INVESTOR MEETING PRESENTATION

HUGO BOSS

FY 2022
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
<table>
<thead>
<tr>
<th>Category</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>GROUP SALES</strong></td>
<td>€4B in 2025</td>
</tr>
<tr>
<td><strong>SALES GROWTH</strong></td>
<td>~6%</td>
</tr>
<tr>
<td></td>
<td>CAGR 2019 - 2025</td>
</tr>
<tr>
<td><strong>EBIT MARGIN</strong></td>
<td>~12%</td>
</tr>
<tr>
<td></td>
<td>OF GROUP SALES</td>
</tr>
<tr>
<td><strong>EBIT GROWTH</strong></td>
<td>~6%</td>
</tr>
<tr>
<td></td>
<td>CAGR 2019 - 2025</td>
</tr>
<tr>
<td><strong>FCF GENERATION</strong></td>
<td>~€2B</td>
</tr>
<tr>
<td></td>
<td>2021 - 2025</td>
</tr>
</tbody>
</table>

**FINANCIAL AMBITION 2025**

© 2022 HUGO BOSS
Balanced growth to exploit the full potential
All brands, regions, and channels contribute to “Claim 5”

**Brands**
- BOSS MENSWEAR: ~€ 1.5B
- BOSS WOMENSWEAR: ~€ 0.1B
- HUGO: ~€ 0.8B
- LICENSES: ~€ 0.3B
- Total: ~€ 2.6B

**Regions**
- EUROPE: ~€ 1.2B
- ASIA/PACIFIC: ~€ 0.3B
- AMERICAS: ~€ 0.8B
- LICENSES: ~€ 0.8B
- Total: ~€ 2.2B

**Channels**
- RETAIL B&M: ~€ 1.1B
- WHOLESALE B&M: ~€ 0.5B
- DIGITAL: ~€ 0.4B
- LICENSES: ~€ 0.3B
- Total: ~€ 2.0B
CLAIM 5 STRATEGY

WHY

1. CONSUMER FIRST

WHAT

1. BOOST BRANDS
2. PRODUCT IS KING
3. LEAD IN DIGITAL
4. REBALANCE OMNICHANNEL
5. ORGANIZE FOR GROWTH

HOW

SUSTAINABLE THROUGHOUT

RIGOROUS EXECUTION

EMPOWER PEOPLE AND TEAMS
CLAIM 1

BOOST BRANDS
BRAND PORTFOLIO STRATEGY

One HUGO BOSS platform with currently two brands
“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.
“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
USHERING IN A NEW ERA WITH
COMPREHENSIVE BRAND REFRESH

>50 BILLION IMPRESSIONS
ACROSS ALL CHANNELS

~2 BILLION ENGAGEMENTS
ON SOCIAL MEDIA
EXCITING BRAND EVENTS
CREATE STRONG BUZZ

January 2022
HAHNENKAMM RACE

February 2022
DUBAI FASHION SHOW

July 2022
FORMULA 1

September 2022
MILAN FASHION SHOW

April 2022
HUGO HOUSE

September 2022
MILAN FASHION SHOW
MARKETING INVESTMENTS ACCELERATE BRAND HEAT ON SOCIAL MEDIA

ENGAGEMENT RATES
for BOSS and HUGO
up triple-digits

BOSS
~1.5 million new followers on Instagram

HUGO
+900% follower growth on TikTok
SPRING/SUMMER 2023 CAMPAIGNS
TO FOSTER REGAINED BRAND MOMENTUM

#BeYourOwnBOSS
PRODUCT IS KING

CLAIM 2
24/7 LIFESTYLE BRAND

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
24/7 LIFESTYLE IMAGE SUCCESSFULLY IMPLEMENTED

Strong and diverse product mix

Introduction of brand lines

Grasp opportunities for product categories
BOSS TEAMS UP WITH OTHER BOSSES

KEY COLLABORATIONS

BOSS X MATTEO

BOSS X ALICA

BOSS X PERFECT MOMENT

PORSCHE X BOSS
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
HUGO WITH STRONG FOCUS ON GEN Z
KEY COLLABORATIONS

HUGO X MR. BATHING APE
HUGO X REPLAY
HUGO X IMAGINARY ONES
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
LEVERAGING THE POWER OF DATA TO LEAD IN DIGITAL

