



**FULL YEAR 2020**  
RESULTS PRESENTATION

MARCH 11, 2021



# YVES MÜLLER

SPOKESPERSON OF THE  
MANAGING BOARD

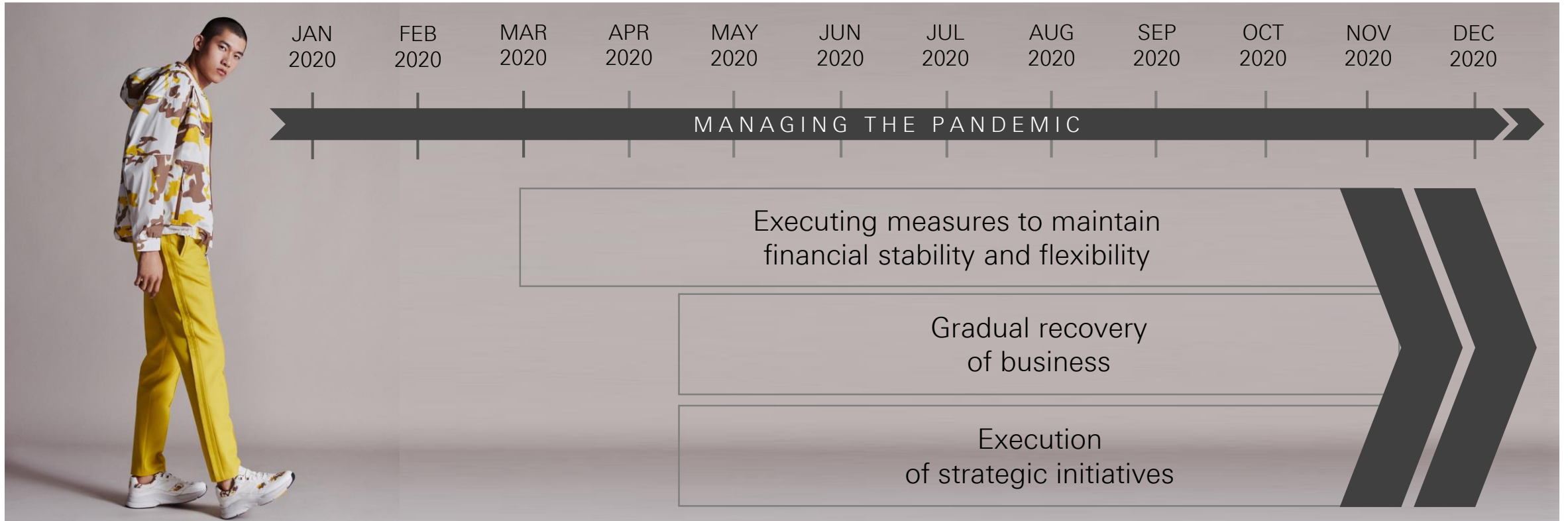


A close-up photograph of a pile of light-colored, possibly tan or beige, leather strips and scraps. The strips are tangled and overlapping, with some showing signs of being cut or shaped. In the foreground, a pair of silver metal scissors is partially visible, with its blades pointing towards the bottom left. The background is a plain, light-colored surface, likely a workbench or table. The overall lighting is soft and even, highlighting the texture of the leather.

**HUGO BOSS** successfully overcomes  
challenges associated with the pandemic

# Key priorities

## while managing the pandemic



# Successful execution of comprehensive measures to protect financial stability

## Strict cost management

~ EUR **200** million\*

- Significant payroll as well as rental savings achieved
- Lower marketing spend due to postponement of events
- 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

