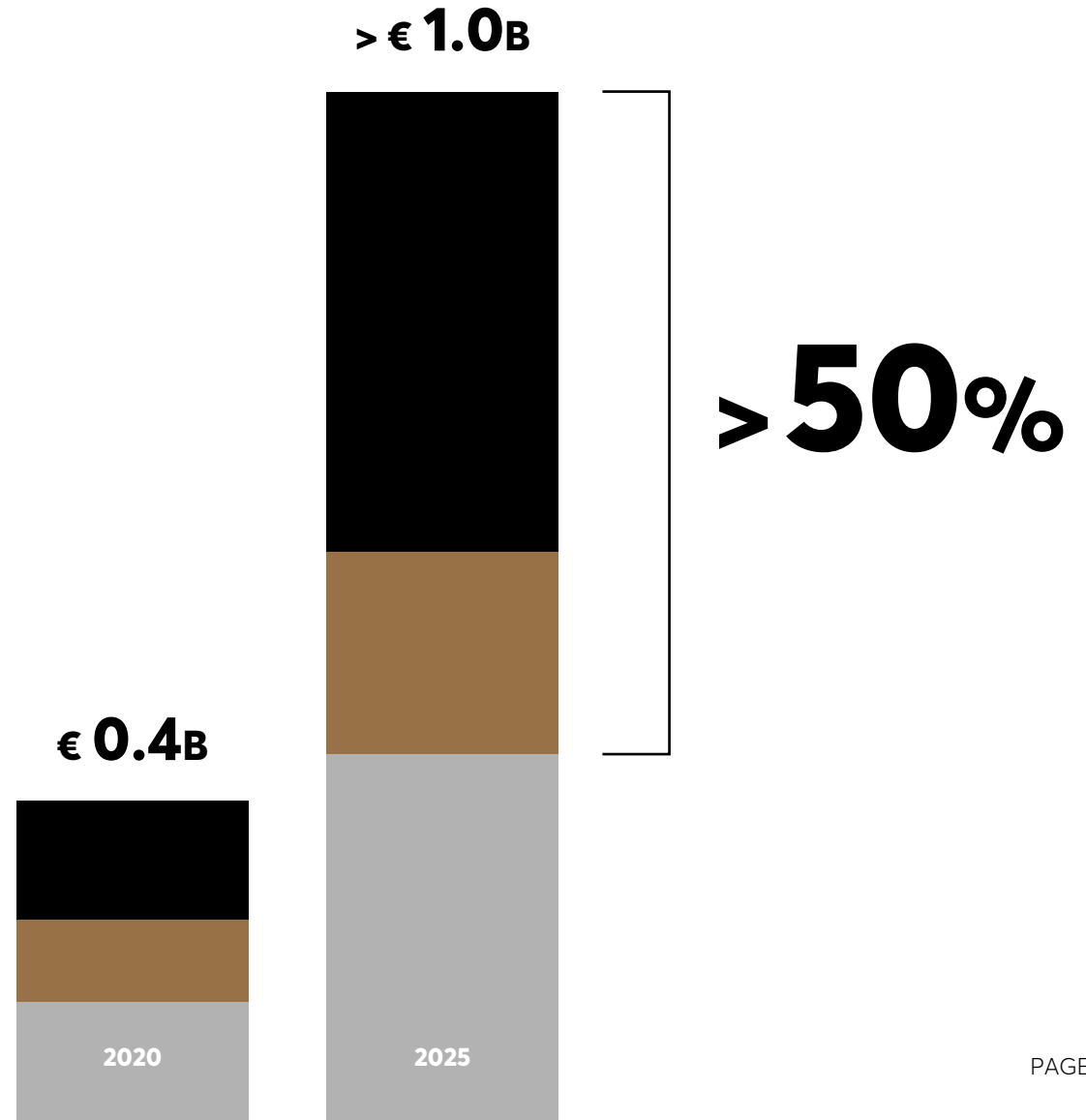
# BOOST DIGITAL PARTNER BUSINESS

Partner business to represent  
**more than 50% of digital sales**

Drive **traffic and relevance** for BOSS  
and HUGO on partner websites

Flexible and scalable **business model**  
on partner-by-partner basis

■ WHS.com ■ CON.com ■ HB.com



# UNLEASH FULL RETAIL POTENTIAL

## ACTIONS

Refresh **retail network**  
Foster **experience** per sqm  
Optimize **retail footprint**  
Keep **outlet sales** share  
at ~ 20%  
Increase **productivity**  
by ~ 3% p.a.



## ENABLERS

Dedicated  
**store excellence**  
management  
Defined **digital journey**  
in our stores  
Investment in **new**  
**store concept**



2025

~ € **2.0**B

AMBITION

2020

€ **1.1**B



# RECLAIM WHOLESALE

## ACTIONS

**Product and price value** is key  
Regain **market share** in important categories  
**Strengthen relationship** with key partners  
Implement **digital sales organization**  
Roll out new **digital showroom**



## ENABLERS

Improved **brand positioning** and **focused offer**  
Elevate relationships based on **customer and product insights**



2025

~ € **1.0**B

AMBITION

2020

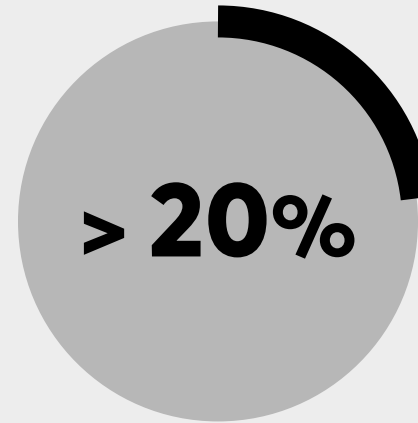
€ **0.5**B

**CLAIM**  
▶ **ORGANIZE**  
**FOR GROWTH**

**HUGO BOSS**

**LOW  
TEENS  
GROWTH**

**CAGR**  
2019-2025



SALES SHARE 2025

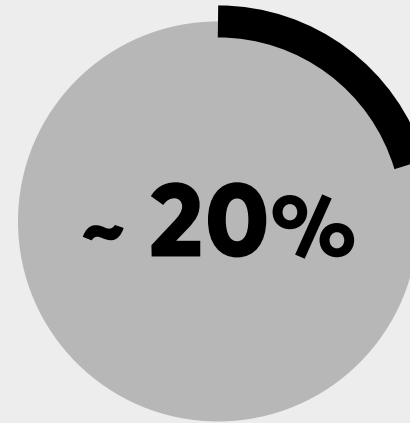
**EXPAND  
FOOTPRINT  
IN ASIA/  
PACIFIC**



- ▶ Further strengthen brand positioning
- ▶ Step up game in physical retail
- ▶ Boost digital business
- ▶ Strongly expand travel business

# MID-SINGLE-DIGIT GROWTH

**CAGR**  
2019-2025



SALES SHARE 2025

# ACCELERATE GROWTH IN THE AMERICAS



- ▶ Accelerate 24/7 brand image
- ▶ Leverage casualization trend
- ▶ Optimize store network
- ▶ Exploit wholesale opportunities

# LOW TO MID-SINGLE-DIGIT GROWTH

**CAGR**  
2019-2025

- ▶ Reclaim wholesale
- ▶ Lead in key product categories
- ▶ Refresh store fleet
- ▶ Exploit online opportunity



