INVESTOR MEETING PRESENTATION

01/2024

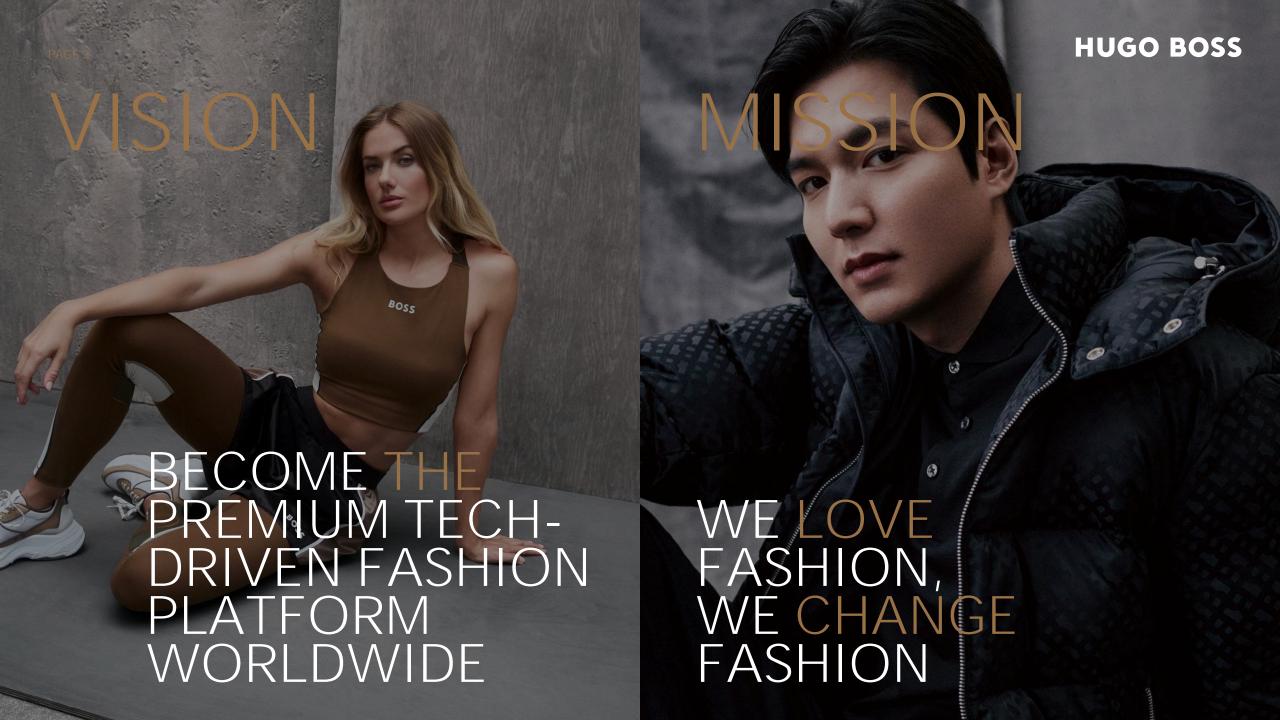




01 "CLAIM 5" STRATEGY

O2 PRELIMINARY FY 2023 RESULTS

03 GENERAL INFORMATION



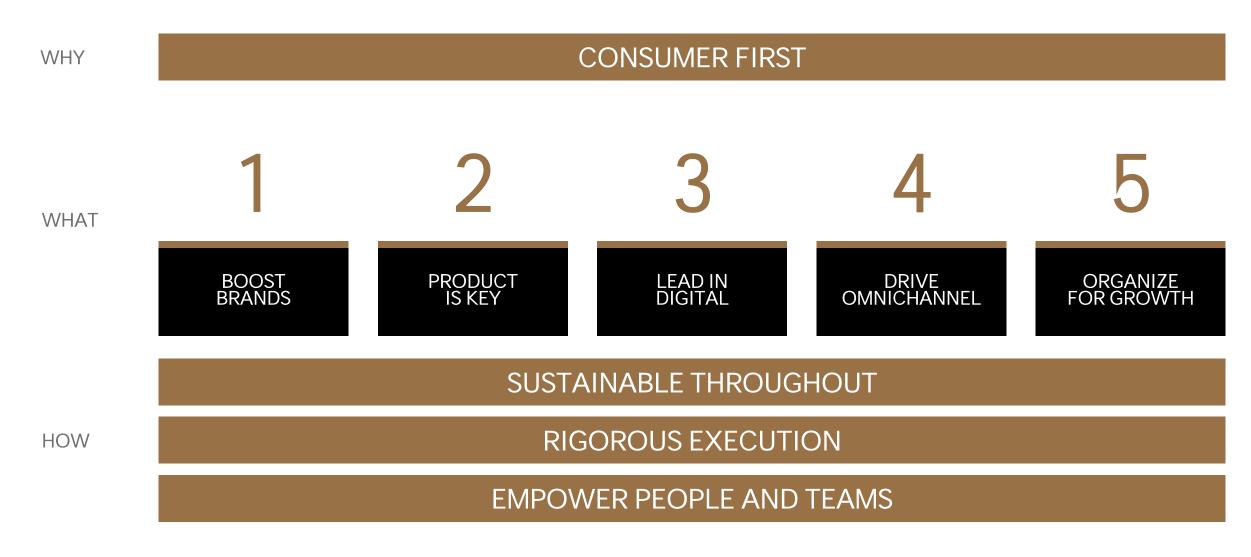
AMBITION

€5 BILLION SALES IN 2025 ≥12% EBIT MARGIN IN 2025

BECOME ONE OF THE TOP 100 GLOBAL BRANDS



CLAIM 5 STRATEGY



LOOKING BACK

ACHIEVED ALOT



CLAIM 5 FINANCIAL PROGRESS REPORT WE HAVE KEPT OUR PROMISE...

Strong acceleration in top-line growth (8% CAGR 2019-2022)

€4 B sales target to be reached in 2023 (two years ahead of plan)

Gross margin at upper end of mid-term outlook despite external headwinds Nearly €200 M incremental investments in digital and marketing (2022 vs. 2019)





/

/

Almost €200 M investments in store network (2021–2022) More than €550 M absolute EBIT generated (2021–2022) Strong FCF generation of around €730 M (2021-2022)

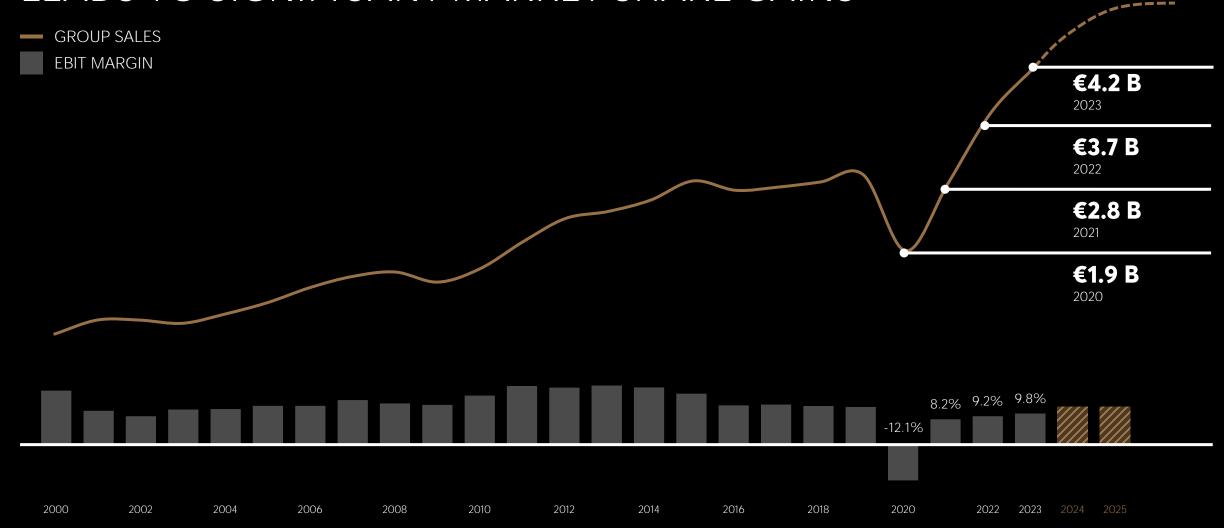
Strong investmentgrade ratings received (BBB / Baa2)