HUGO BOSS DIGITAL CAMPUS MAXIMIZES THE USE OF DATA ANALYTICS
DIGITAL SHOWROOM 2.0
USHERING IN A NEW ERA IN DIGITAL SELLING

INTERACTIVE FUNCTIONS

INNOVATIVE SELLING PROCESS

IMPULSIVE BRAND EXPERIENCE
REBALANCE OMNICHANNEL

CLAIM 4
STRIVING FOR STRONG PRESENCE AT ALL DIGITAL TOUCHPOINTS

25-30% Ambition

TOTAL DIGITAL SALES

2019: 10%
2022: ~20%
2025:
RELaunch oF HUGOBOSS.com
Strengthening our e-com activities

Engaging experience with new look & feel

Improved usability and customer interaction
FURTHER PROGRESS IN PROVIDING BEST-IN-CLASS OMNICHANNEL EXPERIENCE

ENHANCED SHOPPING EXPERIENCE

NEW DIGITAL FEATURES

BOLD “LOOK AND FEEL”
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

BOSS STORE
LONDON, OXFORD STREET
EXPANSION OF NEW STORE CONCEPT IN FULL SWING

KUALA LUMPUR

VIENNA

LONDON

>200

POS REFRESHED AT THE END OF 2022
RECLAIMING WHOLESALE THROUGH IMPROVED BRAND POSITIONING

24/7-lifestyle positioning successfully fostered with key partners

Visibility & penetration of BOSS and HUGO strongly improved

Robust order intake from wholesale partners underpins success of collections
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

46%

EUROPE
Share of total sourcing volume

OWN PRODUCTION FACILITIES

14%

OWN PRODUCTION
Share of total sourcing volume

LONG-TERM STRATEGIC PARTNERSHIPS

~10 Y

STRATEGIC FINISHED GOODS SUPPLIERS
Average duration of partnership
SUSTAINABLE THROUGHOUT
SUSTAINABILITY AS INTEGRAL PART OF OUR BUSINESS ACTIVITIES

RENEWED INCLUSION IN DJSI WORLD AND EUROPE

6TH TIME IN A ROW

2ND BEST SCORE

in the textile, apparel, and luxury segments
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
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
NET ZERO GREENHOUSE GAS EMISSIONS IN THE ENTIRE VALUE CHAIN (SCOPE 1-3) BY 2050

PEOPLE
SOURCING ALL OF GOODS FROM SUPPLIERS SCORING IN ONE OF THE TOP 2 SOCIAL AUDIT CATEGORIES BY 2025
**OUR ONGOING COMMITMENT**
**OUR UNDERSTANDING OF MORE SUSTAINABLE PRODUCTS**

<table>
<thead>
<tr>
<th>HUGO BOSS products always fulfill these criteria</th>
<th>Main criteria for RESPONSIBLE styles</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>STRIVE FOR HIGHEST QUALITY &amp; LONGEVITY</strong></td>
<td><strong>USE MORE SUSTAINABLE MATERIALS</strong></td>
</tr>
<tr>
<td>by using selected materials and high-quality workmanship</td>
<td>by sourcing materials according to defined criteria summarized in our Product Policy</td>
</tr>
<tr>
<td><strong>RESPECT ANIMAL WELFARE</strong></td>
<td></td>
</tr>
<tr>
<td>by e.g. exclusion of farmed fur, angora wool or downs from live plucked and force-fed animals</td>
<td></td>
</tr>
<tr>
<td><strong>ENSURE PRODUCT SAFETY</strong></td>
<td></td>
</tr>
<tr>
<td>by setting strict maximum limits of chemicals allowed to be contained in the products</td>
<td></td>
</tr>
</tbody>
</table>
STRONG COMMITMENT TO CLIMATE ACTION AND CIRCULARITY

