AGENDA

1. Q2/2021 Results
2. CLAIM 5 Strategy
3. Sustainability
STRONG BUSINESS RECOVERY continues in the second quarter 2021

GROUP SALES (IN EUR MILLION)

629

CURRENCY-ADJUSTED GROWTH

+133% | (4)%

VS. Q2 2020 | VS. Q2 2019
Top-line momentum accelerates across all regions
Own online sales grow triple-digit on a two-year stack basis

**RETAIL**

- **+124%**
  - VS. Q2 2020
- **(5)%**
  - VS. Q2 2019

- Recovery supported by higher store opening rate
- Vast majority of stores back in operation at the end of Q2

**ONLINE**

- **+27%**
  - VS. Q2 2020
- **+122%**
  - VS. Q2 2019

- Double-digit growth trajectory continues against strong comparison base

**WHOLESALE**

- **+170%**
  - VS. Q2 2020
- **(2)%**
  - VS. Q2 2019

- Strong demand for upcoming collections
- Additional business with selected retailers

© 2021 HUGO BOSS
ALL GROWTH RATES ARE CURRENCY-ADJUSTED
HUGO BOSS records significant bottom-line improvements in Q2

<table>
<thead>
<tr>
<th>Gross margin</th>
<th>Selling &amp; distribution expenses</th>
<th>Administration expenses</th>
<th>EBIT</th>
<th>Net income</th>
</tr>
</thead>
<tbody>
<tr>
<td>61.2%</td>
<td>EUR 270 MILION</td>
<td>EUR 73 MILION</td>
<td>EUR 42 MILION</td>
<td>EUR 25 MILION</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>Q2 2020</th>
<th>Q2 2020</th>
<th>Q2 2020</th>
<th>Q2 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>54.6%</td>
<td>EUR 329 MILION</td>
<td>EUR 71 MILION</td>
<td>EUR (250) MILION</td>
<td>EUR (186) MILION</td>
</tr>
</tbody>
</table>
Free cash flow generation returns to pre-pandemic levels

**TNWC**
June 30, 2021

- **EUR 517 MILLION**
  - (12)%* YOY

**Capital expenditure**
April–June

- **EUR 27 MILLION**
  - +68% YOY

**Free cash flow**
April–June

- **EUR 134 MILLION**
  - + >100% YOY

**Inventories** decreased 3%* reflecting ongoing tight management.

Increase in **capital expenditure** related to optimization of store network and expansion of digital capabilities.

**Net financial liabilities** decline 43% to EUR 138 million**

---

* CURRENCY:ADJUSTED  © 2021 HUGO BOSS
** EXCL. IFRS 16
Outlook for the full year 2021

**GROUP SALES**
CURRENCY-ADJUSTED

*Increase between 30% and 35%*

**EBIT**

*BETWEEN EUR 125 MILLION AND EUR 175 MILLION*

**TNWC**
IN % OF SALES

*IMPROVE TO A LEVEL OF BETWEEN 21% AND 23%*

**CAPEX**

*EUR 100 MILLION AND EUR 130 MILLION*
AGENDA

1. Q2/2021 Results
2. CLAIM 5 Strategy
3. Sustainability
BECOME THE PREMIUM TECH-DRIVEN FASHION PLATFORM WORLDWIDE.

THE VISION
WE LOVE FASHION, WE CHANGE FASHION

THE MISSION
THE AMBITION

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

**WHY**

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

**WHAT**

**CONSUMER FIRST**

**SUSTAINABLE THROUGHOUT**

**HOW**

RIGOROUS EXECUTION

EMPOWER PEOPLE AND TEAMS

© 2021 HUGO BOSS
CLAIM

› OUR POSITION IN THE CONSUMERS’ MINDS

HUGO BOSS
CONSUMER
ALWAYS VERY FIRST

WE AIM FOR FANS,
NOT JUST CONSUMERS
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

© 2021 HUGO BOSS
BRAND ARCHITECTURE
FOR BOSS AND HUGO

BOSS MENSWEAR

CAMEL
(Exclusive, Made in Germany, Made to Measure)

ORANGE
(Casual)

BLACK
(Business & Smart Casual)