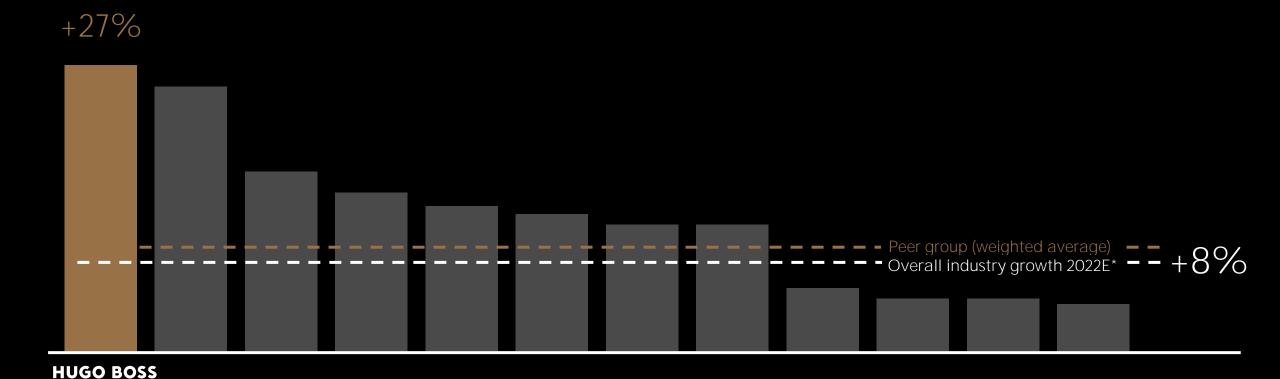
STRONG ACCELERATION IN TOP-LINE GROWTH LEADS TO SIGNIFICANT MARKET SHARE GAINS





HUGO BOSS WITH SIGNIFICANT OUTPERFORMANCE VS. KEY COMPETITORS IN 2022

GROUP SALES DEVELOPMENT (CURRENCY-ADJUSTED CHANGE IN % VS. 2021)



SIGNIFICANT INCREASE IN BRAND VALUE

BEST GLOBAL BRANDS 2022

Interbrand











BOSS CLAIMS

1ST PLACE IN BRAND HEAT RANKING



NEW 2025 FINANCIAL AMBITION

CLAIM 5 UPDATE



EXECUTION OF CLAIM 5 TO IMPACT FINANCIAL AMBITION

OUTLOOK INVESTOR DAY 2023

Continue superior top-line growth

Further invest in marketing, digital, and logistics

Business operations platform to support gross margin

Accelerate store portfolio refresh VALUE
CREATION
SHIFTS TO
ABSOLUTE
PROFITABILITY
IMPROVEMENTS
AND FREE
CASH FLOW
GENERATION

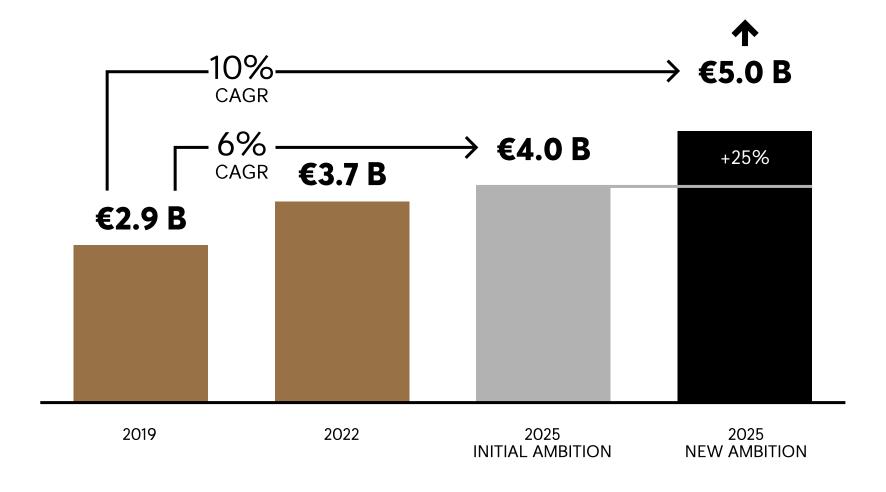


NEW 2025 FINANCIAL AMBITION

	2025 INITIAL	2025 NEW
GROUP SALES	€4 B in 2025	↑ €5 B in 2025
SALES GROWTH	6% cagr 2019–2025	↑ 10% CAGR 2019–2025
EBIT	~ €480 M	↑ ≥ €600 M
EBIT MARGIN	~12% of group sales	↑ ≥ 12% OF GROUP SALES

TOP-LINE NEW 2025 SALES TARGET

- Building on regained brand momentum and leveraging global growth opportunities
- Balanced growth between space expansion, volume and price



BALANCED GROWTH PROFILE TO CONTINUE ACROSS BRANDS, CHANNELS, AND REGIONS

BRANDS



CHANNELS



REGIONS



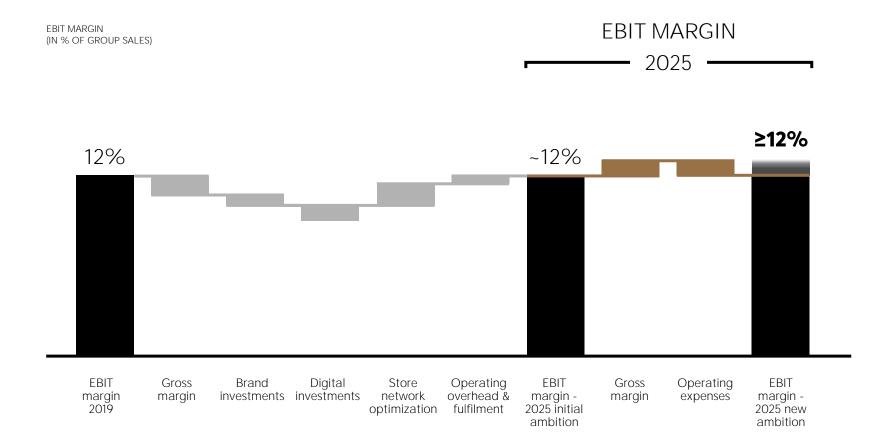
PAGE 17

BOTTOM-LINE DEVELOPMENT

COMMITTED TO ACHIEVE ≥12% EBIT MARGIN BY 2025

- Gross margin improvements to support EBIT margin development
- Investments in operating overhead and fulfilment to weigh on operating expenses

HUGO BOSS



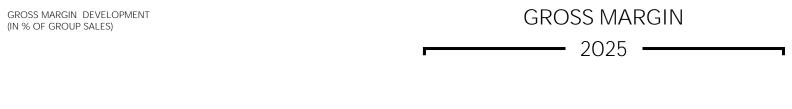
PAGE 18

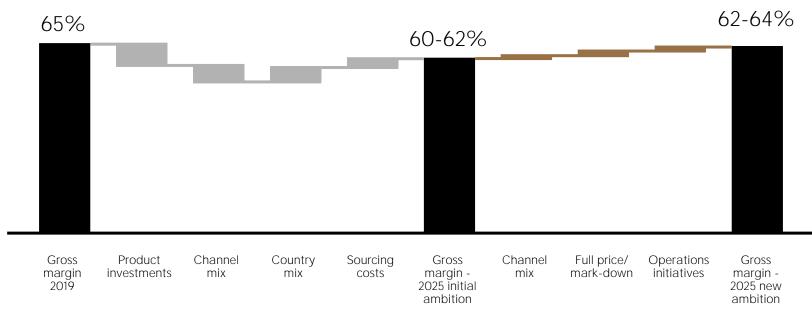
GROSS MARGIN

IMPROVEMENT IN GROSS MARGIN MAINLY REFLECTS SURGE IN BRAND MOMENTUM

- B&M retail expansion drives favorable channel mix
- Regained brand strength leads to higher full-price sales
- Business operations platform leads to sourcing efficiencies

HUGO BOSS



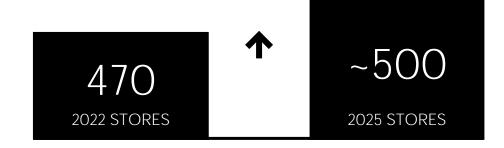


STORE NETWORK OPTIMIZATION

OPTIMIZATION AND SELECTIVE EXPANSION OF STORE NETWORK TO CAPITALIZE ON BRAND MOMENTUM

- Further optimizing store network remains key priority
- Store productivity to increase by at least 3% p.a. until 2025
- Selective expansion of B&M retail store network





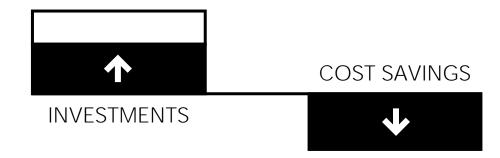




OPERATING OVERHEAD COSTS AND FULFILMENT

FUTURE GROWTH AMBITION TO BE BACKED BY STRONG AND EFFICIENT ORGANIZATION

- Higher fulfilment costs to support top-line growth by 2025 and beyond
- Setting up best-in-class organization for future growth and profitability
- Overall cost inflation weighs on overhead costs





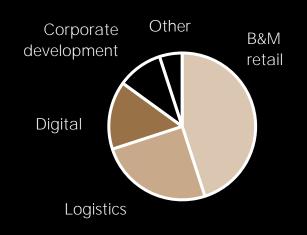


CAPITAL EXPENDITURE

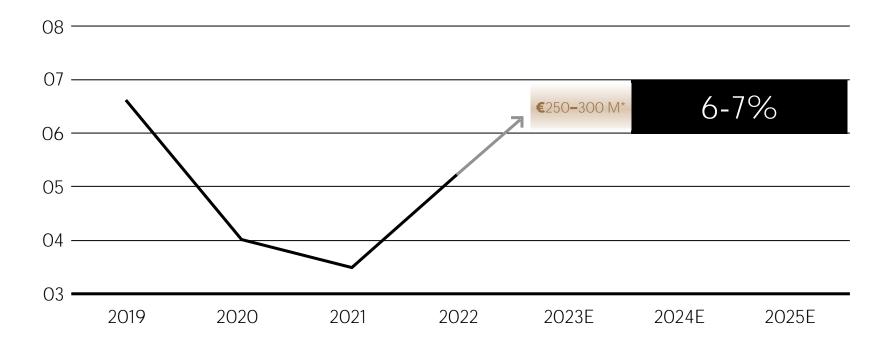
RATIO OF GROWTH VS. MAINTENANCE CAPEX OF AROUND 40/60

CAPEX 2023-2025

>80% of capital expenditure related to store network, logistics expansion, and digital excellence