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

## 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 in 2020



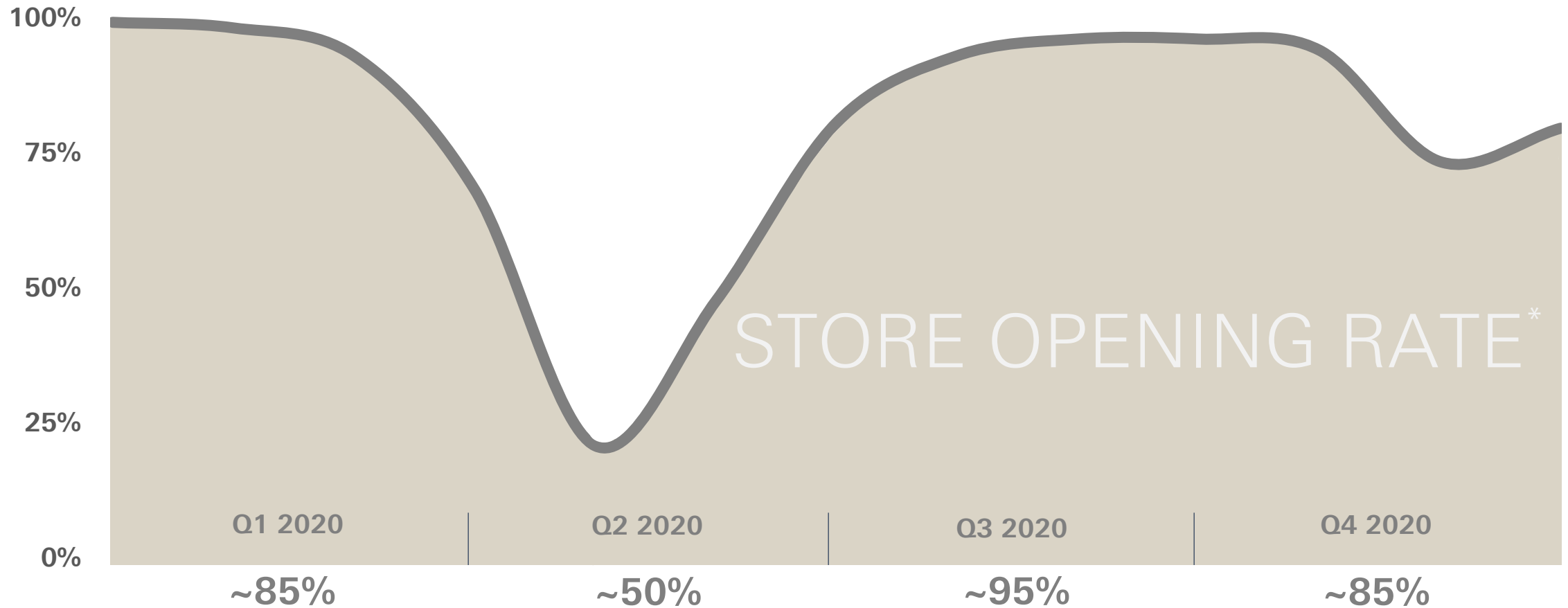
Successful execution of **comprehensive measures** safeguards free cash flow

Revolving **syndicated loan** of EUR 633 million only utilized in the amount of EUR 105 million

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





Own online sales of **EUR 221 million** achieved in 2020

Share of own online business more than doubles to **11% of Group sales**

Successful expansion of **hugoboss.com** to 32 additional markets

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



## EUROPE SALES \*\*

Major 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 in light of international travel restrictions

On average, around 25% of own **stores temporarily closed** in 2020



(31)%\*

Renewed lockdowns in **Europe**  
weigh on sales towards year end

## AMERICAS SALES

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

**Sequential business recovery** in the U.S. continues in Q4, supported by robust local demand

**Latin America** returns to growth in the fourth quarter

(42)%\*



Gradual business recovery in the  
**Americas** continues

## ASIA/PACIFIC SALES

**Mainland China** continues its double-digit growth trajectory with sales up 24% in Q4

Markets such as **Australia** and **Japan** record sequential improvements in the fourth quarter

Lower tourist flows continue to negatively impact business in **Hong Kong** and **Macao**

(20)%\*



Recovery in **Asia/Pacific** driven by double-digit sales growth in mainland China