SALES SHARE 2025

**HUGO BOSS**

# FOSTER LEADING POSITION IN EUROPE\*



# KEY TRANSFORMATION AREAS TO BUILD THE PLATFORM FOR SPEED & GROWTH

**MODULAR &  
DIGITAL  
CREATION**

> 90% OF  
PRODUCTS  
CREATED  
DIGITALLY



**SHORTER  
CREATION  
TRACKS**

~ 30%  
REDUCTION  
OF E2E  
LEAD TIMES



**FLEXIBLE  
PRODUCTION  
& LOGISTICS  
NETWORK**

KEEP 2025  
UNIT COGS  
AT 2019 LEVEL



**SUPPLY  
CHAIN'S  
DIGITAL TWIN**

> 90% ON-TIME  
AVAILABILITY

# TRANSFORMATION AREAS LEADING TO FASTER AND MORE EFFICIENT OPERATIONS ACTIVITIES



Increased E2E  
transparency



Faster  
response  
to in-season  
trends



Reduced  
excess  
inventory



Increased  
resilience



Contained  
cost of  
goods sold

**CLAIM**

▶ **SUSTAINABLE  
THROUGHOUT**

**HUGO BOSS**



# BALANCING IMPACT WITH CONSUMER ENGAGEMENT



DELIVER  
MEASURABLE  
**IMPACT**



**ENTHUSE  
CONSUMERS**

TO CONTRIBUTE TO  
OUR VISION

# PRODUCT



~ 40%

SHARE OF  
RESPONSIBLE STYLES\* IN  
SPRING/SUMMER 2022

\* RESPONSIBLE styles contain at least 60% more sustainable raw materials in line with our RESPONSIBLE Product Policy while meeting further strict environmental and social requirements for processing, transport and packaging.

# OUR VISION TOWARDS A TRULY CIRCULAR BUSINESS MODEL



01

## TODAY

REPURPOSE  
RECYCLE  
(OPEN LOOP)

02

## SHORT-TERM

REPAIR  
RESALE  
COLLECT &  
DISCHARGE

03

## LONG-TERM

RECYCLE  
(CLOSED LOOP)  
BIODEGRADATION

▶ **8 OUT OF 10 PRODUCTS WILL BE CIRCULAR BY 2030**

# PLANET

## 2030

CLIMATE-  
NEUTRALITY  
WITHIN OUR  
OWN AREA OF  
RESPONSIBILITY

## 2045

CLIMATE-  
NEUTRALITY  
THROUGHOUT  
WHOLE VALUE  
CHAIN

# MEASURES TO REACH **NET ZERO**

## **ENERGY EFFICIENCY ENERGY CONSUMPTION**

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- ▶ Optimize transport & logistics
- ▶ Use of efficient technologies

## **RENEWABLE ENERGY**

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- ▶ Own photovoltaic systems
- ▶ Certified green electricity