CAPITAL EXPENDITURE (IN % OF GROUP SALES)

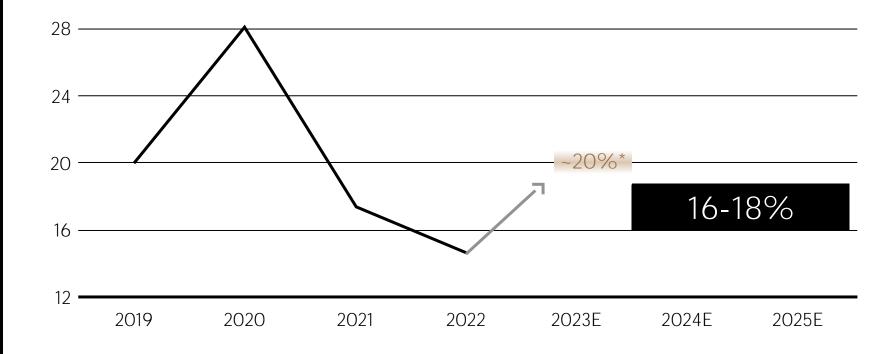


TRADE NET WORKING CAPITAL

TRADE NET WORKING CAPITAL TO REMAIN AT A STRONG LEVEL BETWEEN 16% AND 18%

- Inventory optimization initiatives and supplier financing program to support TNWC
- Inventories in % of sales to improve to a level of <20% by 2025

TNWC (IN % OF GROUP SALES)



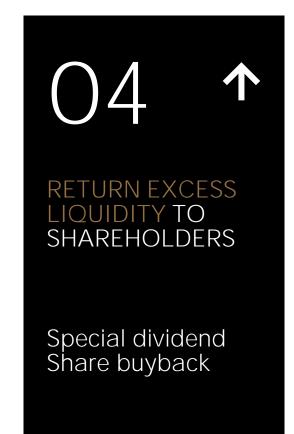
DRIVING ORGANIC GROWTH TO GENERATE SHAREHOLDER RETURN

CAPITAL ALLOCATION FRAMEWORK

REINVEST FOR ORGANIC GROWTH Investments





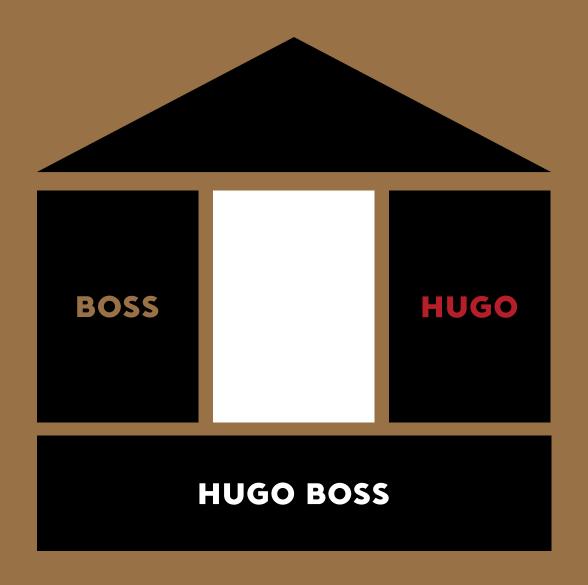


01

BOOST BRANDS

CLAIM 1





WE REVITALIZED OUR BRAND PORTFOLIO STRATEGY AND BRAND ARCHITECTURE WITH

TWO CLEARLY DISTINGUISHED BRANDS

POSSIBILITY TO ADD MORE BUSINESSES WITH PREMIUM LIFESTYLE POSITIONING

BE YOUR OWN BOSS

BOSS addresses customers in the premium segment who lead a self-determined life, show a clear attitude, and pursue ambitions with determination

BOSS offers the perfect outfit for every occasion – from business to leisure – with casualness and comfort being key attributes





HUGO YOUR WAY

HUGO targets customers who consider their way of dressing as an expression of their individual personality and who see themselves as trendsetters

HUGO offers a broad range of trendy and modern products reflecting the brand's authentic and unconventional style





CONTINUOUS FOCUS ON BRAND BUILDING INITIATIVES TO FUEL RELEVANCE OF BOSS AND HUGO

REINFORCE TWO-BRAND STRATEGY IN CONSUMERS' MIND LEVERAGE FULL POTENTIAL OF BOSS AND HUGO BRAND LINES INTRODUCE NEW WAYS TO REACH YOUNGER CONSUMERS CREATE UNIQUE BRAND MOMENTS TO INCREASE BRAND RELEVANCE

BOSS

BOOST BRANDS

CLEARLY DISTINGUISHED MARKETING STRATEGIES

BOSS

HUGO

DIFFERENT LIFESTYLE BRANDS

DIFFERENT TARGET GROUPS

DIFFERENT MARKETING APPROACHES

OVERALL MARKETING STRATEGY

- Marketing investments to remain at 7-8% of Group sales
- Activate consumers across all touchpoints
- Continue a digital-first marketing strategy
- Become culturally relevant through sports, music, arts, and collabs
- Sustainably connect with consumers through emotional storytelling



MAXIMIZE CONSUMER IMPACT

02

CLAIM 2

PRODUCT IS KEY



STRONG COMMITMENT TO TWO-BRAND STRATEGY WITH MULTIPLE BRAND LINES

BOSS LUXURIOUS-WEAR

TAILORING & BOSS SMART CASUALWEAR

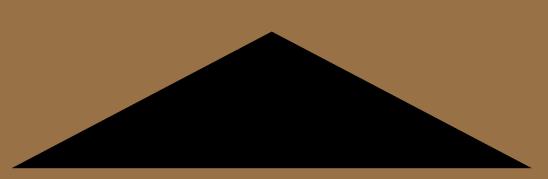
BOSS CASUALWEAR

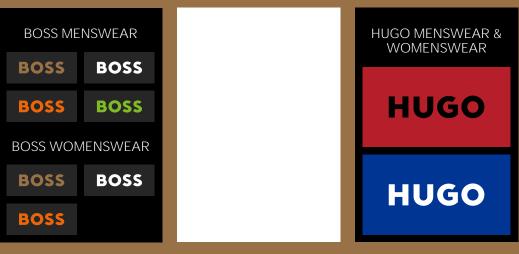
BOSS ATHLEISUREWEAR

STREET TAILORING & HUGO CASUALWEAR

DENIMWEAR & **HUGO**

BEYOND

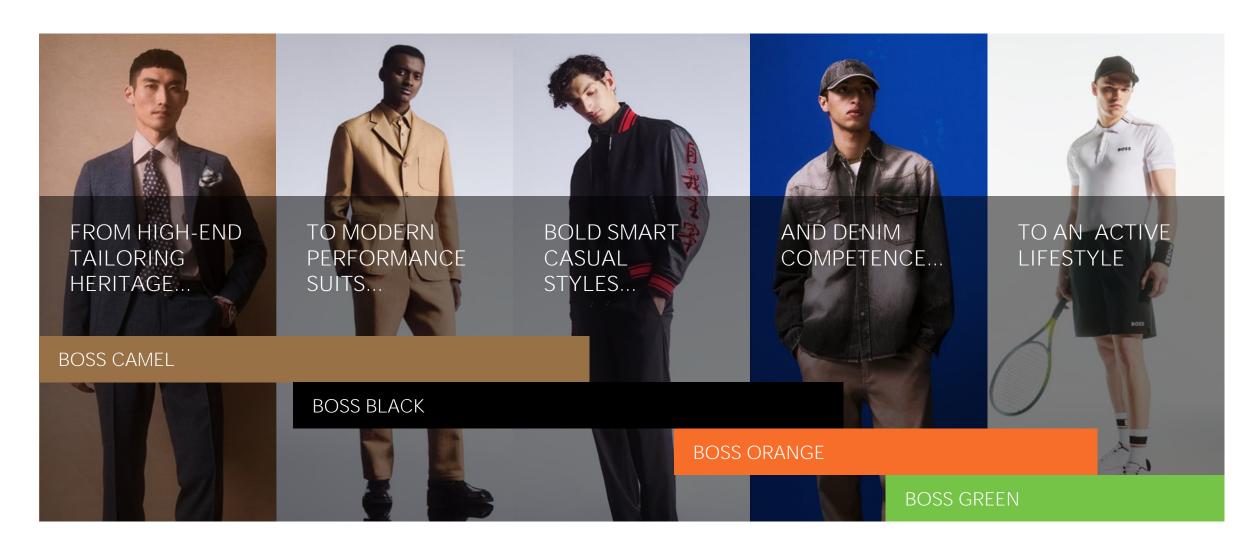




HUGO BOSS

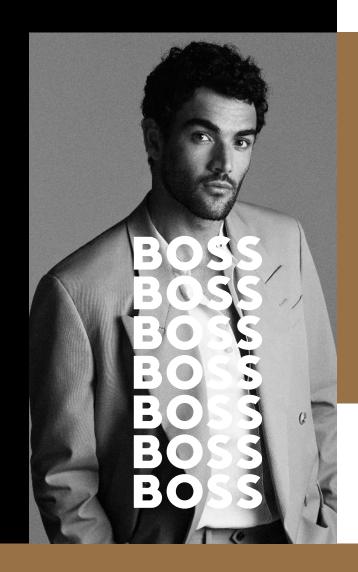
PAGE 33 HUGO BOSS

BRAND LINES REFLECT BOSS MENSWEAR 24/7 LIFESTYLE PROMISE



PRODUCT STRATEGY BOSS MENSWEAR

- Amplify the brand DNA own the heritage in suiting in a modern way
- Offer products to wear 24/7 from morning to evening
- Keep the momentum and sharpen the collection to consumer and regional needs
- Claim price-value leadership across categories
- Fully exploit the potential of hero products
- Partner up with industry leaders to boost innovation and category competence