**Casualwear** benefits from ongoing trend towards casualization



# Unique product assortment across all wearing occasions



# HUGO BOSS records operating profit in Q4

**GROUP SALES**  
IN Q4

**(26)%\***

**EBIT**  
IN Q4

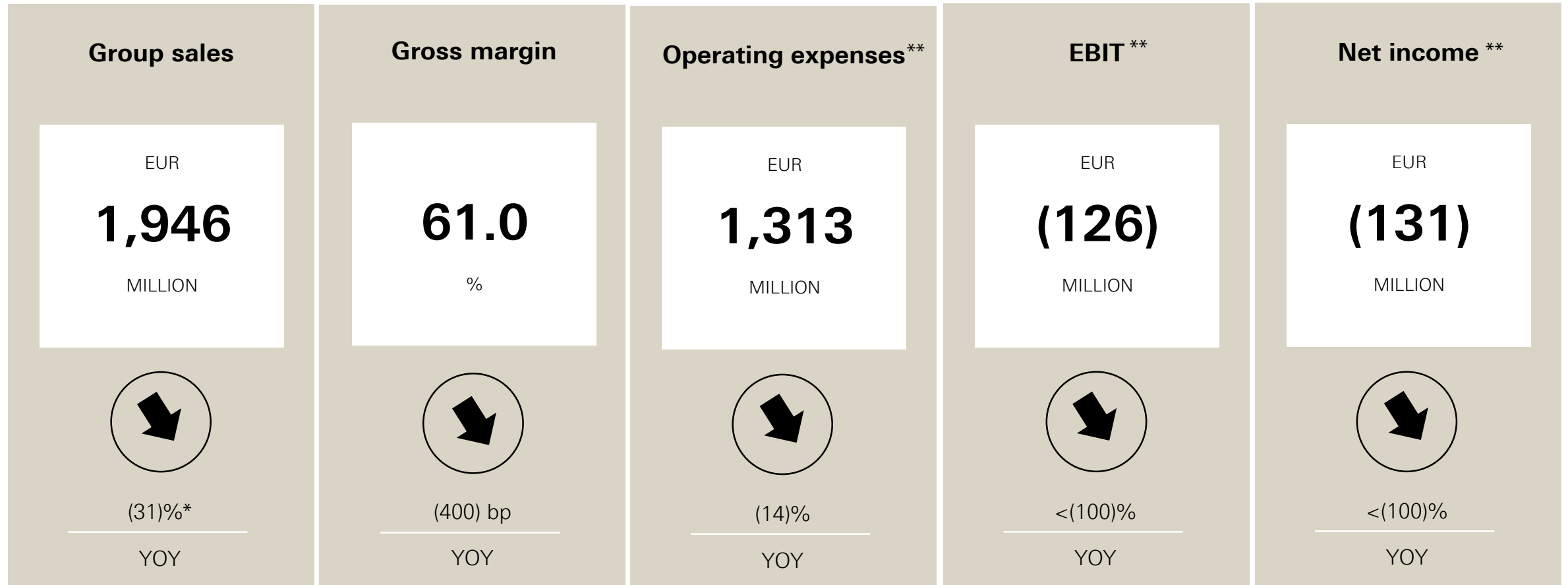
EUR **13** MILLION

HUGO BOSS





# Execution of **comprehensive cost-saving measures** limits EBIT decline in 2020



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

# Pushing ahead with **execution of strategic initiatives**



**GLOBAL SALES  
OPPORTUNITIES**



**BRAND HEAT &  
PRODUCT DESIRE**

## Exploiting the full potential of mainland China



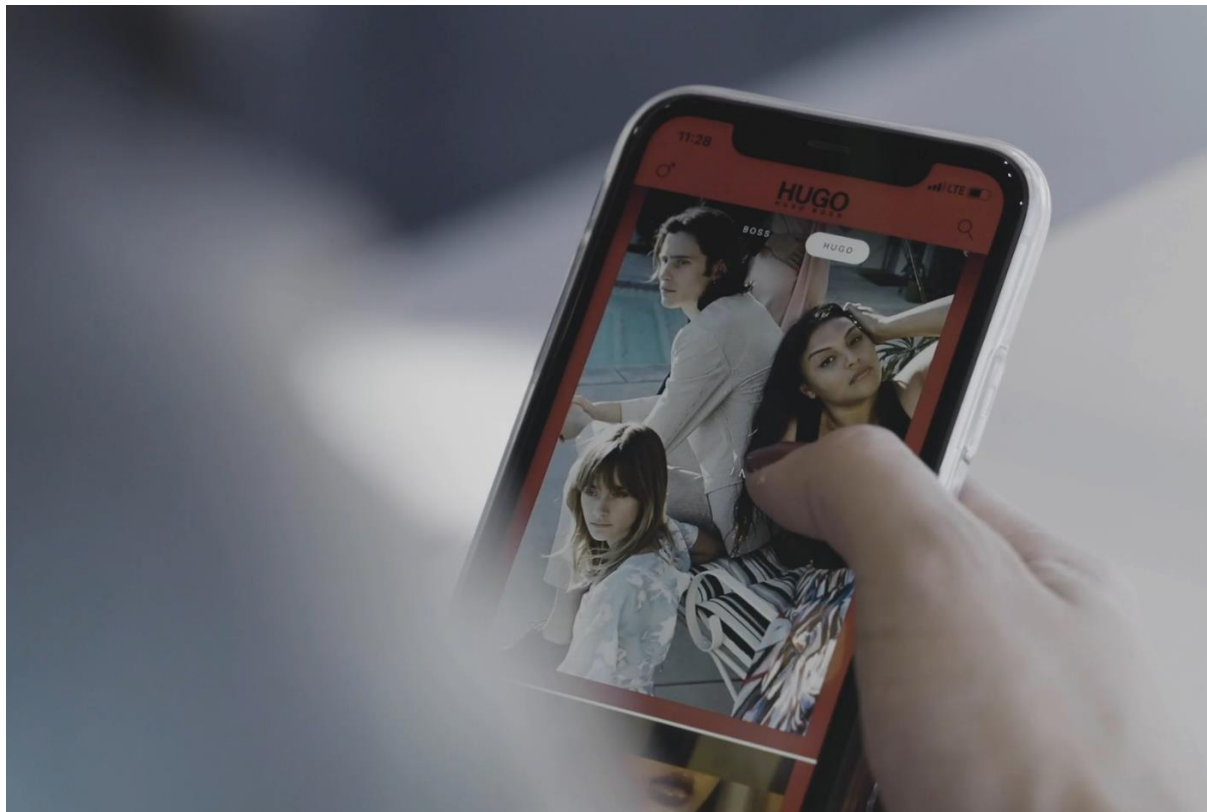
Momentum continues into 2021, supported by strong activation around **Chinese New Year**