## **COMPENSATION**

- ▶ Compensation through CO<sub>2</sub> reduction projects

**EXECUTION  
OF CLAIM 5  
TO IMPACT  
FINANCIAL  
AMBITION**

**ACCELERATION  
IN TOP-LINE  
GROWTH**

**PRODUCT  
INVESTMENTS  
TO FUEL  
PRICE-VALUE  
PROPOSITION**

**INVESTMENTS IN  
BRAND AND  
DIGITAL  
CAPABILITIES**

**REFRESH OF STORE  
PORTFOLIO**

**VALUE CREATION SHIFTS TO ABSOLUTE  
PROFITABILITY IMPROVEMENTS AND  
FREE CASH FLOW GENERATION**

# TOP-LINE AMBITION 2025

**GROUP  
SALES**

**€4B**  
BY 2025

**GROUP  
SALES  
GROWTH**

**6%**

CAGR  
2019 - 2025

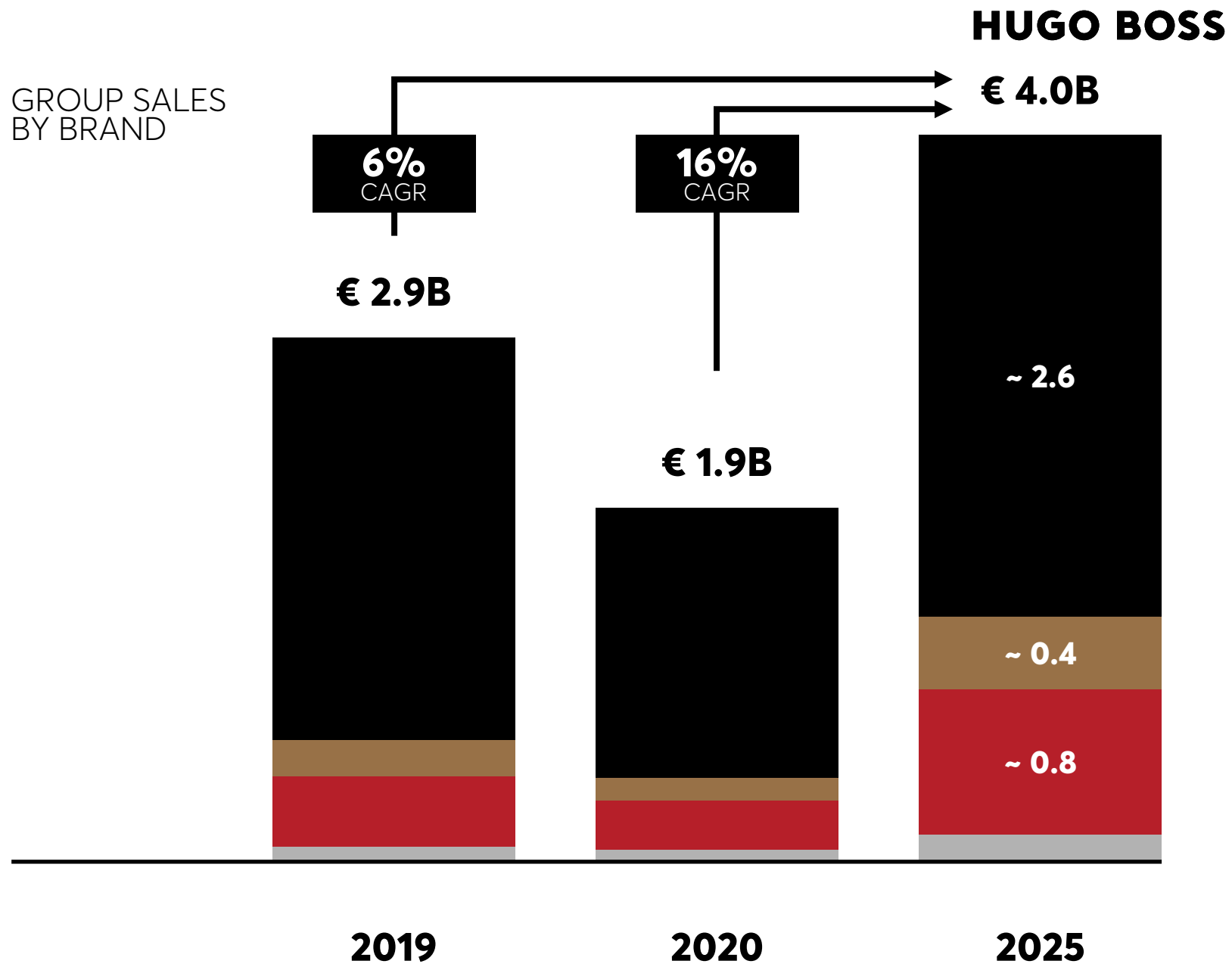
**16%**

CAGR  
2020 - 2025

# GROWTH AMBITION BY BRAND

- BOSS Menswear
- BOSS Womenswear
- HUGO
- Licenses

GROUP SALES  
BY BRAND

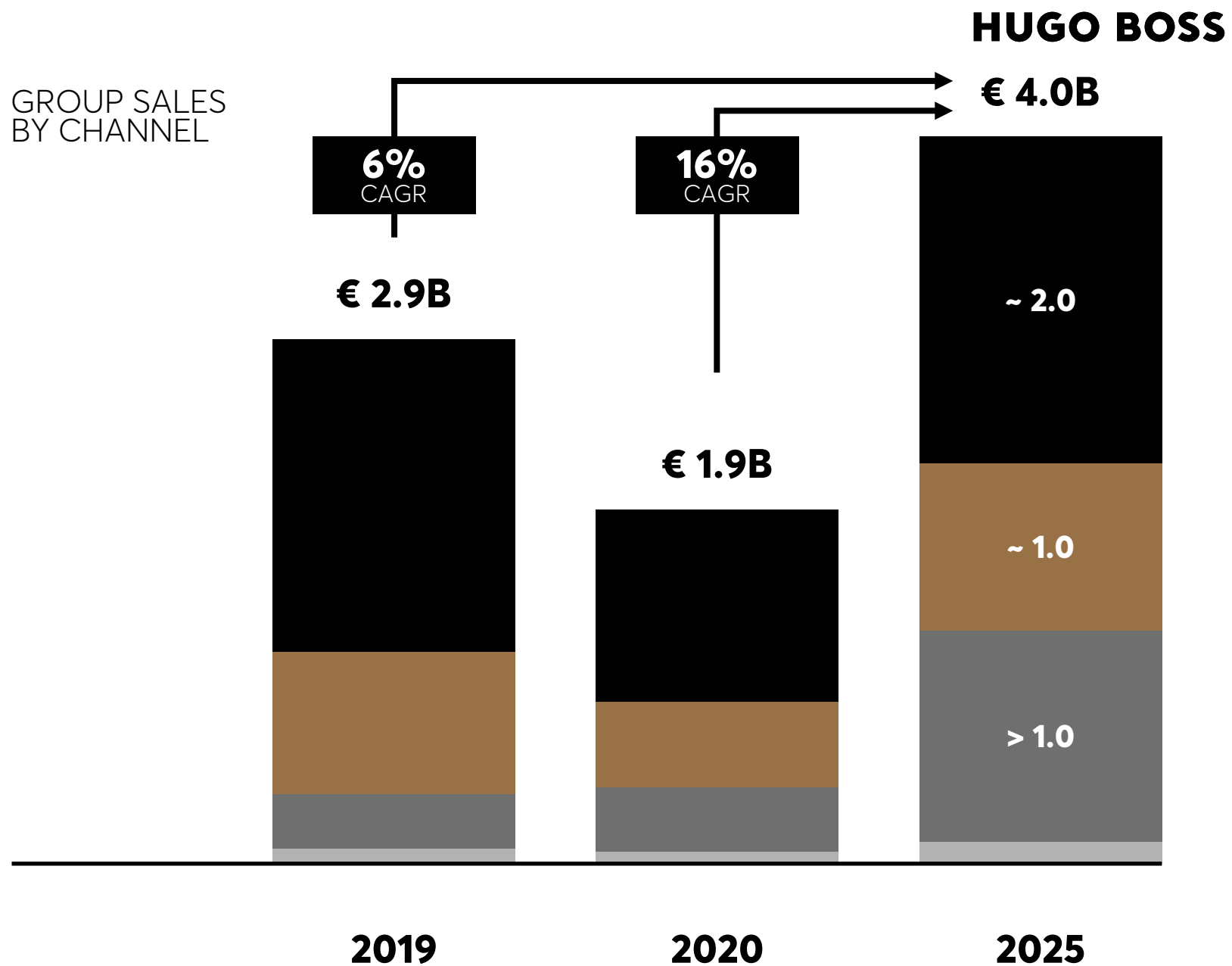




# GROWTH AMBITION BY CHANNEL

- Retail B&M