GREEN
(Athleisure)

BOSS WOMENSWEAR

BOSS KIDS

HUGO MENSWEAR & WOMENSWEAR

THE NEW BRAND IDENTITY
BOSS

THE NEW BRAND IDENTITY
BOSS WOMENSWEAR

THE NEW BRAND IDENTITY
HUGO

© 2021 HUGO BOSS
BRAND IMPERATIVES FOR BOSS & HUGO

- Exploit full potential among younger consumers
- Foster clear individual brand image for BOSS and HUGO
- Leverage innovation and sustainability to strengthen brand relevance
- Data and performance-driven marketing approach
- Push omnichannel strategy globally

© 2021 HUGO BOSS
THE NEW BRAND WORLD
BOSS MENSWEAR
THE NEW BRAND WORLD
BOSS WOMEN'SWEAR
THE NEW BRAND WORLD
HUGO
THE ATTITUDE OF A BOSS TODAY
IT’S WRITING YOUR OWN RULES.
IT’S CHASING YOUR OWN DREAMS.
IT’S FINDING YOUR OWN PURPOSE.
IT’S LIVING LIFE ON YOUR OWN TERMS.
IT'S BEING WHATEVER YOU WANT TO BE.
BE YOUR OWN BOSS
THE MINDSET OF A BOSS TODAY
CONFIDENT
YET CURIOUS
INDEPENDENT
BUT STILL INSPIRED BY OTHERS
RISK-TAKER
CHANGE-MAKER
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

2020
€ 1.5B

2025
~ € 2.6B
AMBITION
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
THE ATTITUDE FOR HUGO.
YOU’RE A GO-GETTER.
YOU GO YOUR OWN WAY.
REBEL AND RULEBREAKER.
WHATEVER YOU DO, YOU GO ALL OUT.
HUGO FOR THE GLORY
HUGO
YOUR OWN WAY
HUGO FOR IT
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

2020

€ **0.3B**

2025

~ € **0.8B**

AMBITION
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**
BOSS X SPORT
BOSS X ADVENTURE
BOSS X TEAMS
BOSS X TRAVEL
BOSS X CULTURE

COLLABS

HUGO X SPORT
HUGO X MERCH
CLAIM

PRODUCT IS KING
24/7 BRAND

DRESS ALL AGES FROM HEAD TO TOE FOR EVERY OCCASION
<table>
<thead>
<tr>
<th>01</th>
<th>02</th>
<th>03</th>
<th>04</th>
<th>05</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ENSURE PREMIUM QUALITY IN ALL OUR PRODUCTS</strong></td>
<td><strong>CLEAR POINT OF DIFFERENCE IN ALL OUR PRODUCTS</strong></td>
<td><strong>COMPREHENSIVE FUNCTIONALITY AS AN INNOVATION DRIVER</strong></td>
<td><strong>SUSTAINABILITY AS FUTURE VALUE ACROSS PRODUCT PORTFOLIO</strong></td>
<td><strong>OFFER ATTRACTIVE PRICE-VALUE PROPOSITION</strong></td>
</tr>
</tbody>
</table>
## The Product Matrix

<table>
<thead>
<tr>
<th>Focus Label</th>
<th>The Foundation</th>
<th>Stay Relevant</th>
<th>Inspire</th>
<th>Grasp Opportunity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Label</td>
<td>Core</td>
<td>Basic</td>
<td>Capsule</td>
<td>Collabs</td>
</tr>
<tr>
<td>Boss</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
</tr>
<tr>
<td>Boss</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
</tr>
<tr>
<td>Hugo</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
</tr>
</tbody>
</table>

- **~ 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
## Our Roadmap Towards Becoming Augmented
### The Analytics Roadmap & Key Deliverables