DURABILITY

RECYCLABLE

HIGH QUALITY

80% CIRCULAR PRODUCTS BY 2030
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
OUR ONGOING COMMITMENT TO REDUCE 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
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
FULL YEAR 2022 RESULTS

HUGO BOSS
2022 RESULTS EXCEED TOP- AND BOTTOM-LINE GUIDANCE

GROUP SALES

3,651 EUR MILLION

+27%* VS FY 2021

EBIT

335 EUR MILLION

+47% VS FY 2021

*Currency-adjusted
EXECUTION OF “CLAIM 5” SPURS TOP-LINE MOMENTUM

GROUP SALES DEVELOPMENT* VS 2019 LEVELS

Q4 2021 | Q1 2022 | Q2 2022 | Q3 2022 | Q4 2022
--- | --- | --- | --- | ---
7% | 12% | 17% | 27% | 29%

*Currency-adjusted
Broad-based momentum with double-digit growth across all markets

- Double-digit increases in key markets such as the UK, France, and Germany
- Strong business with local consumers as well as international tourists
- Strong double-digit growth outside China
- Business in China in 2022 impacted by pandemic-related temporary store closures
DOUBLE-DIGIT GROWTH ACROSS ALL CONSUMER TOUCHPOINTS

**RETAIL**
+29%*
VS FY 2021

Optimization of store network and productivity improvements spur momentum

**WHOLESALE**
+33%*
VS FY 2021

Robust demand from wholesale partners enhances visibility for BOSS and HUGO

**DIGITAL**
+15%*
VS FY 2021

Double-digit growth of hugoboss.com and robust improvements in digital partner business

*Currency-adjusted
STRONG IMPROVEMENTS IN FULL-PRICE SALES OFFSET BY EXTERNAL HEADWINDS
STEP-UP IN BRAND AND DIGITAL INVESTMENTS FULLY IN LINE WITH “CLAIM 5”

+41% 7.9% +15% 5.2%
MARKETING INVESTMENTS VS FY 2021 OF GROUP SALES DIGITAL INVESTMENTS VS FY 2021 OF GROUP SALES
## STRONG BOTTOM-LINE IMPROVEMENTS DESpite ONGOING INVESTMENTS

<table>
<thead>
<tr>
<th>Metric</th>
<th>FY 2022</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>GROSS MARGIN</strong></td>
<td>61.8%</td>
<td>0 BP</td>
</tr>
<tr>
<td>Increase in full-price sales offset by external factors.</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>OPERATING EXPENSES</strong> (IN % OF SALES)</td>
<td>52.6%</td>
<td>(100) BP</td>
</tr>
<tr>
<td>Improvement driven by strong leverage in B&amp;M retail costs.</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>EBIT</strong></td>
<td>335 EUR MILLION</td>
<td>+47%</td>
</tr>
<tr>
<td>Growth driven by strong top-line performance.</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>EBIT MARGIN</strong></td>
<td>9.2%</td>
<td>+100 BP</td>
</tr>
<tr>
<td>Robust increase despite brand, product, and digital investments.</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>NET INCOME</strong> (ATTRIBUTABLE TO SHAREHOLDERS)</td>
<td>209 EUR MILLION</td>
<td>+53%</td>
</tr>
<tr>
<td>Supported by strong improvements in tax rate.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
INCREASE IN INVENTORIES
TO SUPPORT FUTURE TOP-LINE GROWTH

Inventory position has been stable and comparatively low in previous years

Intentional increase in inventory coverage to mitigate supply chain risks

Measures implemented to support gradual normalization of inventory levels in 2023

Vast majority of inventory position is related to core merchandise as well as current/upcoming seasons

INVENTORY DEVELOPMENT IN EUR MILLION

DEC 31, 2021

DEC 31, 2022

606

974

+58%*

*CURRENCY-ADJUSTED
SIGNIFICANT IMPROVEMENT IN TNWC IN % OF SALES

TNWC up 61%* with higher inventories more than offsetting a 31% increase in trade payables

TNWC as a % of sales below “CLAIM 5” target range of 16% to 19%

Improvement in TNWC as a % of sales driven by strong top-line growth

* Currency-adjusted
**FCF DEVELOPMENT IMPACTED BY INCREASE IN INVENTORIES AND HIGHER CAPEX**