- Wholesale B&M
- Digital
- Licenses

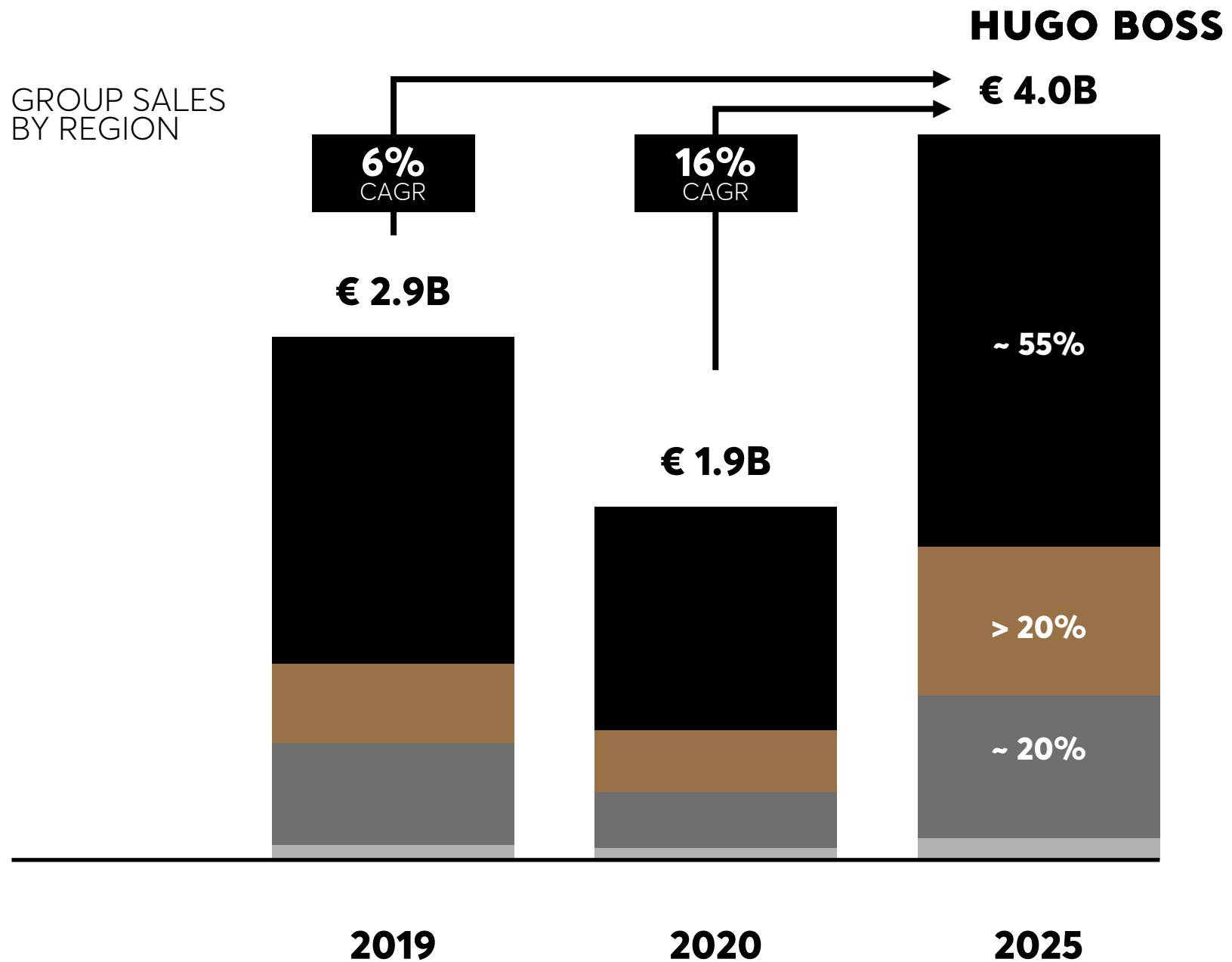
GROUP SALES  
BY CHANNEL



# GROWTH AMBITION BY REGION

- Europe
- Asia/Pacific
- Americas
- Licenses

GROUP SALES  
BY REGION



# BOTTOM-LINE AMBITION 2025

EBIT  
MARGIN

~ **12%**

BY 2025

EBIT  
GROWTH

**6%**

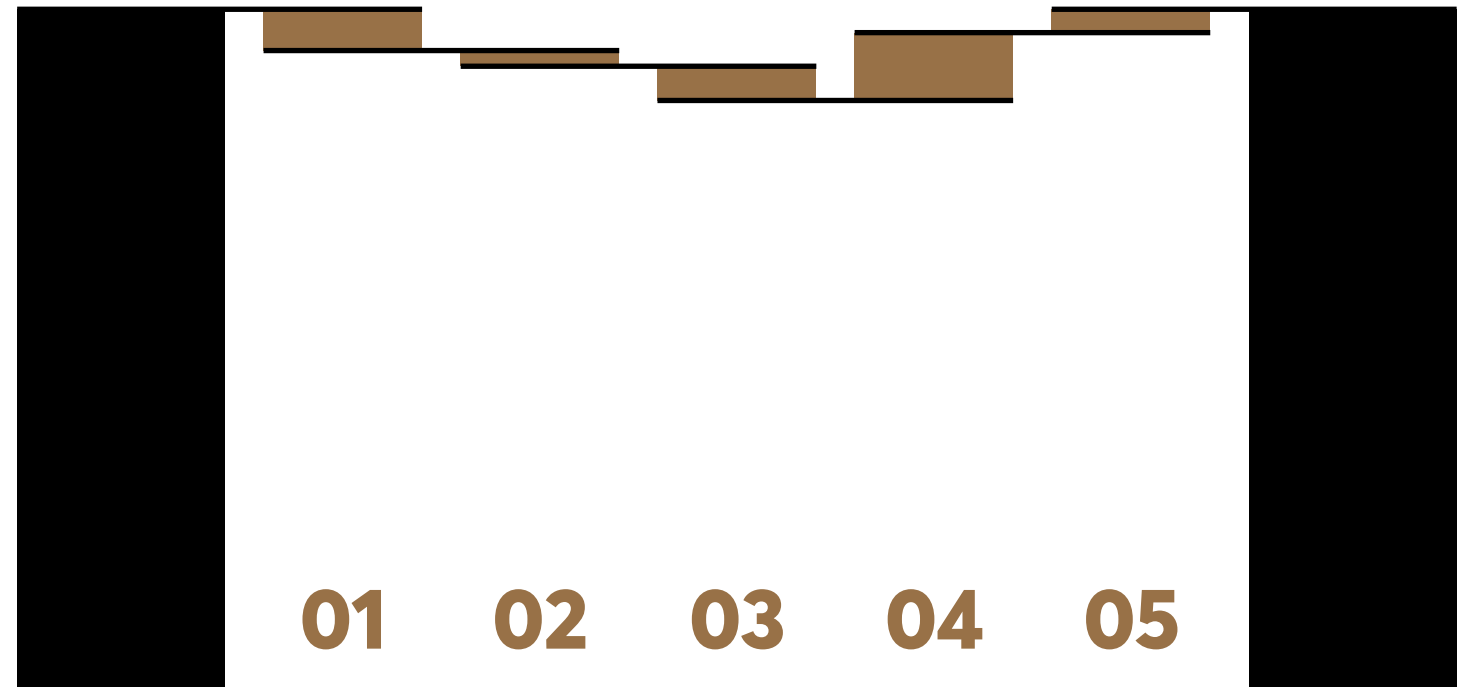
CAGR  
2019 - 2025

# BOTTOM-LINE DEVELOPMENT

## EFFICIENCY GAINS TO COMPENSATE FOR INVESTMENTS

12%

~ 12%



OPERATING MARGIN (IN % OF GROUP SALES)

Operating margin 2019

Gross margin

Brand investments

Digital investments

Store network optimization

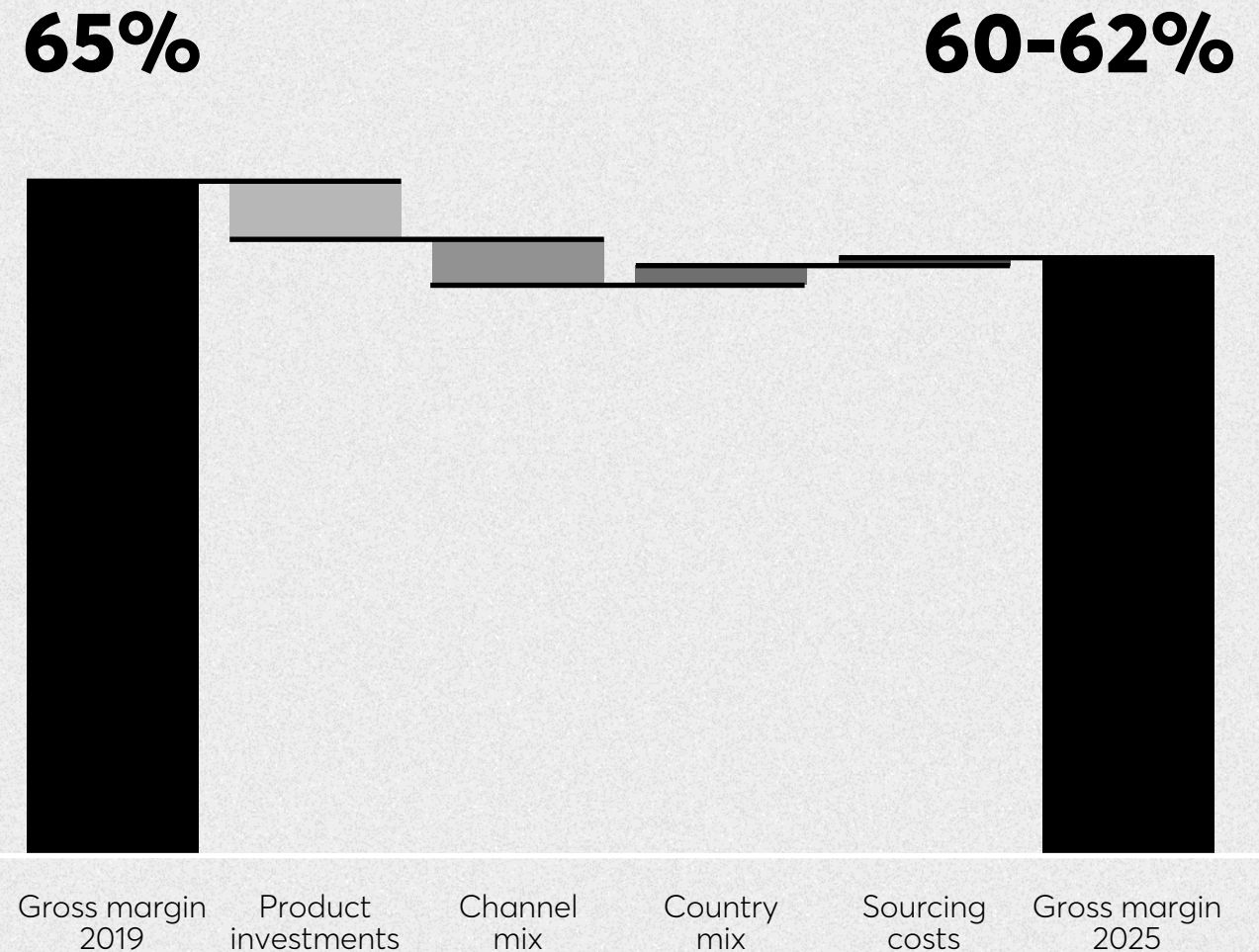
Operating overhead leverage

Operating margin 2025

# GROSS MARGIN DEVELOPMENT

**PRODUCT INVESTMENTS TO FURTHER OPTIMIZE THE PRICE-VALUE PROPOSITION**

GROSS MARGIN (IN % OF GROUP SALES)