<table>
<thead>
<tr>
<th>Step</th>
<th>Description</th>
<th>Dashboards</th>
</tr>
</thead>
<tbody>
<tr>
<td>01</td>
<td>Get the Basics Right</td>
<td>Single consolidated data platform</td>
</tr>
<tr>
<td></td>
<td></td>
<td>... providing us with a single source of truth</td>
</tr>
<tr>
<td>02</td>
<td>Create New and Actionable Insights</td>
<td>Marketing Dashboard</td>
</tr>
<tr>
<td>03</td>
<td>Apply AI &amp; Machine Learning</td>
<td>AI-based pricing and markdown recommendation</td>
</tr>
<tr>
<td></td>
<td></td>
<td>AI-based product rationalization &amp; development</td>
</tr>
</tbody>
</table>
DIGITAL STRATEGY ALONG THE VALUE CHAIN
MULTIPLE MEASURES WITH FOCUS ON SPEED, PERSONALIZATION AND COSTS
THE DIGITAL CAMPUS

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

BACK END
Analytical, technical, and executional capacity and capability

METZINGEN

PORTO

HUGO BOSS

DIGITAL CAMPUS
HUGO BOSS
OMNICHANNEL JOURNEY

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

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

WHAT’S IN PLACE!

WHAT’S NEXT!
EXPLOIT DIGITAL

**ACTIONS**
- Refresh 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

**HUGO BOSS AMBITION**

2020: €0.4B

2025: €1.0B
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
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

---

**AMBITION**

2020

€1.1B

2025

~ €2.0B
**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**

**HUGO BOSS**

**2025**

~ **€1.0B**

**AMBITION**

2020

**€0.5B**
CLAIM

ORGANIZE

FOR GROWTH

HUGO BOSS
LOW TEENS GROWTH

CAGR
2019-2025

> 20%

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

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

SALES SHARE 2025

~ 20%

ACCELERATE GROWTH IN THE AMERICAS
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

Foster leading position in Europe*

Incl. Middle East and Africa.
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

<table>
<thead>
<tr>
<th>Area</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increased E2E transparency</td>
</tr>
<tr>
<td>Faster response to in-season trends</td>
</tr>
<tr>
<td>Reduced excess inventory</td>
</tr>
<tr>
<td>Increased resilience</td>
</tr>
<tr>
<td>Contained cost of goods sold</td>
</tr>
</tbody>
</table>
CLAIM SUSTAINABLE THROUGHOUT
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
PLANT

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
▶ Optimize transport & logistics
▶ Use of efficient technologies

RENEWABLE ENERGY
▶ Own photovoltaic systems
▶ Certified green electricity

COMPENSATION
▶ Compensation through CO₂ reduction projects
WE ARE WILD FOR THE PLANET

BEHAVE AS CORPORATE CITIZEN

COLLABORATE WITH STRONG PARTNERS

CREATE CAPSULE COLLECTIONS
# Execution of Claim 5 to Impact Financial Ambition

<table>
<thead>
<tr>
<th>Acceleration in Top-Line Growth</th>
<th>Product Investments to Fuel Price-Value Proposition</th>
</tr>
</thead>
<tbody>
<tr>
<td>Investments in Brand and Digital Capabilities</td>
<td>Refresh of Store Portfolio</td>
</tr>
<tr>
<td>Value Creation Shifts to Absolute Profitability Improvements and Free Cash Flow Generation</td>
<td></td>
</tr>
</tbody>
</table>
TOP-LINE AMBITION 2025

GROUP SALES

€4B
BY 2025

GROUP SALES GROWTH

6%
CAGR 2019 - 2025

16%
CAGR 2020 - 2025
GROWTH AMBITION BY CHANNEL

GROUP SALES BY CHANNEL

HUGO BOSS

€ 4.0B

6% CAGR

€ 2.9B

16% CAGR

€ 1.9B

~ 2.0

~ 1.0

> 1.0

2019

2020

2025

© 2021 HUGO BOSS
GROWTH AMBITION BY REGION

GROUP SALES BY REGION

€ 2.9B
6% CAGR

€ 1.9B
16% CAGR

HUGO BOSS
€ 4.0B

2019

2020

2025

Europe
Asia/Pacific
Americas
Licenses

~ 55%
> 20%
~ 20%
~ 20%
BOTTOM-LINE AMBITION
2025

EBIT MARGIN
~12%
BY 2025

EBIT GROWTH
6%
CAGR 2019 - 2025
BOTTOM-LINE DEVELOPMENT

EFFICIENCY GAINS TO COMPENSATE FOR INVESTMENTS

OPERATING MARGIN (IN % OF GROUP SALES)