<table>
<thead>
<tr>
<th>FY 2022</th>
<th>FY 2022</th>
<th>FY 2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>TNWC</td>
<td>CAPITAL EXPENDITURE</td>
<td>FREE CASH FLOW</td>
</tr>
<tr>
<td>613 EUR MILLION</td>
<td>191 EUR MILLION</td>
<td>166 EUR MILLION</td>
</tr>
<tr>
<td>+63%</td>
<td>+84%</td>
<td>(70)%</td>
</tr>
</tbody>
</table>

- Higher **inventory position** more than offsets increase in trade payables
- Step-up reflects ongoing **optimization of store network** and **digital expansion**
- **Strong reacceleration** in cash flow generation anticipated for fiscal year 2023
DIVIDEND INCREASE BROADLY IN LINE WITH STRONG PROFITABILITY IMPROVEMENTS IN 2022

DIVIDEND PER SHARE

- 2021: EUR 0.70
- 2022*: EUR 1.00

+43%

DIVIDEND PAYOUT RATIO

- 2021: 35%
- 2022*: 33%

30–50%

PAYOUT RATIO

*DIVIDEND PROPOSAL
2023 TO BE A FURTHER IMPORTANT MILESTONE IN ACHIEVING 2025 AMBITION

- Macroeconomic and geopolitical uncertainties likely to persist in 2023
- Relentless execution of key strategic initiatives remains top priority to foster brand momentum
- Ongoing commitment to further investing into the business as part of “CLAIM 5”
SALES OUTLOOK

Building on **regained brand power** to drive top-line momentum and outperform industry growth

**Broad-based sales increases** expected across all brands, channels, and regions

<table>
<thead>
<tr>
<th>2022</th>
<th>2023E</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.7</td>
<td>3.8 to 3.9 EUR BILLION</td>
</tr>
</tbody>
</table>

+4% TO +6%
Projected top-line growth to further support **robust bottom-line improvement** in 2023

**Efficiency gains** to compensate for ongoing investments into brands, products, and digital expertise

---

**EBIT OUTLOOK**

+5% TO +12%

350 TO 375 EUR MILLION 2023E

335 EUR MILLION 2022
FINANCIAL CALENDAR & INVESTOR RELATIONS CONTACT

MAY 4 2023
PUBLICATION OF Q1 2023 RESULTS

MAY 9 2023
ANNUAL GENERAL MEETING

CHRISTIAN STÖHR
VICE PRESIDENT INVESTOR RELATIONS
E-MAIL: Christian_stoehr@hugoboss.com
PHONE: +49 7123 94 80903
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

BOSS MENSWEAR

79% of Sales

2,868 EUR MILLION

BOSS WOMENSWEAR

7% of Sales

239 EUR MILLION

HUGO

15% of Sales

545 EUR MILLION
<table>
<thead>
<tr>
<th>Region</th>
<th>Sales (EUR million)</th>
<th>Points of Sale</th>
<th>Freestanding Retail Stores</th>
<th>Employees</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>AMERICAS</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sales</td>
<td>2,303</td>
<td>~5,050</td>
<td>212</td>
<td>74%</td>
</tr>
<tr>
<td>Points of Sale</td>
<td>~1,800</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Freestanding</td>
<td>106</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employees</td>
<td>789</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>EUROPE</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sales</td>
<td>2,303</td>
<td>~5,050</td>
<td>212</td>
<td>74%</td>
</tr>
<tr>
<td>Points of Sale</td>
<td>~5,050</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Freestanding</td>
<td>106</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employees</td>
<td>789</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>ASIA/PACIFIC</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sales</td>
<td>2,303</td>
<td>~5,050</td>
<td>212</td>
<td>74%</td>
</tr>
<tr>
<td>Points of Sale</td>
<td>~5,050</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Freestanding</td>
<td>106</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employees</td>
<td>789</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
# DISTRIBUTION CHANNELS