~ €3.5 B

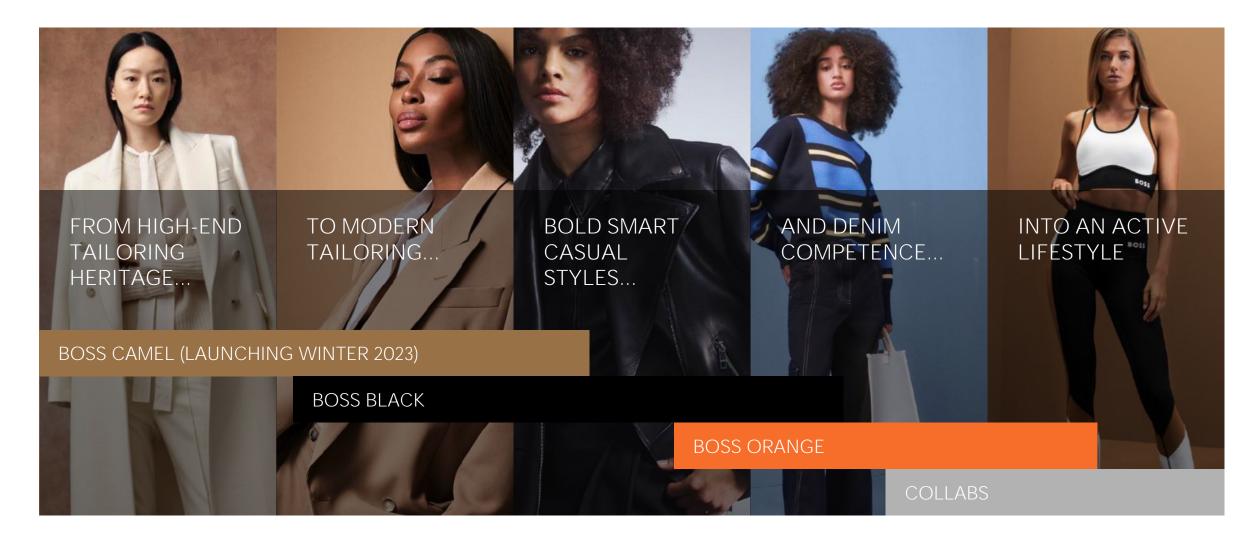
2025 AMBITION

~70%

OF GROUP SALES

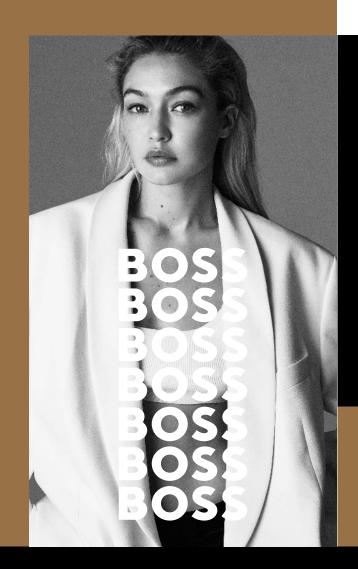
PAGE 35 HUGO BOSS

BRAND LINES REFLECT BOSS WOMENSWEAR 24/7 LIFESTYLE PROMISE



PRODUCT STRATEGY BOSS WOMENSWEAR

- Offer products to wear 24/7 from morning to evening
- Foster cohesive aesthetic between BOSS Menswear and Womenswear communication
- Amplify brand DNA translate heritage in suiting into new business wear and create true hero products
- Further establish BOSS Camel and BOSS Orange
- Partner up with industry leaders to boost innovation and category competence
- Strengthen athletic content and install BOSS Green in the long-term



~ **€**0.5 B

2025 AMBITION

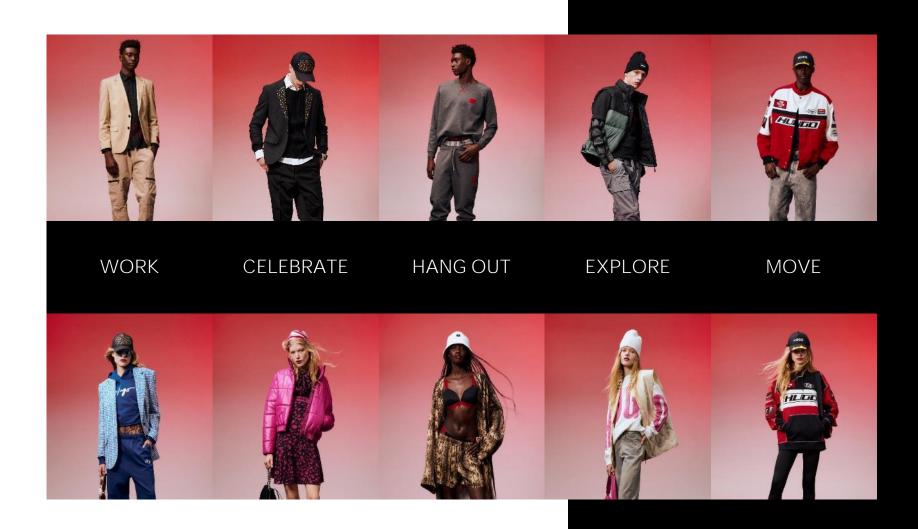
~10%
OF GROUP SALES

HUGO CELEBRATES 24H SELF-EXPRESSION IN EVERY SITUATION

Modern and authentic HUGO style to gain relevance among younger and youngminded consumers

Balanced offer of commercial and contemporary pieces

Investment in new categories such as womenswear bodywear & hosiery



PRODUCT STRATEGY HUGO

- Foster cohesive aesthetic between Menswear and Womenswear
- Balance out commercial and more contemporary designs
- Mix tailoring and streetwear for HUGO RED and push clothing, jersey, and outerwear
- Leverage HUGO BLUE to grasp growth opportunity in denim
- Fully leverage the potential of hero products