**Local brand ambassadors** drive awareness among younger customers

**Leveraging full potential** through space expansion and strong focus on online



## **Strong double-digit growth** trajectory of online business to continue



**Own online sales** well on track to break EUR 400 million mark in 2022

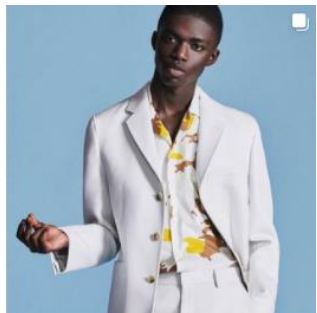
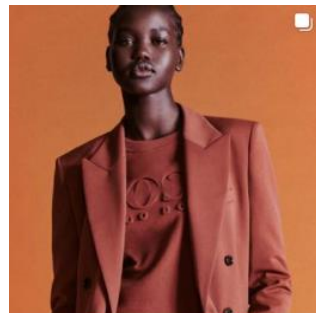
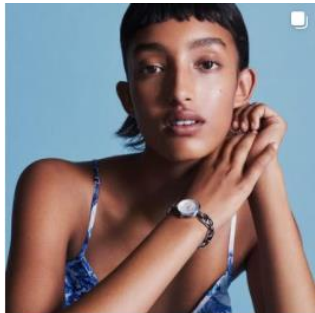
**Global expansion** of hugoboss.com in full swing