<table>
<thead>
<tr>
<th>Brick-and-mortar retail</th>
<th>Brick-and-mortar wholesale</th>
<th>Digital</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Freestanding stores</strong></td>
<td><strong>Multi-brand points of sale</strong></td>
<td><strong>Online store hugoboss.com</strong></td>
</tr>
<tr>
<td>Freestanding stores operated by the Group in prime locations</td>
<td>General selling space in multi-brand stores</td>
<td>Digital flagship store with separate brand environments for BOSS and HUGO</td>
</tr>
<tr>
<td><strong>Shop-in-shops</strong></td>
<td><strong>Shop-in-shops</strong></td>
<td><strong>Partnerships with pure online retailers</strong></td>
</tr>
<tr>
<td>Shops operated by the Group on retail space of partners</td>
<td>BOSS and HUGO shops operated by partners</td>
<td>Distribution via digital pure players and leading marketplaces</td>
</tr>
<tr>
<td><strong>Factory outlets</strong></td>
<td><strong>Franchise business</strong></td>
<td><strong>Online distribution via bricks &amp; clicks</strong></td>
</tr>
<tr>
<td>Sale of prior season’s merchandise in specialist stores in high-traffic peripheral zones</td>
<td>Freestanding BOSS and HUGO stores operated by partners</td>
<td>Distribution via partners running both physical and digital businesses</td>
</tr>
</tbody>
</table>
## Sales by Distribution Channel

### Sales by Distribution Channel (in EUR million)

<table>
<thead>
<tr>
<th></th>
<th>2022</th>
<th>In % of sales</th>
<th>2021</th>
<th>In % of sales</th>
<th>Change in %</th>
<th>Currency-adjusted change in %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Brick-and-mortar retail</td>
<td>2,016</td>
<td>55</td>
<td>1,512</td>
<td>54</td>
<td>33</td>
<td>29</td>
</tr>
<tr>
<td>Brick-and-mortar wholesale</td>
<td>895</td>
<td>25</td>
<td>647</td>
<td>23</td>
<td>38</td>
<td>33</td>
</tr>
<tr>
<td>Digital</td>
<td>648</td>
<td>18</td>
<td>549</td>
<td>20</td>
<td>18</td>
<td>15</td>
</tr>
<tr>
<td>Licenses</td>
<td>92</td>
<td>3</td>
<td>77</td>
<td>3</td>
<td>19</td>
<td>19</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>3,651</strong></td>
<td><strong>100</strong></td>
<td><strong>2,786</strong></td>
<td><strong>100</strong></td>
<td><strong>31</strong></td>
<td><strong>27</strong></td>
</tr>
</tbody>
</table>
## Retail Store Network

### Number of Own Retail Points of Sale

<table>
<thead>
<tr>
<th>2022</th>
<th>EMEA</th>
<th>Americas</th>
<th>Asia/Pacific</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of own retail points of sale</td>
<td>581</td>
<td>383</td>
<td>352</td>
<td>1,316</td>
</tr>
<tr>
<td>Thereof freestanding retail stores</td>
<td>212</td>
<td>106</td>
<td>152</td>
<td>470</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>2021</th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of own retail points of sale</td>
<td>579</td>
<td>310</td>
<td>339</td>
<td>1,228</td>
</tr>
<tr>
<td>Thereof freestanding retail stores</td>
<td>206</td>
<td>98</td>
<td>147</td>
<td>451</td>
</tr>
</tbody>
</table>

**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

REGIONALLY BALANCED STRATEGIC SOURCING MIX

- EMEA: 46%
- Americas: 3%
- Asia: 51%

OWN PRODUCTION COMPLEMENTS THIRD-PARTY SOURCING ACTIVITIES

- External Sourcing: 86%
- Own Production: 14%

Izmir, Turkey (Largest single source of production)
STRONG ORGANIZATIONAL SET-UP

EMPLOYEES IN MANAGEMENT (2022)

50% Women (2021: 50%)
50% Men (2021: 50%)

Thereof first management level
28% (2021: 29%)

Thereof second management level
46% (2021: 45%)

Thereof first management level
72% (2021: 71%)