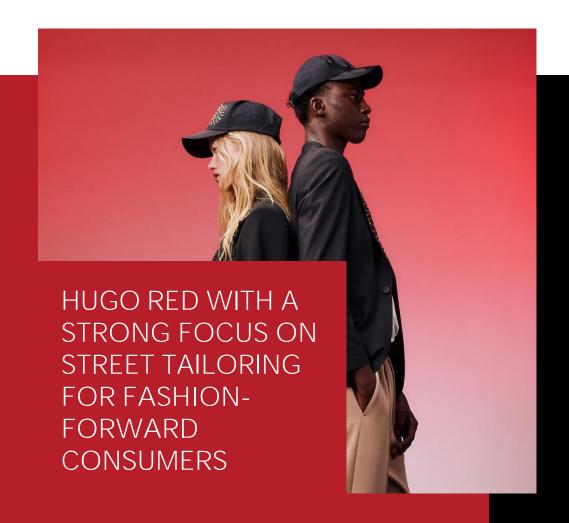
~ €1.0 B

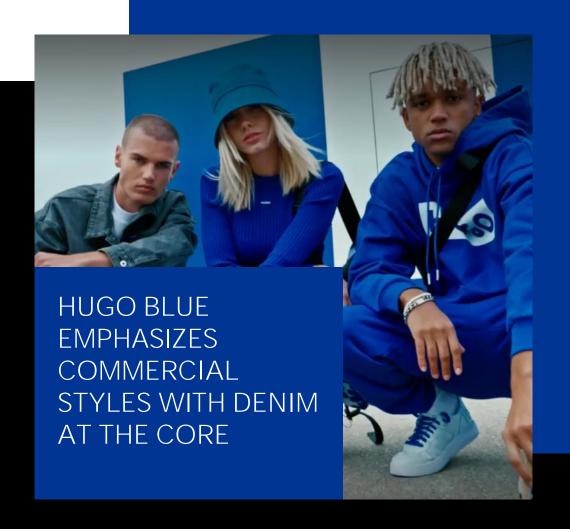
2025 AMBITION

~20%

OF GROUP SALES

TWO BRAND LINES WITH DEDICATED STYLES AND COMMON BRAND VALUES





TARGETED ASSORTMENT PLAN FOR BOSS AND HUGO ALIGNING PRODUCT STRATEGY WITH COMMERCIAL OBJECTIVES

2022







TARGET

~40% THE FOUNDATION











~20% STAY RELEVANT



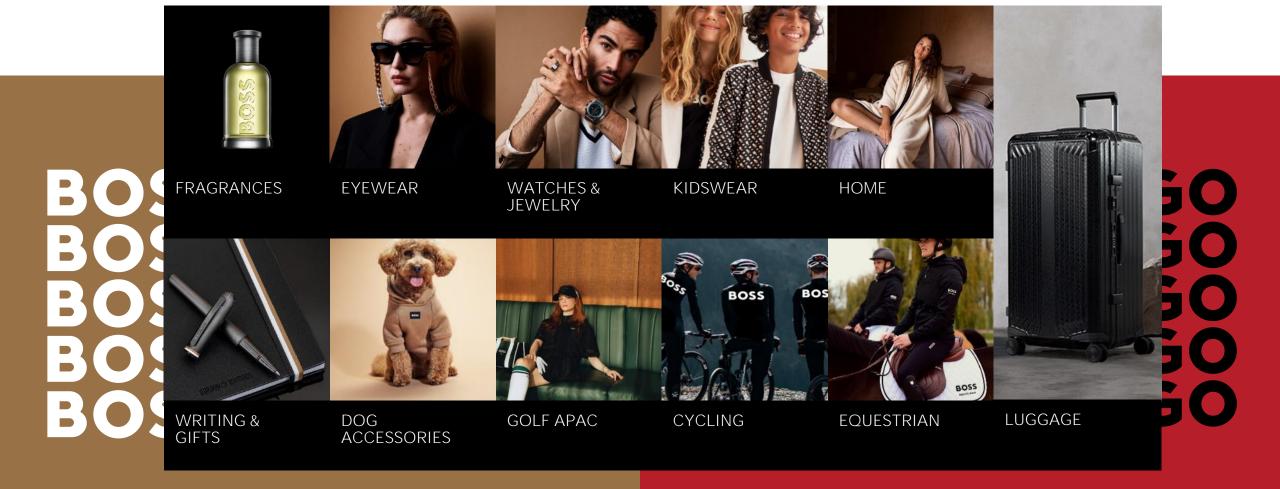






PAGE 41 HUGO BOSS

GLOBAL LICENSES BUSINESS EXTENDS 24/7 LIFESTYLE PROMISE



03

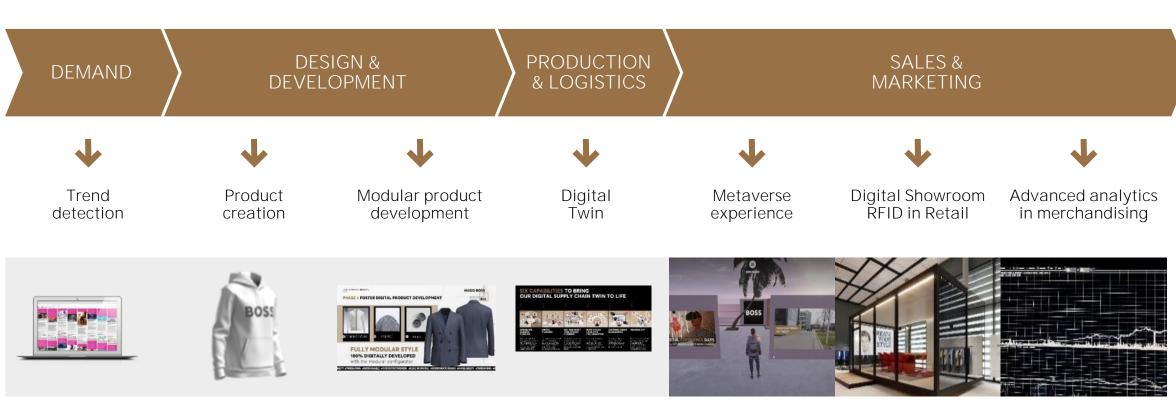
LEAD IN DIGITAL

CLAIM 3





CONSTANTLY DEVELOPING DIGITAL CAPABILITIES TO EMPHASIZE SPEED, PERSONALIZATION, AND COST EFFICIENCY





PAGE 44 HUGO BOSS

SHIFTING TOWARDS TREND ANALYTICS BY THE HELP OF DATA INSIGHTS AND GENERATIVE AI

GENERATIVE AI CREATES NEW SPACES FOR CREATIVITY.

IDENTIFY KEY EMERGING TRENDS IMPROVE TIME-TO-MARKET WIN
WITH RELEVANT
CONSUMER
GROUPS



FOSTER DIGITAL PRODUCT CREATION TO ACCELERATE DESIGN AND DEVELOPMENT PROCESS

DIGITAL PRODUCT CREATION TO INCREASE EFFICIENCY, REDUCE COSTS, AND FURTHER OPTIMIZE QUALITY.

~55%

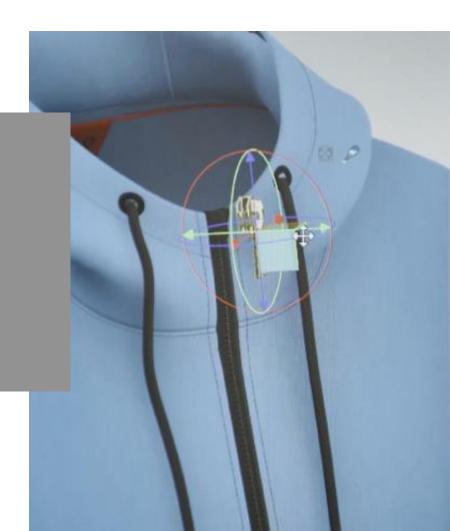
DIGITAL STYLE CREATION WINTER 2023

>30%

VS. WINTER 22

>90%

DIGITAL STYLES TARGETED BY 2025



LAUNCH OF A DIGITAL TWIN TO BUILD THE BACKBONE OF FUTURE GROWTH

DIGITAL TWIN ENABLES SMART DECISION-MAKING BY CONNECTING PLANNING AND EXECUTION, FROM DEMAND TO SUPPLY.

SUSTAIN GROWTH

BOOST PROFITABILITY INCREASE SUPPLY CHAIN TRANSPARENCY



DIGITAL SHOWROOM OFFERS A NEW WAY OF DIGITAL SELLING WITH STRONG INCREASE IN PLACED ORDERS

MATCH THE INCREASING DEMAND FOR A FASTER AND MORE IMPACTFUL ORDER EXPERIENCE

17

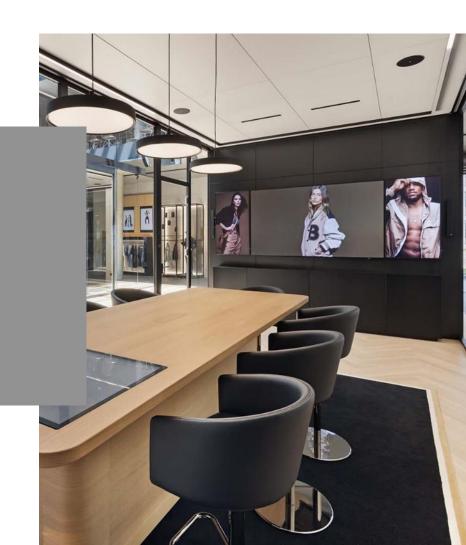
DIGITAL
SHOWROOM
LOCATIONS
GLOBALLY

~150

DIGITAL SELLING POINTS

>25 K

ORDERS PLACED
IN 2022



PAGE 48

HUGO BOSS

DIGITAL INNOVATION IN RETAIL AS AN INTEGRAL PART OF OUR GROWTH JOURNEY

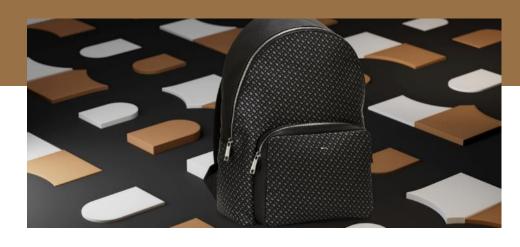
VIRTUAL STYLING enabling virtual try-ons based on personalized mannequins

IN-STORE DIGITALIZATION adding new digital touchpoints into stores to create an attractive point of access to products and services

RFID TECHNOLOGY simplifying in-store day-to-day processes leading to an improved customer experience



LEVERAGING DATA TO IMPROVE OUR MERCHANDISING PROCESSES AND INCREASE EFFICIENCY IN RETAIL MERCHANDISE OPERATIONS





ADVANCED MARKDOWN MANAGEMENT

Drive efficient end-of-season pricing by automatically finding optimal markdown.



DATA-DRIVEN INTER-STORE TRANSFER

Optimization and automation of transfers between retail stores to match inventory to forecasted demand.