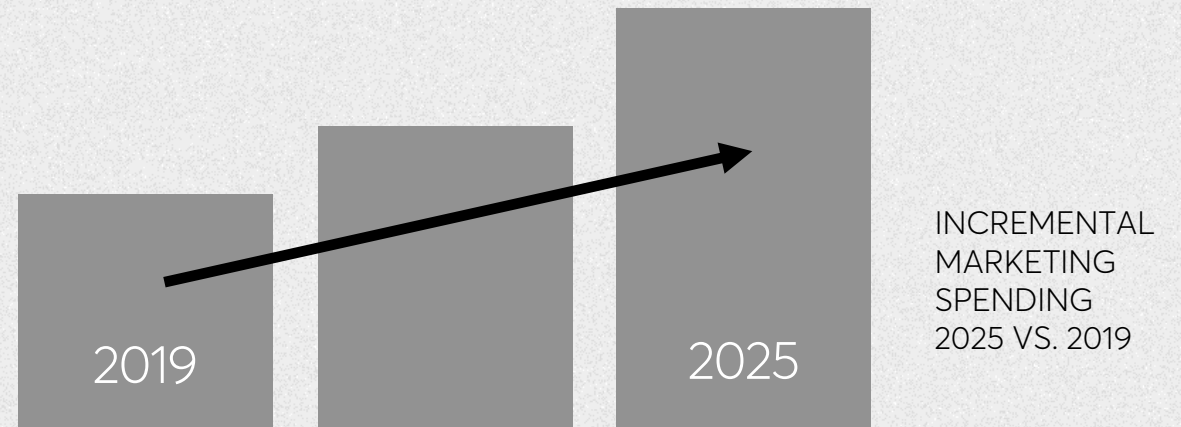


# STEP-UP IN BRAND INVESTMENTS



AREAS OF INCREMENTAL MARKETING SPENDING

# > €100M



2019 ~ 6% OF GROUP SALES

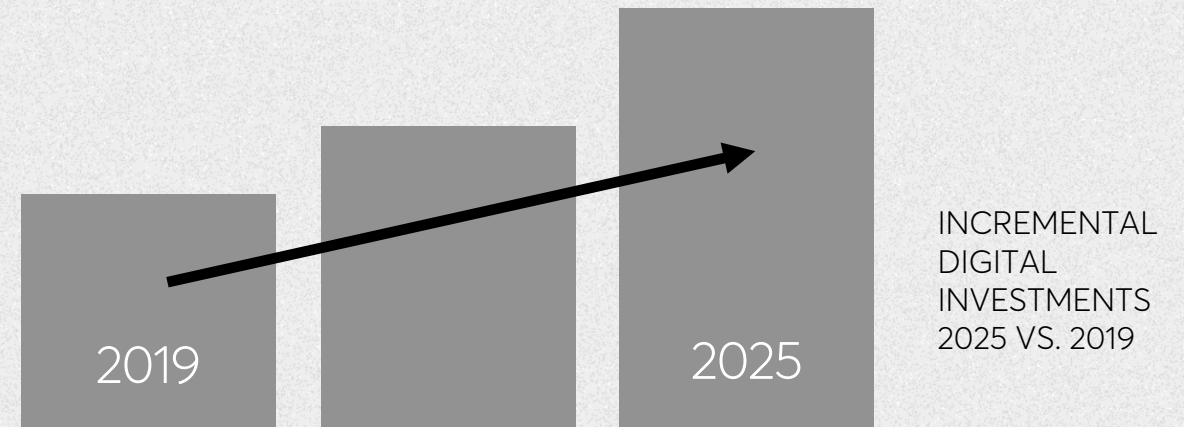
2025 ~ 7-8% OF GROUP SALES

▶ > 100 BPS VS 2019

# STEP-UP IN DIGITAL INVESTMENTS

- ▶ Online business
- ▶ Digital campus
- ▶ IT capabilities

> € **150**M



2019

~ **4%** OF GROUP SALES

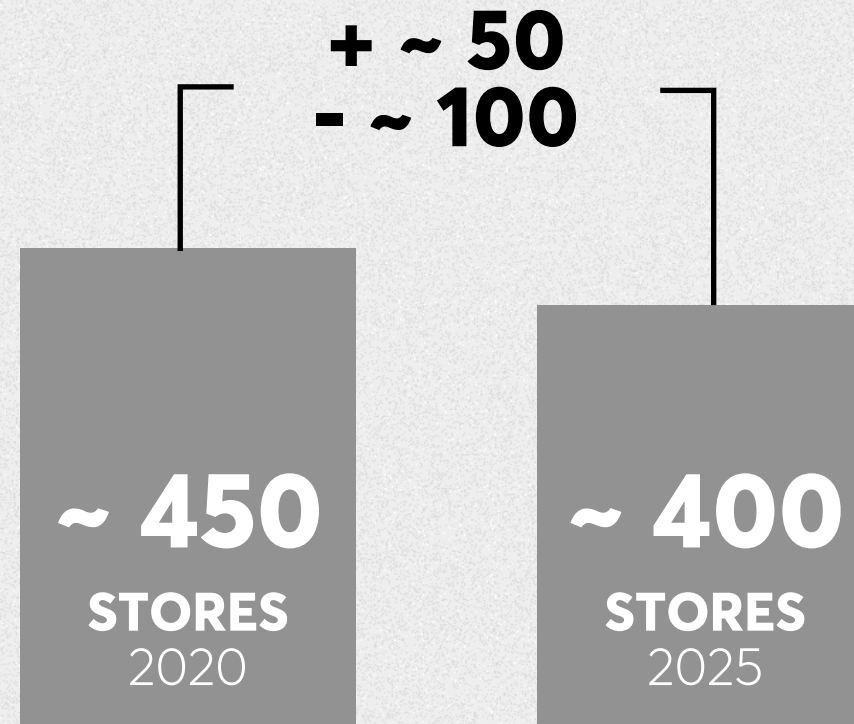
2025

~ **8%** OF GROUP SALES

▶ ~ 400 BPS VS 2019

# STORE NETWORK OPTIMIZATION

- ▶ Store closings/relocations
- ▶ Rightsizing of stores
- ▶ Renegotiation of contracts