<table>
<thead>
<tr>
<th>Year</th>
<th>Operating margin 2019</th>
<th>Gross margin</th>
<th>Brand investments</th>
<th>Digital investments</th>
<th>Store network optimization</th>
<th>Operating overhead leverage</th>
<th>Operating margin 2025</th>
</tr>
</thead>
<tbody>
<tr>
<td>01</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<td></td>
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<tr>
<td>02</td>
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<td>03</td>
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<td>04</td>
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<tr>
<td>05</td>
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</tr>
</tbody>
</table>

HUGO BOSS

~ 12%
GROSS MARGIN DEVELOPMENT

PRODUCT INVESTMENTS TO FURTHER OPTIMIZE THE PRICE-VALUE PROPOSITION

GROSS MARGIN (IN % OF GROUP SALES)

65%

60-62%

GROSS MARGIN 2019  Product investments  Channel mix  Country mix  Sourcing costs  Gross margin 2025
STEP-UP IN BRAND INVESTMENTS

> €100M

ONLINE TRAFFIC

BRANDING

AREAS OF INCREMENTAL MARKETING SPENDING

> €100M

2019

~ 6% OF GROUP SALES

2025

~ 7-8% OF GROUP SALES

INCIDENTAL MARKETING SPENDING 2025 VS. 2019

> 100 BPS VS 2019
STEP-UP IN DIGITAL INVESTMENTS

- Online business
- Digital campus
- IT capabilities

> €150M

Incremental digital investments 2025 vs. 2019

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

~ 450 STORES 2020
+ ~ 50
~ 400 STORES 2025

- ~ 100

Development of freestanding retail stores until 2025

2019 ~ 26% of group sales
2025 ~ 19% of group sales

~ (700) BPS vs 2019
OPERATING OVERHEAD LEVERAGE

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

INVESTMENTS

COST SAVINGS

2019 ~ 16% OF GROUP SALES

2025 ~ 14% OF GROUP SALES

~ (200) BPS VS 2019
Capital Expenditure

Capital Expenditure (in % of Group Sales)

2019
2020
2021
2022
2023
2024
2025

4 out of 5 stores to be refreshed between 2022-24

6-7%
4-5%
OPTIMIZATION OF TNWC

2019
2020
2021
2022
2023
2024
2025

TNWC (IN % OF GROUP SALES)

16-19%

IMPROVING AVERAGE INVENTORY TURN TO 2.0x
2019: 1.6x
CASH-GENERATIVE BUSINESS MODEL

~ €2B

2021 2025

FREE CASH FLOW DEVELOPMENT (INCL. IFRS 16)

CLAIM 5 LEADING TO STRONG FREE CASH FLOW GENERATION
# CLEAR PRIORITIZATION OF CASH USAGE

## CAPITAL ALLOCATION FRAMEWORK

<table>
<thead>
<tr>
<th></th>
<th>INVESTMENTS</th>
<th>PAYOUT RATIO 30-50%</th>
<th>M&amp;A</th>
<th>SPECIAL DIVIDEND SHARE BUYBACK</th>
</tr>
</thead>
<tbody>
<tr>
<td>01</td>
<td>Reinvest for organic growth</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>02</td>
<td>Progressive dividend</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>03</td>
<td>Strategic investments</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>04</td>
<td>Return excess liquidity to shareholders</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

> **BALANCED APPROACH TO GROWTH INVESTMENTS AND SHAREHOLDER RETURNS**
AGENDA

1. Q2/2021 Results
2. CLAIM 5 Strategy
3. Sustainability
SUSTAINABILITY

The aim of the company’s sustainability activities is to ensure its long-term success through continuous improvement and anticipatory management of environmental, social as well as economic opportunities and risks.
CLEARLY DEFINED KPI’S TO MEASURE PROGRESS IN SUSTAINABILITY

ORGANIZATIONAL STRUCTURE
- Global sustainability department steering the topic
- Responsible managers for sustainability in different departments
- Continuous meetings with the Management Board to discuss targets and progress

STRONG PARTNERS
- Clear guidelines, policies and tools to ensure sustainable business practices
- Established data collection, and reporting processes
- Data management tools to track progress on targets

CAPSULE COLLECTIONS
- Clearly defined KPIs to measure improvement in sustainability
- Sustainability criteria as part of the long-term performance related compensation of the Managing Board
- Progress awarded by DJSI World and DJSI Europe inclusion
SUSTAINABILITY COMMITMENT INGRAINED IN THE CONCEPT

TODAY. TOMORROW. ALWAYS.