04

DRIVE OMNICHANNEL

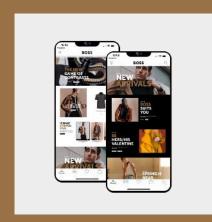
CLAIM 4



PAGE 51

WE MOVE TO WHERE CONSUMERS EXPECT US TO BE

RETAIL



DIGITAL



OMNICHANNEL





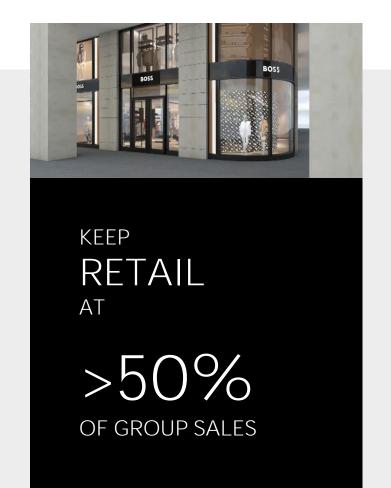
WHOLESALE



METAVERSE

LEVERAGING OUR HIGH-QUALITY CHANNEL MIX TO REFLECT NEW REALITIES

2025 AMBITION





MAINTAIN
WHOLESALE
AT

~25%
OF GROUP SALES



DIGITAL TO

>20%
OF GROUP SALES

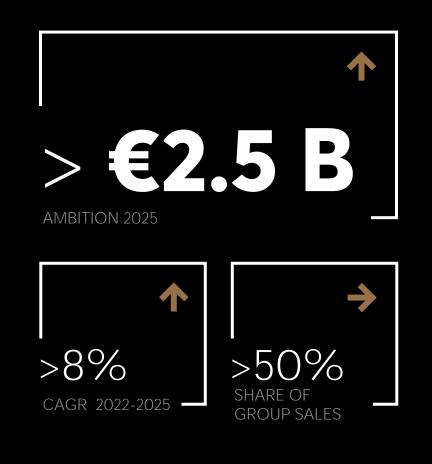
EXPERIENTIAL IN RETAIL

ACTIONS

- Become THE "place to be" for our customers
- Enhance customer experience with a desirable look and feel
- Increase productivity by at least 3% per year
- Continue to refresh and optimize store portfolio

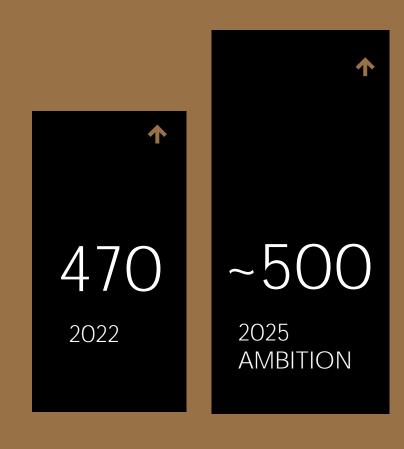
ENABLERS

- Experiential store design, pop-ups, and digitalization at the POS
- Valuable hospitality concept
- Excellence in store management and service
- Improved merchandising strategy



HUGO BOSS

NUMBER OF FULL-PRICE STORES





~ 25%
of stores refreshed by end of 2022

~80% of stores to be refreshed by end of 2025

INCREASE STORE PRODUCTIVITY BY AT LEAST 3% PER YEAR

STORE PRODUCTIVITY (€/SQM)

≥3% PER YEAR



11,900

2022

>13,000

- Accelerate rollout of latest store concepts
- Continue store optimization program
- Constantly improve product offering at the POS

WIN WITH THE WINNERS IN WHOLESALE



ACTIONS

- Leverage brand lines
- Grow with existing strong partners
- Drive digital selling and automated replenishment
- Continue shop-in-shop refreshments and pop-ups
- Exploit potential of franchise business

ENABLERS

- Strong positioning of brands and focused product offering
- Strong relationship based on customer and product insights
- Improved in-season management
- Implemented segmentation strategy



EXPLOIT THE FULL POTENTIAL OF OUR GLOBAL FRANCHISE BUSINESS



INSPIRATIONAL IN DIGITAL

\rightarrow

ACTIONS

- Expand and grow hugoboss.com
- Improve user experience and push mobile and social commerce
- Grow with strong digital partners including hybrid models
- Continue to drive community building through i-commerce

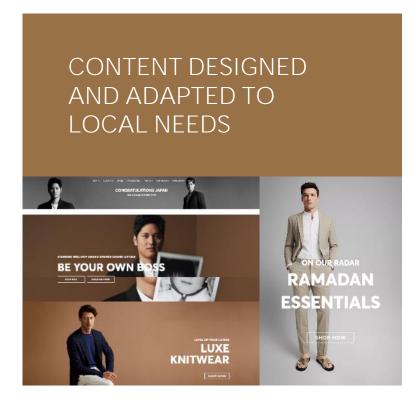
ENABLERS

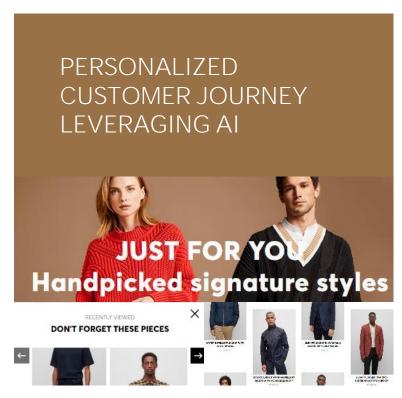
- Localized content and marketing
- Latest app skills and Aldriven features
- Data-driven decision-making and improvement of products and services
- Implemented segmentation strategy



LEVERAGING POTENTIAL OF HUGOBOSS.COM BY DELIVERING NEXT-LEVEL DIGITAL EXPERIENCE













KEEP GROWTH TRAJECTORY IN THE AMERICAS

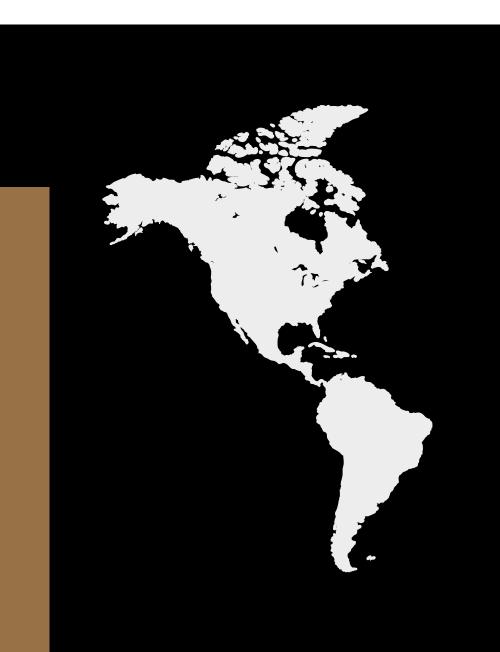


~20%

SALES SHARE 2025

HIGH SINGLE-DIGIT GROWTH CAGR 2022-2025

- Continue to push 24/7 brand image in our single largest market, the U.S.
- Further expand visibility in U.S. department stores and roll out digital marketplaces
- Strengthen store network in Latin America



EXPLOIT GROWTH MOMENTUM IN EMEA



>55%

SALES SHARE 2025

MID TO HIGH SINGLE-DIGIT GROWTH CAGR 2022–2025

- Continue to enhance and upgrade distribution network
- Accelerate franchise development
- Capitalize on business opportunities across brand lines



UNLEASH THE FULL POTENTIAL IN ASIA/PACIFIC



~20%

SALES SHARE 2025

LOW DOUBLE-DIGIT GROWTH CAGR 2022-2025

- Secure affordable luxury position in China, Japan, and Korea
- Strengthen retail and drive wholesale in South East Asia & Pacific
- Boost digital commerce