DEVELOPMENT OF FREESTANDING RETAIL STORES UNTIL 2025

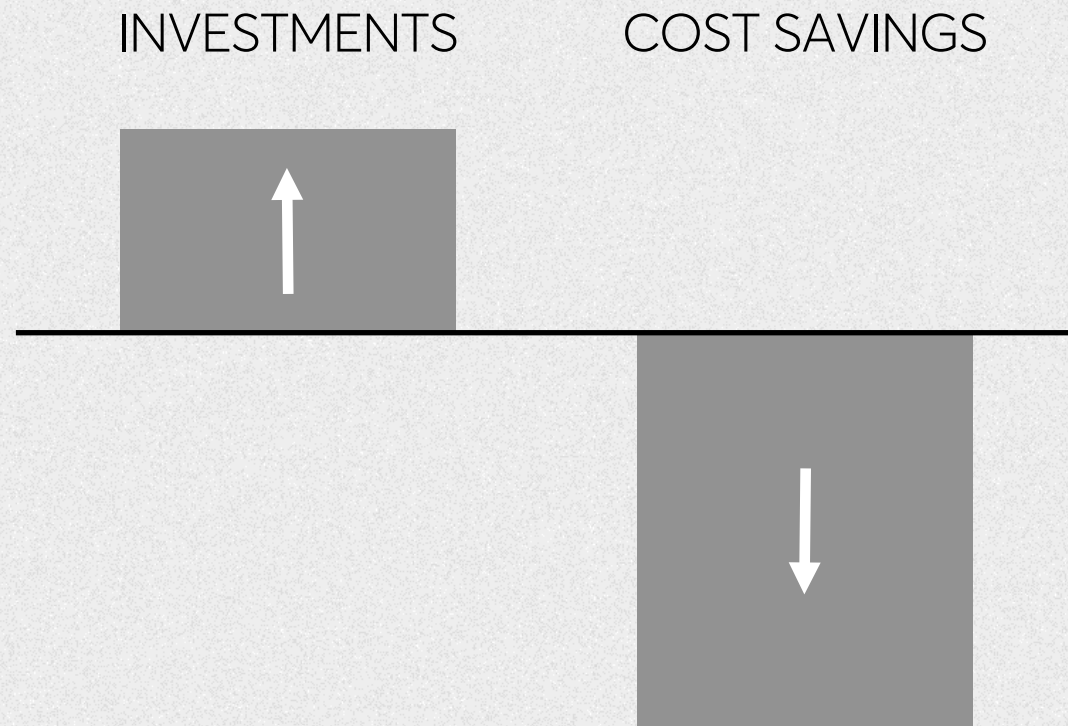


▶ ~ (700) BPS VS 2019



# OPERATING OVERHEAD LEVERAGE

- ▶ Push digitalization
- ▶ Roll out shared services
- ▶ Lean organizational setup