Thereof second management level
54% (2021: 55%)

78%

EMPLOYEE SATISFACTION

CONDUCTED ANNUALLY WITH GREAT PLACE TO WORK® GERMANY
COMPENSATION SYSTEM
STRONGLY SUPPORTING LONG-TERM TARGETS

**Components**

<table>
<thead>
<tr>
<th>STI</th>
<th>LTI</th>
</tr>
</thead>
<tbody>
<tr>
<td>STI FOCUS ON:</td>
<td>LTI PROVIDES STRONG INCENTIVES FOR:</td>
</tr>
<tr>
<td>Stable free cash flow generation by optimizing the most important value drivers</td>
<td>The successful execution of the group strategy</td>
</tr>
<tr>
<td></td>
<td>The value creation and long-term development</td>
</tr>
<tr>
<td></td>
<td>The increase of employee satisfaction and trust</td>
</tr>
<tr>
<td></td>
<td>The achievement of ambitious sustainably goals</td>
</tr>
</tbody>
</table>

**Performance Targets**

<table>
<thead>
<tr>
<th>STI</th>
<th>LTI</th>
</tr>
</thead>
<tbody>
<tr>
<td>EBIT</td>
<td>Return on capital employed (ROCE)</td>
</tr>
<tr>
<td>40%</td>
<td>1/3</td>
</tr>
<tr>
<td>SALES</td>
<td>Employee satisfaction</td>
</tr>
<tr>
<td>30%</td>
<td>1/6</td>
</tr>
<tr>
<td>Trade net working capital (TNWC)</td>
<td>Performance in Sustainability</td>
</tr>
<tr>
<td>30%</td>
<td>1/6</td>
</tr>
</tbody>
</table>

**Weight**

<table>
<thead>
<tr>
<th>STI</th>
<th>LTI</th>
</tr>
</thead>
<tbody>
<tr>
<td>40%</td>
<td>1/3</td>
</tr>
<tr>
<td>30%</td>
<td>1/3</td>
</tr>
<tr>
<td>30%</td>
<td>1/6</td>
</tr>
<tr>
<td>1/6</td>
<td></td>
</tr>
</tbody>
</table>

**Comment**

STI

LTI 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
SHAREHOLDER STRUCTURE

SHAREHOLDER STRUCTURE AS OF DECEMBER 31
(IN % OF SHARE CAPITAL)

<table>
<thead>
<tr>
<th>Shareholder</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>PFC S.r.l./Zignago Holding S.p.A.</td>
<td>15%</td>
</tr>
<tr>
<td>Own shares</td>
<td>2%</td>
</tr>
<tr>
<td>Free float</td>
<td>83%</td>
</tr>
</tbody>
</table>

INSTITUTIONAL INVESTORS (FREE FLOAT) BY REGION AS OF DECEMBER 31 (IN %)

<table>
<thead>
<tr>
<th>Region</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>North America</td>
<td>37%</td>
</tr>
<tr>
<td>Great Britain &amp; Ireland</td>
<td>23%</td>
</tr>
<tr>
<td>Rest of World</td>
<td>2%</td>
</tr>
<tr>
<td>Rest of Europe</td>
<td>25%</td>
</tr>
<tr>
<td>Germany</td>
<td>13%</td>
</tr>
</tbody>
</table>

~40,000 TOTAL NUMBER OF SHAREHOLDERS

~10% OF SHARES HELD BY PRIVATE SHAREHOLDERS
ANALYST RECOMMENDATIONS

- **Buy:** 8
- **Hold:** 11
- **Sell:** 2

As of March 8, 2023

~25 ANALYSTS ARE COVERING HUGO BOSS

SHARE PRICE TARGET

64.40 EUR
**HUGO BOSS SHARE PRICE**

- **HUGO BOSS**: Dec 31, 2022, EUR 54.16
  - FY 2022: +1%
- **DAX**: As of Mar 8, 2023, EUR 64.86
  - YTD 2023: +20%
- **MDAX**:
- **MSCI World Textile**:

**Graph**
- **Q1 2022** to **Q4 2022** to **FY 2023**
## MULTI-YEAR-OVERVIEW
### SALES

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales by brand</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>BOSS Menswear</td>
<td>2,868</td>
<td>2,181</td>
<td>1,530</td>
<td>2,488</td>
<td>2,422</td>
<td>2,336</td>
</tr>
<tr>
<td>BOSS Womenswear</td>
<td>239</td>
<td>192</td>
<td>131</td>
<td>285</td>
<td>396</td>
<td>374</td>
</tr>
<tr>
<td>HUGO</td>
<td>545</td>
<td>413</td>
<td>285</td>
<td>396</td>
<td>374</td>
<td>397</td>
</tr>
<tr>
<td>Sales by segments</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>EMEA</td>
<td>2,303</td>
<td>1,742</td>
<td>1,231</td>
<td>1,803</td>
<td>1,736</td>
<td>1,681</td>
</tr>
<tr>
<td>Americas</td>
<td>789</td>
<td>543</td>
<td>308</td>
<td>560</td>
<td>574</td>
<td>577</td>
</tr>
<tr>
<td>Asia/Pacific</td>
<td>467</td>
<td>423</td>
<td>343</td>
<td>438</td>
<td>410</td>
<td>396</td>
</tr>
<tr>
<td>Licenses</td>
<td>92</td>
<td>77</td>
<td>64</td>
<td>84</td>
<td>76</td>
<td>79</td>
</tr>
<tr>
<td>Sales by distribution channel</td>
<td>2,016</td>
<td>1,512</td>
<td>1,057</td>
<td>1,869</td>
<td>1,768</td>
<td>1,732</td>
</tr>
<tr>
<td>Brick-and-mortar retail</td>
<td>895</td>
<td>647</td>
<td>472</td>
<td>931</td>
<td>952</td>
<td>922</td>
</tr>
<tr>
<td>Digital</td>
<td>648</td>
<td>549</td>
<td>352</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Licenses</td>
<td>92</td>
<td>77</td>
<td>64</td>
<td>84</td>
<td>76</td>
<td>79</td>
</tr>
</tbody>
</table>

For full details around the multi year overview please refer to the Annual Report 2021.
### Results of operations (in EUR million)

<table>
<thead>
<tr>
<th></th>
<th>2022</th>
<th>2021</th>
<th>2020</th>
<th>2019</th>
<th>2018</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gross profit</td>
<td>2,256</td>
<td>1,721</td>
<td>1,187</td>
<td>1,875</td>
<td>1,823</td>
<td>1,808</td>
</tr>
<tr>
<td>Gross margin in %</td>
<td>61.8</td>
<td>61.8</td>
<td>61.0</td>
<td>65.0</td>
<td>65.2</td>
<td>66.2</td>
</tr>
<tr>
<td>EBIT</td>
<td>335</td>
<td>228</td>
<td>(236)</td>
<td>344</td>
<td>347</td>
<td>341</td>
</tr>
<tr>
<td>EBIT margin in %</td>
<td>9.2</td>
<td>8.2</td>
<td>(12.1)</td>
<td>11.9</td>
<td>12.4</td>
<td>12.5</td>
</tr>
<tr>
<td>EBITDA</td>
<td>680</td>
<td>568</td>
<td>230</td>
<td>707</td>
<td>476</td>
<td>499</td>
</tr>
</tbody>
</table>

### Net income attributable to equity holders of the parent company

<table>
<thead>
<tr>
<th></th>
<th>2022</th>
<th>2021</th>
<th>2020</th>
<th>2019</th>
<th>2018</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>209</td>
<td>137</td>
<td>(220)</td>
<td>(205)</td>
<td>(236)</td>
<td>(231)</td>
</tr>
</tbody>
</table>