05

ORGANIZE FOR GROWTH

CLAIM 5



STEPPING UP INVESTMENTS IN OUR LOGISTICS NETWORK TO SUPPORT GROWTH AMBITION

LOGISTICS CAPACITY



~65M

UNITS CAPACITY
IN 2023

~90M

UNITS CAPACITY MID-TERM



PLANNED LOGISTICAL EXPANSIONS

OWN OPERATIONS USA

GERMANY

THIRD-PARTY PROVIDER

UK

CHINA

SUCCESSFUL EXPANSION OF OUR OWN PRODUCTION CAPACITIES

IZMIR FACTS & FIGURES

~5,000

EMPLOYEES

PAGE 65

 $\sim 5M$

UNITS

4

PRODUCTION PLANTS

14%

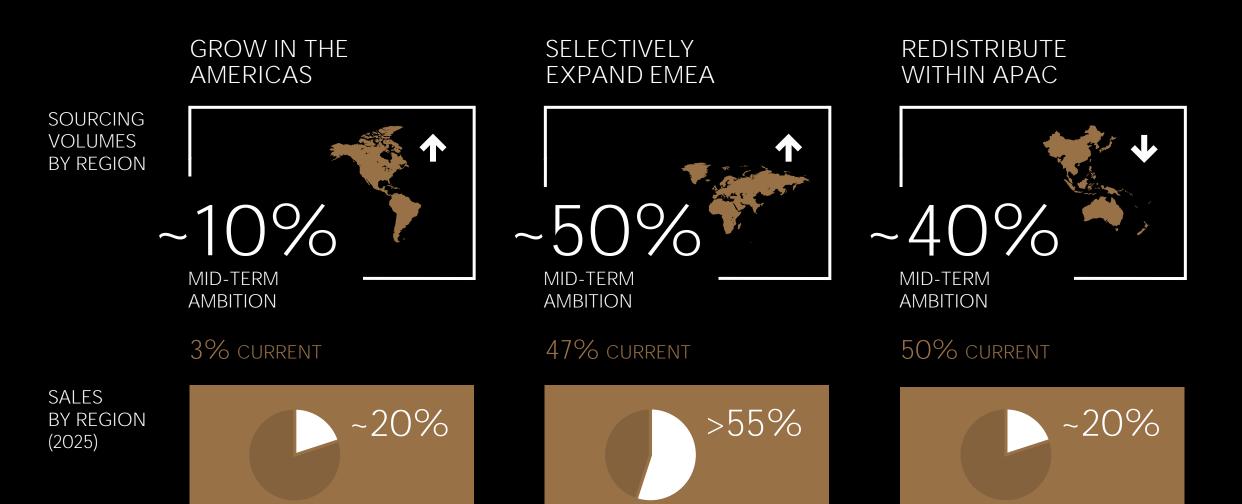
OWN PRODUCTION
THEREOF ~12%* IN IZMIR, TURKEY

2x
TOTAL
CAPACITY IN
IZMIR ALMOST
DOUBLED
IN 2022

1/3
OF TOTAL
PRODUCTION
CAPACITY
DEDICATED TO
CASUALWEAR



ADVANCING WITH NEARSHORING TO BETTER ALIGN REGIONAL SOURCING ACTIVITIES WITH SALES MARKETS





STRONG ACHIEVEMENTS

IN THE AREAS OF SUSTAINABILITY

7X LISTED IN

DOW JONES SUSTAINABILITY INDEX HEIQ AEONIQ, A CELLULOSIC FILAMENT YARN



OUR STRATEGY IS ANCHORED IN THESE CORE PRINCIPLES

OUR 5 STRATEGIC SUSTAINABILITY PILLARS



INCREASE CIRCULARITY

DRIVE DIGITIZATION & DATA ANALYTICS

LEVERAGE NATURE POSITIVE MATERIALS

FIGHT MICROPLASTICS

PUSH ZERO EMISSIONS

A STRONG ENVIRONMENTAL, SOCIAL, AND GOVERNANCE (ESG) BASIS

THERE IS A DEDICATED GOAL BEHIND EACH STRATEGIC PILLAR

OUR 5 STRATEGIC SUSTAINABILITY PILLARS



80%

CIRCULAR products by 2030

90%

products will be developed digitally by 2025 100%

natural materials
according to
regenerative
principles or closedloop recycling
by 2030

0%

polyester & nylon by 2030 -50%

CO₂ emissions by 2030



OUR 5 STRATEGIC PILLARS ARE BACKED BY A STRONG ESG-BASIS

HUMAN RIGHTS & SOCIAL COMPLIANCE

- The upholding of human rights for our employees and suppliers is given top priority
- We are committed to protecting labor standards and promoting healthy workplaces
- We set binding frameworks, based on international standards
- LEARN MORE

EMPLOYEE DEVELOPMENT

- We offer our employee excellent development programs
- We help employees achieve a good work-life balance

LEARN MORE

ANIMAL WELFARE

- HUGO BOSS adheres to recognized animal welfare standards
- We do not use: fur and angora wool
- We only use: leather as a by-product of the food industry, down without live plucking and forced feeding

LEARN MORE

ENVIRONMENTAL COMPLIANCE

- We have comprehensive standards for our own buildings and in the supply chain, covering water, waste, and chemicals
- In addition to our strategic approach to climate protection, they are part of our general understanding of environmental protection and a prerequisite for environmental compliance

LEARN MORE

PACKAGING STANDARDS

- We use sustainably designed packaging made of certified and/or recycled material
- HUGO BOSS supports ending deforestation esp. in the choice of our packaging materials

LEARN MORE



PRE-LIMINARY

FY 2023 RESULTS

NOVEMBER 2, 2023





DOUBLE-DIGIT TOP- AND BOTTOM-LINE IMPROVEMENTS

GROUP SALES

4,197

EUR MILLION



EBIT

410

EUR MILLION



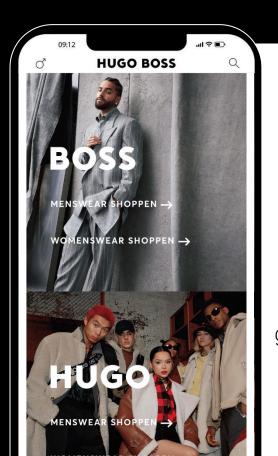
DOUBLE-DIGIT SALES IMPROVEMENTS ACROSS ALL BRANDS IN FY 2023





O BO33

ALL CHANNELS RECORD STRONG SALES IMPROVEMENTS IN FY 2023



DIGITAL

+26%

VS. FY 2022

hugoboss.com and digital revenues generated with partners up double-digit

B&M WHOLESALE

+18%*

Double-digit growth with all regions contributing

B&M RETAIL

+15%

VS. FY 2022

Robust growth driven by further improvements in store productivity as well as additional space

BROAD-BASED GROWTH WITH DOUBLE-DIGIT IMPROVEMENTS ACROSS ALL REGIONS IN FY 2023

AMERICAS

+23%

VS. FY 2022

Double-digit growth across all markets leads to further market share gains

Strong progress in establishing BOSS and HUGO as true 24/7 lifestyle brands

EMEA

+13%

VS. FY 2022

Robust momentum in key European markets, supported by business with international tourists

Strong performance in emerging markets, including Middle East

ASIA/PACIFIC

+32%

VS. FY 2022

Business recovery in Greater China continues, as reflected by strong double-digit growth

Double-digit momentum continues in South East Asia & Pacific

MACRO ENVIRONMENT REMAINS CHALLENGING **EXECUTION OF "CLAIM 5" REMAINS PRIMARY FOCUS IN 2024 AND BEYOND**

7

ONGOING EXECUTION OF KEY STRATEGIC INITIATIVES
TO ENSURE FURTHER TOP- AND BOTTOM-LINE IMPROVEMENTS

CONSUMER FIRST							
1	2	3	4	5			
BOOST BRANDS	PRODUCT IS KEY	LEAD IN DIGITAL	DRIVE OMNICHANNEL	ORGANIZE FOR GROWTH			

WELL ON TRACK FOR REACHING OUR 2025 FINANCIAL AMBITION

SALES BY 2025

€5 B

1

EBIT BY 2025

≥€600 M

EBIT MARGIN BY 2025

≥12%



FINANCIAL CALENDAR & INVESTOR RELATIONS CONTACT

MARCH

2024

FULL YEAR 2023 **RESULTS**



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GENERAL INFORMATION

BASED ON FY 2022

HUGO BOSS AT A GLANCE

3.7
EUR BILLION
SALES

335 EUR MILLION EBIT 9.2%
EBIT
MARGIN

166

EUR MILLION
FREE CASH
FLOW

132 COUNTRIES ~17,000 EMPLOYEES ~20%
SHARE OF
DIGITAL SALES

7,400 POINTS OF SALE

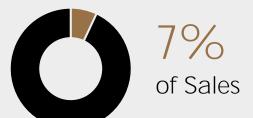
SALES BY BRAND 2022

BOSS MENSWEAR

79% of Sales

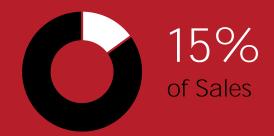
2,868
EUR MILLION

BOSS WOMENSWEAR



239 EUR MILLION

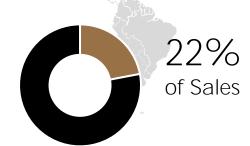
HUGO

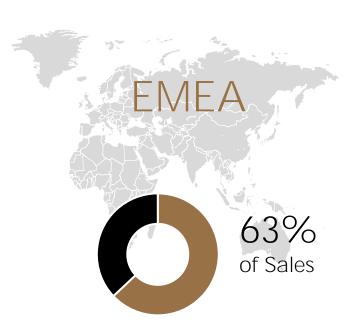


545 EUR MILLION

HUGO BOSS GLOBAL MARKET PRESENCE







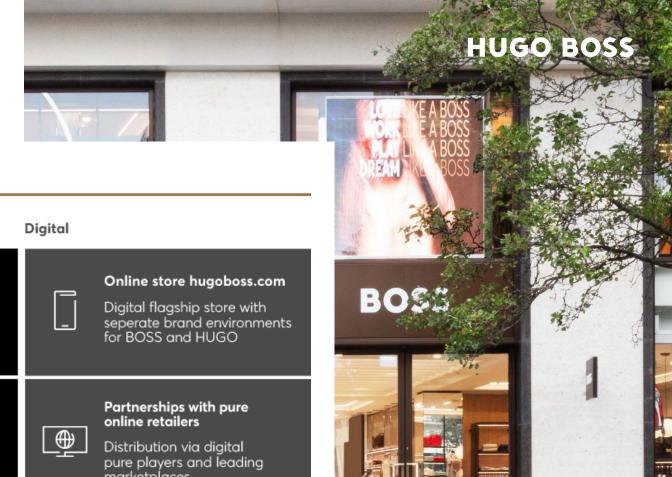


789 EUR million Sales
~1,800 Points of sale
106 Freestanding retail stores
13% Employees

2,303 EUR million Sales ~5,050 Points of sale 212 Freestanding retail stores 74% Employees

467 EUR million Sales
~550 Points of sale
152 Freestanding retail stores
13% Employees

DISTRIBUTION CHANNELS



Brick-and-mortar retail

Freestanding stores

Freestanding stores operated by the Group in prime locations

Brick-and-mortar wholesale

Multi-brand points of sale

General selling space in multi-brand stores



Shop-in-shops

Shops operated by the Group on retail space of partners



Shop-in-shops

BOSS and HUGO shops operated by partners

marketplaces



Factory outlets

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

Franchise business

Freestanding BOSS and HUGO stores operated by partners



Online distribution via bricks & clicks

Distribution via partners running both physical and digital businesses



SALES BY DISTRIBUTION CHANNEL

SALES BY DISTRIBUTION CHANNEL (in EUR million)