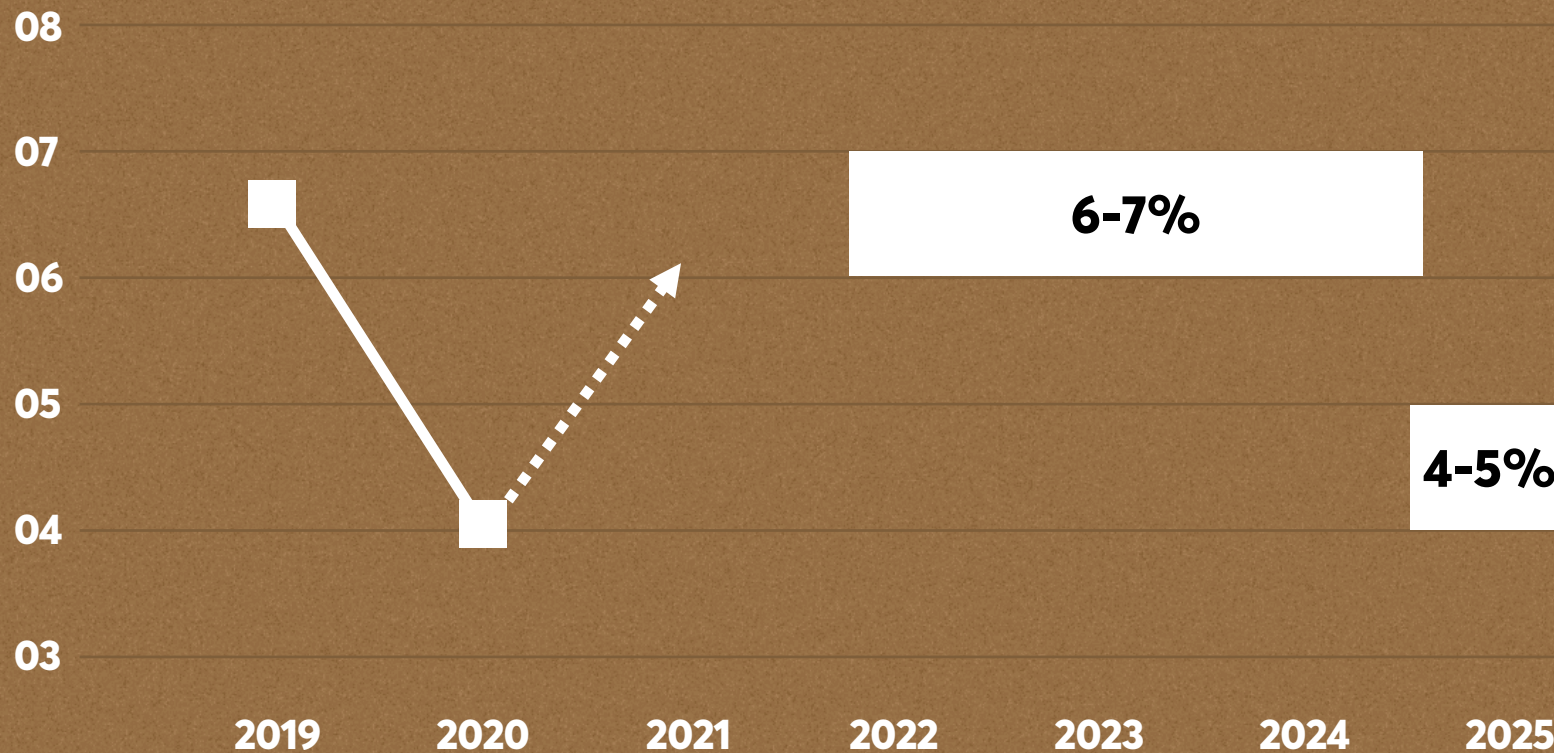


2019 ~ **16%** OF GROUP SALES

2025 ~ **14%** OF GROUP SALES

▶ ~ (200) BPS VS 2019

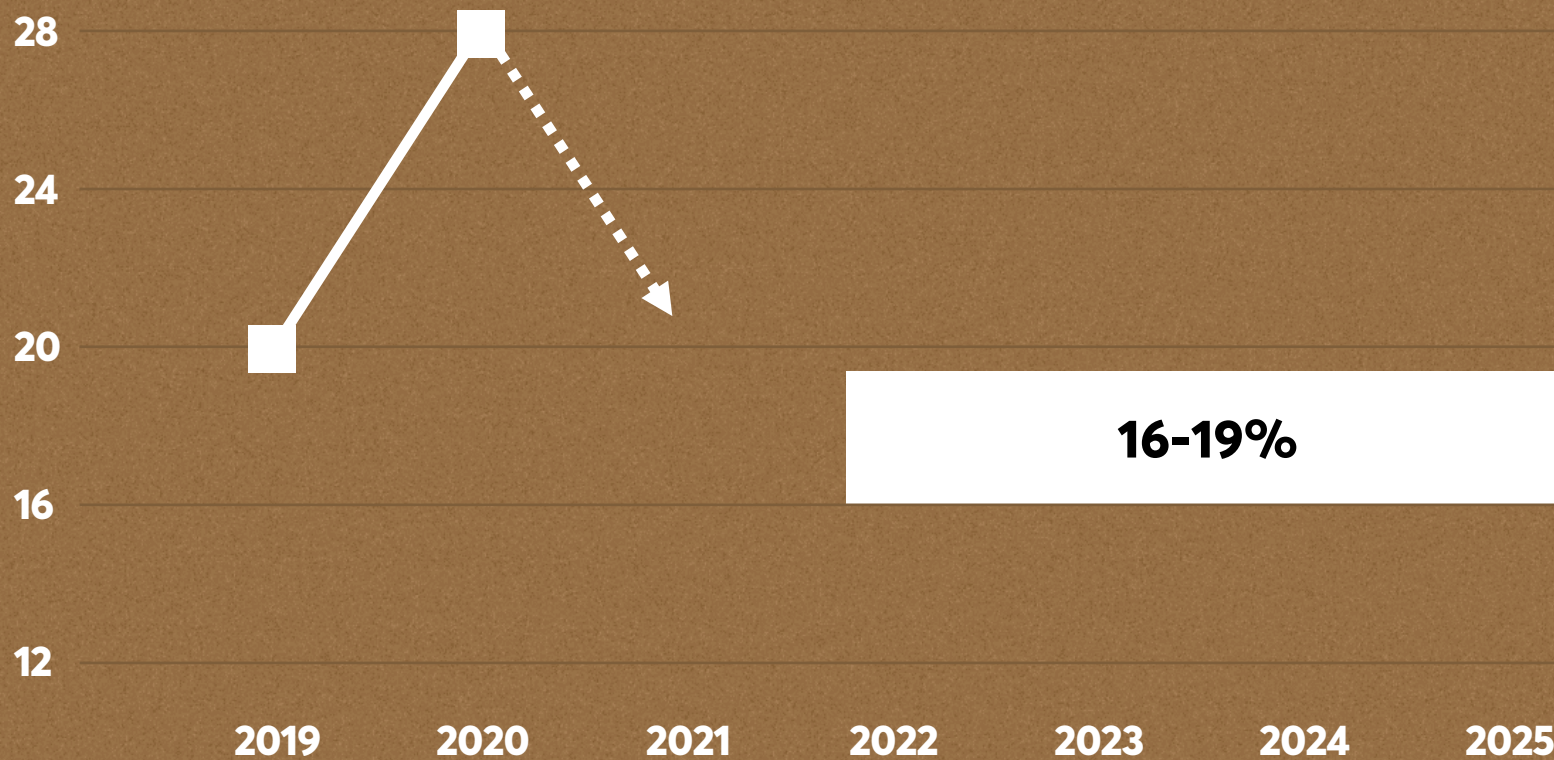
# CAPITAL EXPENDITURE



CAPITAL EXPENDITURE (IN % OF GROUP SALES)

**4 OUT OF 5  
STORES  
TO BE  
REFRESHED  
BETWEEN  
2022-24**

# OPTIMIZATION OF TNWC



TNWC (IN % OF GROUP SALES)

**IMPROVING  
AVERAGE  
INVENTORY  
TURN  
TO 2.0X**

2019: 1.6x

# CASH-GENERATIVE BUSINESS MODEL



FREE CASH FLOW DEVELOPMENT  
(INCL. IFRS 16)

**CLAIM 5  
LEADING TO  
STRONG FREE  
CASH FLOW  
GENERATION**

# CLEAR PRIORITIZATION OF CASH USAGE

## CAPITAL ALLOCATION FRAMEWORK

**01** Reinvest for organic growth

**INVESTMENTS**

**02** Progressive dividend

**PAYOUT RATIO  
30-50%**

**03** Strategic investments

**M&A**

**04** Return excess liquidity to shareholders

**SPECIAL DIVIDEND  
SHARE BUYBACK**

▶ **BALANCED  
APPROACH  
TO GROWTH  
INVESTMENTS  
AND SHARE-  
HOLDER  
RETURNS**



# Q3 2021 RESULTS

**HUGO BOSS**

# HUGO BOSS RECORDS STRONG Q3 2021 RESULTS

- ▶ Momentum accelerates across all brands, channels, and key regions
- ▶ Sales and earnings exceed pre-pandemic levels



# **BUSINESS RECOVERY STRONGLY ACCELERATES IN Q3**

**GROUP  
SALES**

**EUR 755  
MILLION**

**+40%\***

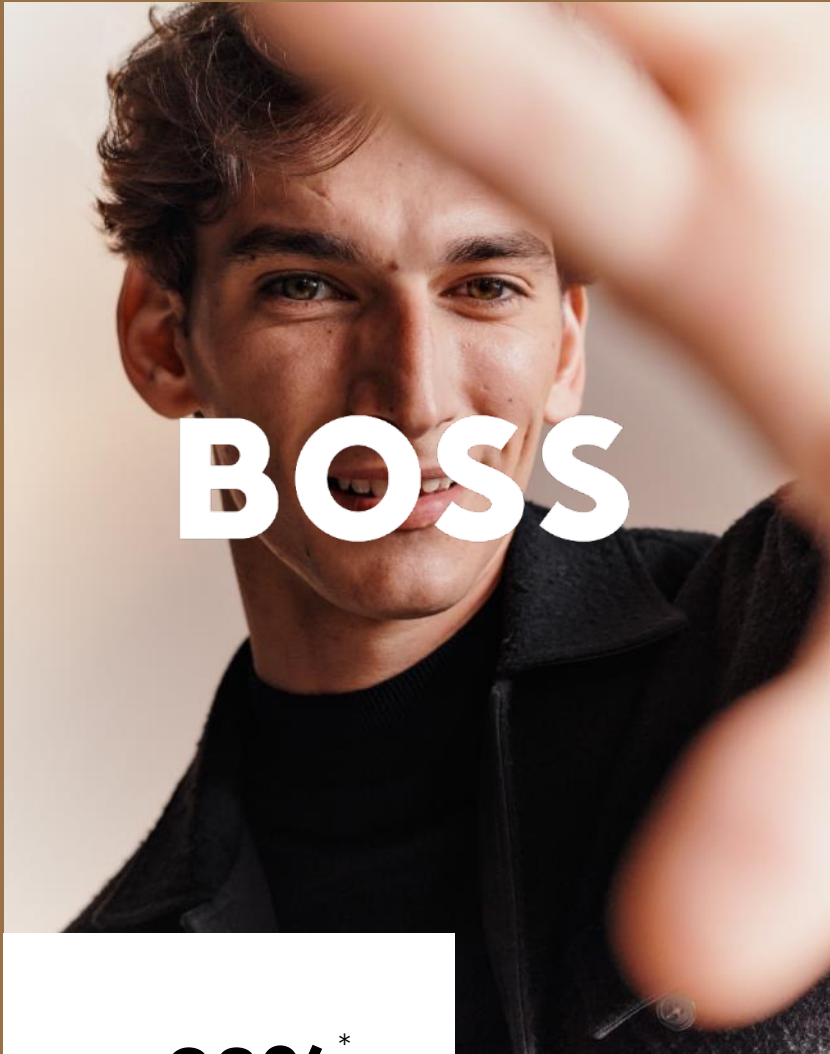
VS. Q3 2020

**+7%\***

VS. Q3 2019







**+38%\***

VS. Q3 2020

**+6%\***

VS. Q3 2019



**+51%\***

VS. Q3 2020

**+14%\***

VS. Q3 2019

# STRONG LOCAL DEMAND DRIVES BUSINESS IN EUROPE



## EUROPE SALES

INCL. MIDDLE EAST AND AFRICA

**+38%\***

VS. Q3 2020

**+9%\***

VS. Q3 2019



Rebound in local demand spurs overall momentum in the region



Revenues in key markets such as the UK, France, and Germany exceed 2019 levels

# MOMENTUM IN THE AMERICAS FURTHER ACCELERATES



## AMERICAS SALES

**+94%\***

VS. Q3 2020

**+14%\***

VS. Q3 2019

- ▶ Strong growth across all of the region's key markets, driven by robust local demand
- ▶ U.S. retail business grows double-digits as compared to pre-pandemic levels