Strong focus on further elevating the **shopping experience**



Driving  
**brand  
desirability**

# Community engagement on social media further accelerates



AVERAGE NUMBER OF  
LIKES PER POST

MORE THAN

**2X**

2020 VS. 2019

INSTAGRAM  
FOLLOWERS

GROW

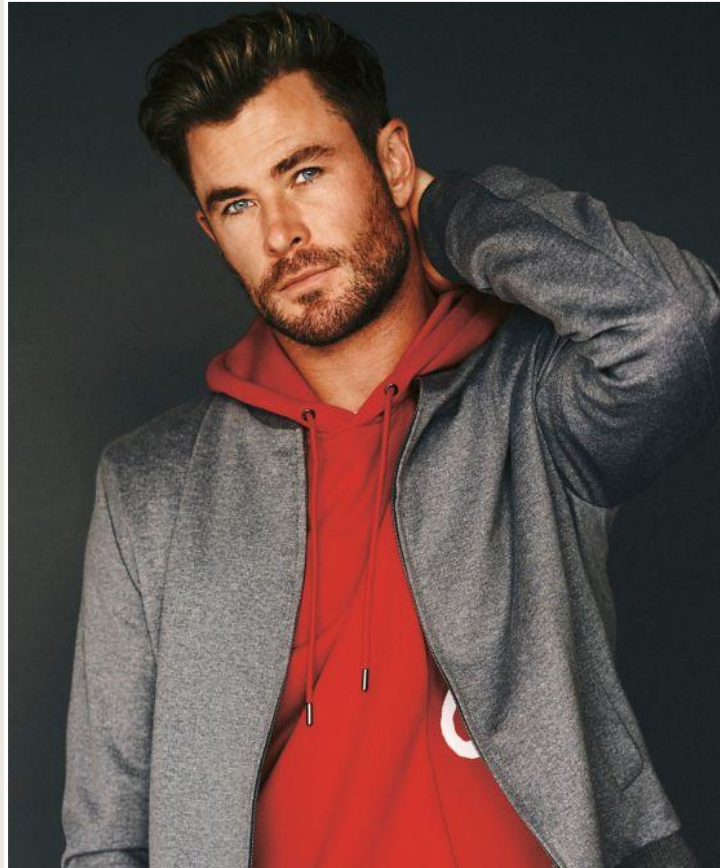
**double-digit**

2020 VS. 2019



# Chris Hemsworth

is the global face of BOSS



# BOSS x AJBXNG

gains further momentum







Successful launch of exclusive  
**BOSS x NBA capsule**



# CREATING EXCITEMENT

WITH THE  
LAUNCH OF



HUGO BOSS





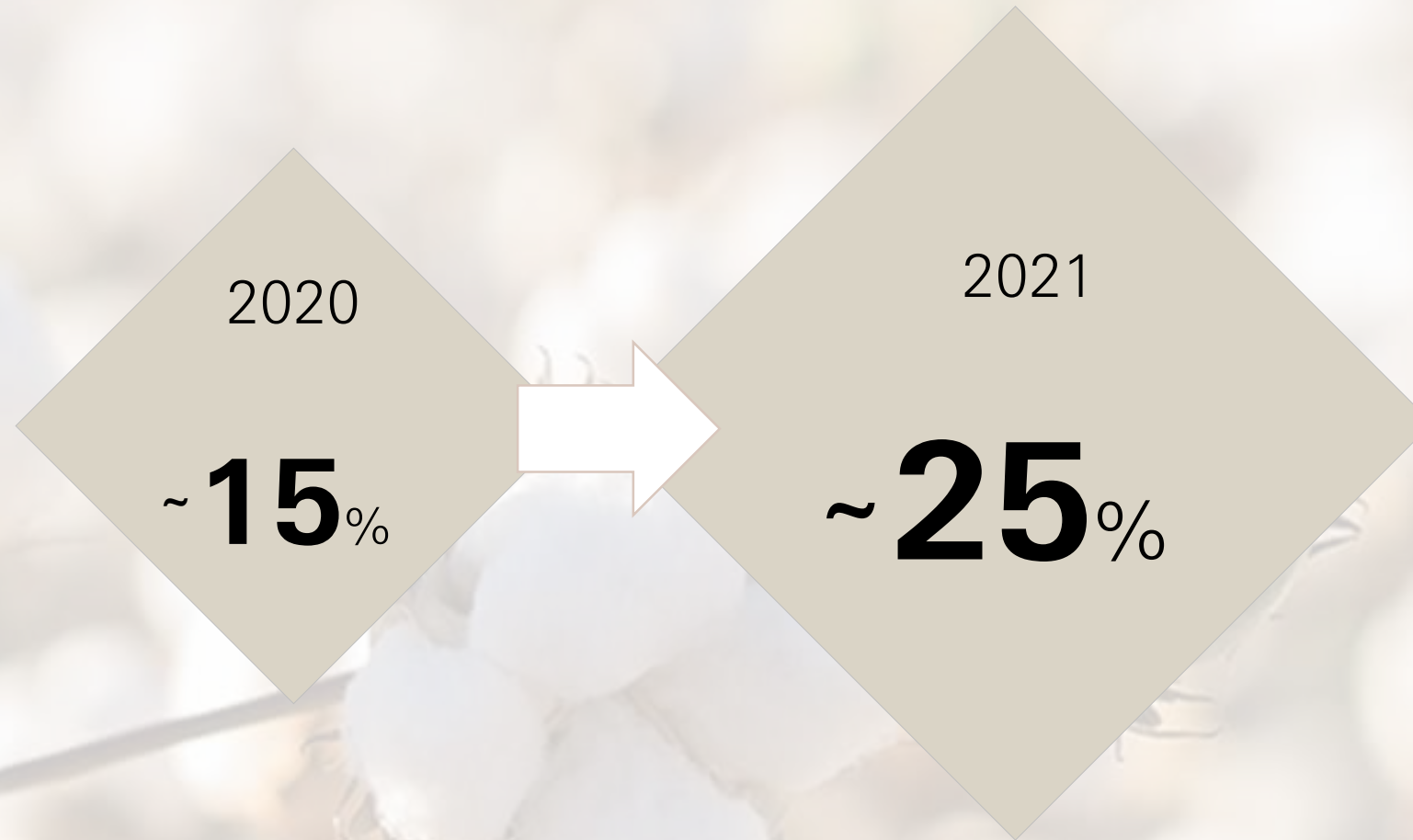
# **HUGO Louder** makes young musicians' voice heard







**HUGO x Liam Payne**  
supports "Cotton made in Africa"



**Share of RESPONSIBLE styles**  
to almost double in 2021





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

# Outlook for full year 2021

HUGO BOSS





## **OLIVER TIMM**

STARTED ON  
JANUARY 1, 2021  
AS NEW CSO



# Q&A