	2022	In % of sales	2021	In % of sales	Change in %	Currency- adjusted change in %
Brick-and-mortar retail	2,016	55	1,512	54	33	29
Brick-and-mortar wholesale	895	25	647	23	38	33
Digital	648	18	549	20	18	15
Licenses	92	3	77	3	19	19
Total	3,651	100	2,786	100	31	27

RETAIL STORE NETWORK

NUMBER OF OWN RETAIL POINTS OF SALES

2022	EMEA	Americas	Asia/Pacific	Total
Number of own retail points of sale	581	383	352	1,316
Thereof freestanding retail stores	212	106	152	470
2021				
Number of own retail points of sale	579	310	339	1,228
Thereof freestanding retail stores	206	98	147	451

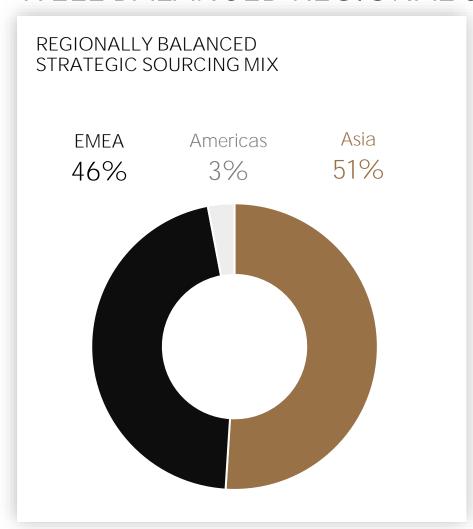
TOTAL NUMBER OF RETAIL POINTS OF SALE

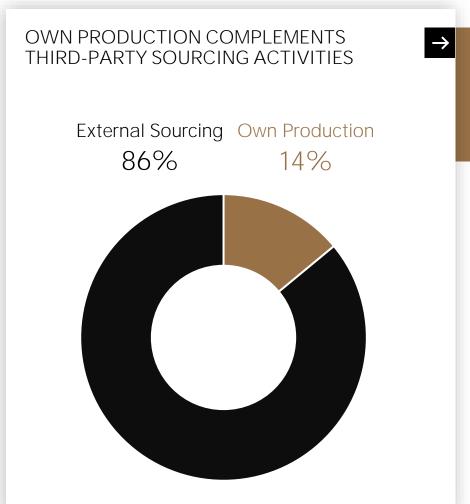
1,316

INCLUDING FREE-STANDING STORES, SHOP-IN-SHOPS AND OUTLETS

SOURCING FOOTPRINT

WELL BALANCED REGIONAL SOURCING & PRODUCTION MIX



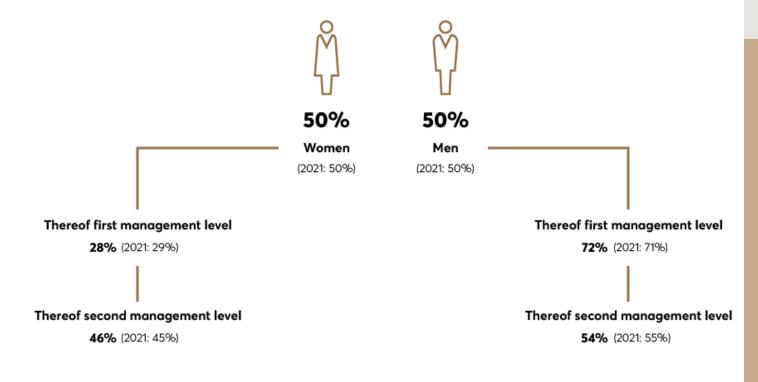


12%

Izmir, Turkey (Largest single source of production)

STRONG ORGANIZATIONAL SET-UP

EMPLOYEES IN MANAGEMENT (2022)















EMPLOYEE SATISFACTION

78%

CONDUCTED
ANNUALLY WITH
GREAT PLACE TO
WORK® GERMANY





PERFORMANCE-

COMPENSATION

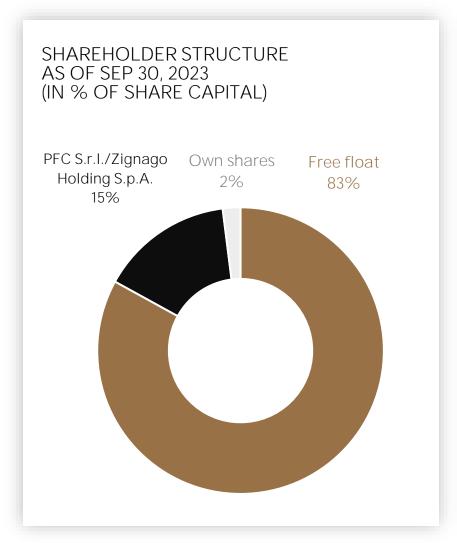
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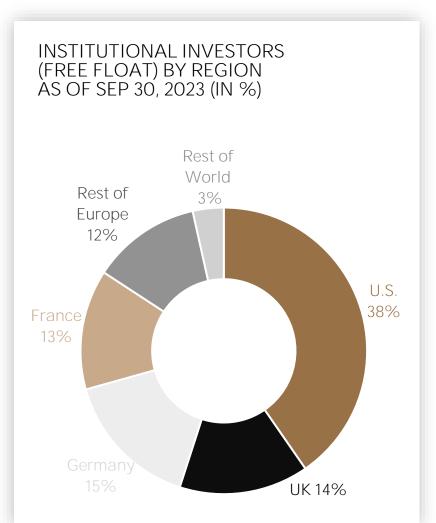
SYSTEM

COMPENSATION SYSTEM STRONGLY SUPPORTING LONG-TERM TARGETS

Components Short-term variable compensation Long-term variable compensation SALES Employee satisfaction **EBIT** Relative Return on Performance Trade net Perforworking total capital mance in **Targets** Sustainshareholder employed (RÓCE) (TNWC) return ability (RTSR) Weight 40% 30% 1/3 1/6 30% 1/3 1/6 STI FOCUS ON: LTI PROVIDES STRONG INCENTIVES FOR: Comment Stable free cash flow generation by optimizing 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

SHAREHOLDER STRUCTURE





~37₀000

TOTAL NUMBER OF SHAREHOLDERS

 $\approx 10\%$

OF SHARES HELD BY PRIVATE SHAREHOLDERS

MULTI-YEAR-OVERVIEW SALES

	2022	2021	2020	2019	2018	2017
Sales (in EUR million)	3,651	2,786	1,946	2,884	2,796	2,733
Sales by brand						
BOSS Menswear	2,868	2,181	1,530	2,488	2,422	2,336
BOSS Womenswear	239	192	131		2,122	2,000
HUGO	545	413	285	396	374	397
Sales by segments						
EMEA	2,303	1,742	1,231	1,803	1,736	1,681
Americas	789	543	308	560	574	577
Asia/Pacific	467	423	343	438	410	396
Licenses	92	77	64	84	76	79
Sales by distribution channel						
Brick-and-mortar retail	2,016	1,512	1,057	1,869	1,768	1,732
Brick-and-mortar wholesale	895	647	472	931	952	922
Digital	648	549	352	-	-	-
Licenses	92	77	64	84	76	79

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

	2022	2021	2020	2019	2018	2017
Results of operations (in EUR million)					ANGERS OF THE PROPERTY OF THE	
Gross profit	2,256	1,721	1,187	1,875	1,823	1,808
Gross margin in %	61.8	61.8	61.0	65.0	65.2	66.2
EBIT	335	228	(236)	344	347	341
EBIT margin in %	9.2	8.2	(12.1)	11.9	12.4	12.5
EBITDA	680	568	230	707	476	499
Net income attributable to equity holders of the parent company	209	137	(220)	205	236	231
Net assets and liability structure as of December 31 (in EUR million)						
Trade net working capital	613	376	491	528	537	459
Non-current assets	1,535	1,458	1,516	1,713	686	662
Equity	1,135	940	760	1,002	981	915
Equity ratio in %	36	34	30	35	53	53
Total assets	3,127	2,736	2,570	2,877	1,858	1,720
Financial position and dividend (in EUR million)						
Free cash flow	166	560	164	457	170	294
Net financial liabilities (as of December 31)	767	628	1,004	1,040	22	7
Capital expenditure	191	104	80	192	155	128
Depreciation/amortization	345	339	465	362	129	158
Total leverage (as of December 31) ¹⁰	1.1	1.1	(6.7)	0.2	0.0	0.0
Amount distributed ¹¹	69	48	3	3	186	183
Additional key figures						1 1 h, 15-
Employees (as of December 31) ¹²	16,930	14,041	13,795	14,633	14,685	13,985
Personnel expenses (in EUR million)	794	627	570	640	629	604
Number of Group's own retail points of sale	1,316	1,228	1,157	1,113	1,092	1,139
Shares (in EUR)						
Earnings per share	3.04	1.99	(3.18)	2.97	3.42	3.35
Dividend per share ¹¹	1.00	0.70	0.04	0.04	2.70	2.65
Last share price (as of December 31)	54.16	53.50	27.29	43.26	53.92	70.94
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.