# CONSUMER SENTIMENT IMPACTED BY PANDEMIC-RELATED RESTRICTIONS



## ASIA/PACIFIC SALES

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

VS. Q3 2020

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

VS. Q3 2019



Temporary store closures weigh on various markets in Southeast Asia



Consumer sentiment in mainland China reaccelerates towards the end of Q3

# STRONG DYNAMIC ACROSS ALL CHANNELS

## OWN RETAIL

**+40%**  
VS. Q3 2020

**+13%**  
VS. Q3 2019

▶ Brick and mortar retail business returns to growth, up +4% vs. 2019

## ONLINE

**+37%**  
VS. Q3 2020

**+127%**  
VS. Q3 2019

▶ Strong double-digit growth across all regions

## WHOLESALE

**+40%**  
VS. Q3 2020

**(1)%**  
VS. Q3 2019

▶ Revenues with online partners grow strong double-digits vs. 2019



# SIGNIFICANT BOTTOM-LINE IMPROVEMENTS IN Q3

		VS. Q3 2020	VS. Q3 2019
<b>GROUP SALES</b>	EUR <b>755</b> MILLION	<b>+42%</b>	<b>+5%</b>
<b>GROSS PROFIT</b>	EUR <b>466</b> MILLION	<b>+41%</b>	<b>+2%</b>
<b>GROSS MARGIN</b>	<b>61.7%</b>	<b>(20) bp</b>	<b>(160) bps</b>
<b>OPERATING EXPENSES</b>	EUR <b>381</b> MILLION	<b>+21%</b>	<b>+2%</b>
<b>IN % OF SALES</b>	<b>50.4%</b>	<b>(880) bp</b>	<b>(140) bp</b>
<b>SELLING &amp; DISTRIBUTION EXPENSES</b>	EUR <b>299</b> MILLION	<b>+19%</b>	<b>(2)%</b>
<b>ADMINISTRATION EXPENSES</b>	EUR <b>82</b> MILLION	<b>+26%</b>	<b>+21%</b>
<b>EBIT</b>	EUR <b>85</b> MILLION	<b>&gt;100%</b>	<b>+3%</b>
<b>EBIT MARGIN</b>	<b>11.3%</b>	<b>860 bp</b>	<b>(20) bp</b>
<b>NET INCOME ATTRIBUTABLE TO SHAREHOLDERS</b>	EUR <b>53</b> MILLION	<b>&gt;100%</b>	<b>(5)%</b>

# STRONG IMPROVEMENT IN FREE CASH FLOW DEVELOPMENT

## TNWC

SEPTEMBER 30, 2021

EUR

**474**

MILLION

(11)%\*

## CAPITAL EXPENDITURE

JULY-SEPTEMBER 2021

EUR

**26**

MILLION

+40%

## FREE CASH FLOW

JULY-SEPTEMBER 2021

EUR

**171**

MILLION

+10%

**Inventories** decrease 6%\* as a result of the strong sales growth in the third quarter

Increase in **capital expenditure** mainly reflects the further store network optimization

**Free cash flow** more than doubles as compared to pre-pandemic levels



# EXECUTION OF CLAIM 5 STRATEGY IN FULL SWING



SPECTACULAR  
PHYGITAL LAUNCH OF  
BOSS X RUSSELL ATHLETIC 2.0

**25** MILLION  
SOCIAL ENGAGEMENTS

**4** BILLION  
IMPRESSIONS IN 4 DAYS

**BOOST BRANDS**



**BRANDING REFRESH  
VISIBLE AS OF  
JANUARY 2022**

**BOOST BRANDS**



**BOSS BECOMES THE  
OFFICIAL PARTNER  
OF THE  
HAHNENKAMM RACES**

**BOOST BRANDS**

LONG-TERM PARTNERSHIP  
AND CAPSULE COLLECTION  
WITH **MATTEO BERRETTINI**

**BOOST BRANDS**

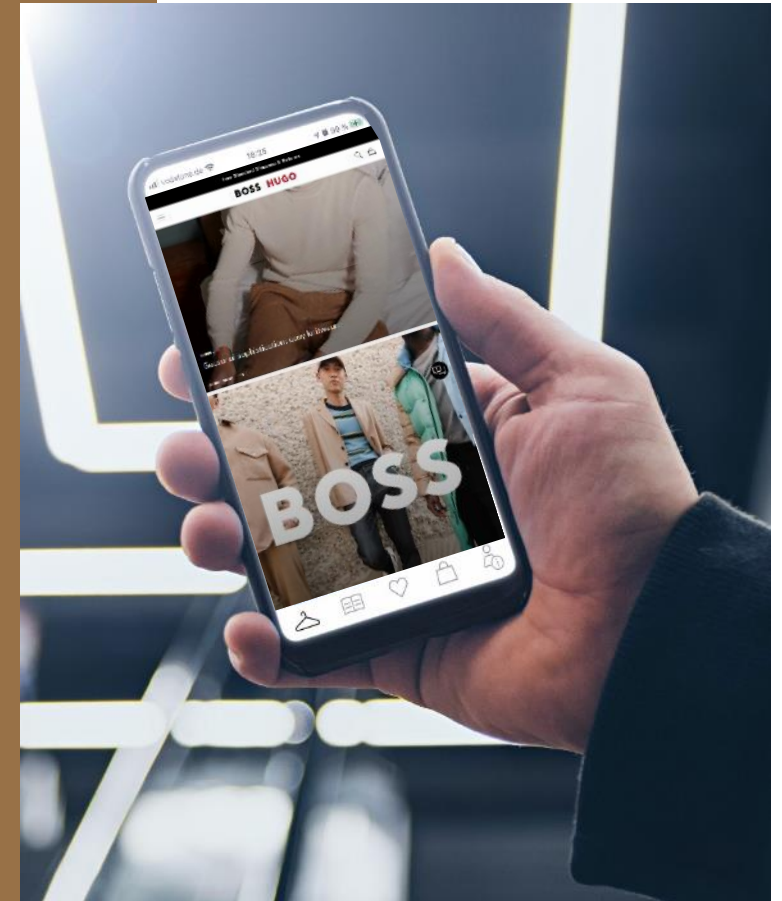


# 24/7 LIFESTYLE BRAND

- ▶ TURNING CONSUMERS INTO **FANS**
- ▶ CREATING BUZZ AMONG **YOUNGER CONSUMERS**
- ▶ FURTHER STRENGTHENING **CASUALWEAR**

**PRODUCT IS KING**

**RELAUNCH OF  
HUGOBOSS.COM  
IN EARLY 2022**



**LEAD IN DIGITAL**

# BOSS STORE LONDON OXFORD STREET

OPENING EARLY 2022

# REBALANCE OMNICHANNEL



HUGO BOSS

# EXPANSION OF OWN PRODUCTION IN IZMIR

- ▶ ADDING FURTHER CAPACITY TO MEET GROWING **CASUALWEAR DEMAND**
- ▶ STRENGTHENING NEAR-SHORING FOR THE **EUROPEAN SALES MARKET**



## ORGANIZE FOR GROWTH



# ORGANIZATIONAL STRUCTURE FURTHER STRENGTHEND



**KRISTINA SZÁSZ**



**CHRISTOPHER KÖRBER**



**MAIAH SULLIVAN**



**LUIGI BOIOCCHI**



**JUDITH SUN**



**JESPER REISMANN**

**BUSINESS UNITS**

**MARKETING**

**SALES**

# ORGANIZE FOR GROWTH

# HUGO BOSS INCREASES OUTLOOK FOR FY 2021

GROUP SALES*	INCREASE BY ~40%
EBIT	BETWEEN EUR 175 MILLION AND EUR 200 MILLION
TNWC (IN % OF SALES)	IMPROVE TO A LEVEL OF 19% - 20%
CAPEX	BETWEEN EUR 100 MILLION AND EUR 130 MILLION



# **FINANCIAL CALENDAR & INVESTOR RELATIONS CONTACT**

**MARCH  
10  
2022**

**FULL YEAR RESULTS  
2021**

**CHRISTIAN  
STÖHR**

**VICE PRESIDENT INVESTOR RELATIONS**

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## 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.