### Net assets and liability structure as of December 31 (in EUR million)

<table>
<thead>
<tr>
<th></th>
<th>2022</th>
<th>2021</th>
<th>2020</th>
<th>2019</th>
<th>2018</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trade net working capital</td>
<td>613</td>
<td>376</td>
<td>491</td>
<td>528</td>
<td>537</td>
<td>459</td>
</tr>
<tr>
<td>Non-current assets</td>
<td>1,535</td>
<td>1,458</td>
<td>1,516</td>
<td>1,713</td>
<td>686</td>
<td>662</td>
</tr>
<tr>
<td>Equity</td>
<td>1,135</td>
<td>940</td>
<td>760</td>
<td>1,002</td>
<td>981</td>
<td>915</td>
</tr>
<tr>
<td>Equity ratio in %</td>
<td>36</td>
<td>34</td>
<td>30</td>
<td>35</td>
<td>53</td>
<td>53</td>
</tr>
<tr>
<td>Total assets</td>
<td>3,127</td>
<td>2,736</td>
<td>2,570</td>
<td>2,877</td>
<td>1,858</td>
<td>1,720</td>
</tr>
</tbody>
</table>

### Financial position and dividend (in EUR million)

<table>
<thead>
<tr>
<th></th>
<th>2022</th>
<th>2021</th>
<th>2020</th>
<th>2019</th>
<th>2018</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Free cash flow</td>
<td>166</td>
<td>560</td>
<td>164</td>
<td>457</td>
<td>170</td>
<td>294</td>
</tr>
<tr>
<td>Net financial liabilities (as of December 31)</td>
<td>767</td>
<td>628</td>
<td>1,044</td>
<td>1,040</td>
<td>22</td>
<td>7</td>
</tr>
<tr>
<td>Capital expenditure</td>
<td>191</td>
<td>104</td>
<td>80</td>
<td>192</td>
<td>155</td>
<td>128</td>
</tr>
<tr>
<td>Depreciation/amortization</td>
<td>345</td>
<td>339</td>
<td>465</td>
<td>362</td>
<td>129</td>
<td>158</td>
</tr>
<tr>
<td>Total leverage (as of December 31)</td>
<td>1.1</td>
<td>1.1</td>
<td>(6.7)</td>
<td>0.2</td>
<td>0.0</td>
<td>0.0</td>
</tr>
<tr>
<td>Amount distributed</td>
<td>69</td>
<td>48</td>
<td>3</td>
<td>3</td>
<td>186</td>
<td>183</td>
</tr>
</tbody>
</table>

### Additional key figures

<table>
<thead>
<tr>
<th></th>
<th>2022</th>
<th>2021</th>
<th>2020</th>
<th>2019</th>
<th>2018</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employees (as of December 31)</td>
<td>16,930</td>
<td>14,041</td>
<td>13,795</td>
<td>14,633</td>
<td>14,685</td>
<td>13,985</td>
</tr>
<tr>
<td>Personnel expenses (in EUR million)</td>
<td>7,944</td>
<td>627</td>
<td>570</td>
<td>640</td>
<td>629</td>
<td>604</td>
</tr>
<tr>
<td>Number of Group’s own retail points of sale</td>
<td>1,316</td>
<td>1,228</td>
<td>1,157</td>
<td>1,113</td>
<td>1,092</td>
<td>1,139</td>
</tr>
</tbody>
</table>

### Shares (in EUR)

<table>
<thead>
<tr>
<th></th>
<th>2022</th>
<th>2021</th>
<th>2020</th>
<th>2019</th>
<th>2018</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Earnings per share</td>
<td>3.04</td>
<td>1.99</td>
<td>(3.18)</td>
<td>2.97</td>
<td>3.42</td>
<td>3.35</td>
</tr>
<tr>
<td>Dividend per share</td>
<td>1.00</td>
<td>0.70</td>
<td>0.04</td>
<td>0.04</td>
<td>0.04</td>
<td>2.70</td>
</tr>
<tr>
<td>Last share price (as of December 31)</td>
<td>54.16</td>
<td>53.50</td>
<td>27.29</td>
<td>43.26</td>
<td>53.92</td>
<td>70.94</td>
</tr>
<tr>
<td>Number of shares (as of December 31)</td>
<td>70,400,000</td>
<td>70,400,000</td>
<td>70,400,000</td>
<td>70,400,000</td>
<td>70,400,000</td>
<td>70,400,000</td>
</tr>
</tbody>
</table>

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.