TODAY
TODAY STANDS FOR THE MILESTONES ACHIEVED SO FAR

TOMORROW
TOMORROW CONTAINS THE CONCRETE GOALS WE HAVE SET OURSELVES FOR THE FUTURE

ALWAYS
ALWAYS ENCOMPASSES OUR OVERALL SUSTAINABILITY PRINCIPLES
SUSTAINABILITY AT THE CORE OF EVERYTHING WE DO

PRODUCT
In addition to design, quality, and durability, our products meet high standards with regards to health, environmental, and animal welfare.

PEOPLE
Adherence to high social standards forms the basis for our relationships. A commitment to social welfare is an integral part of our corporate responsibility.

PLANET
We are committed to the introduction and further development of more environmentally and climate-friendly processes.

CLEAR OBJECTIVES & ROADMAP
ROBUST PROCESSES
RISK/CHANGE ANTICIPATION
EXTERNAL RECOGNITION OF OUR EFFORTS

- TOP 3 in our industry, DJSI World
- Member of FTSE4GOOD for the fifth time in a row
- ISS ESG Prime Status (C+PRIME) performing better than industry average
- Supplier Engagement Leader 2020
ALWAYS. Our ongoing commitment to serve conscious customer segment:
Offering more sustainable products through the use of more sustainable materials while at the same time respecting animal welfare and ensuring product safety.

TODAY.

~ 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.
**PRODUCT TOMORROW. OUR MAIN GOALS BY 2025**

<table>
<thead>
<tr>
<th>SDGs</th>
<th>MAIN GOAL</th>
<th>STATUS 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>12</td>
<td>100% sustainably sourced cotton</td>
<td>86%</td>
</tr>
<tr>
<td>12</td>
<td>≥ 50% recycled synthetic fibers</td>
<td>10%</td>
</tr>
<tr>
<td>12</td>
<td>≥ 30% of offered styles are RESPONSIBLE*</td>
<td>15%</td>
</tr>
<tr>
<td>12</td>
<td>100% of plastic packaging out of recycled or sustainable sources</td>
<td>42%</td>
</tr>
</tbody>
</table>

*All products that contain at least 60% more sustainable raw materials will show the responsible label. Responsible styles also meet further environmental and social criteria regarding processing, transport, and packaging.*
PEOPLE & SOCIETY
TAKING RESPONSIBILITY FOR THE PEOPLE WE WORK WITH

ALWAYS. Our ongoing commitment to motivate employees and take responsibility along the supply chain:
Assuming responsibility for employees and suppliers to ensure safe and healthy jobs. Developing together in long-term, trusting partnerships to ensure social compliance and reduce risks.

TODAY.
Started with the “Living wages” initiative as part of the Partnership for Sustainable Textiles with the aim to achieve collective solutions for living wages in countries of production.
# PEOPLE & SOCIETY
**TOMORROW. OUR MAIN GOALS BY 2025**

<table>
<thead>
<tr>
<th>SDGs (Sustainable Development Goals of the United Nations)</th>
<th>MAIN GOAL</th>
<th>STATUS 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>8</td>
<td>75% employee satisfaction according to the Great Place to Work® survey</td>
<td>72%</td>
</tr>
<tr>
<td>5</td>
<td>Share of at least 40% of women in the first and 50% of women in the second management level below the Managing Board</td>
<td>25%</td>
</tr>
<tr>
<td>8</td>
<td>All goods sourced from suppliers with satisfying or better performance in social audits</td>
<td>96%</td>
</tr>
<tr>
<td>8</td>
<td>All directly contracted fabrics and trimmings suppliers are integrated in social compliance program</td>
<td>10%</td>
</tr>
</tbody>
</table>
ENVIRONMENT
REDUCING OUR ENVIRONMENTAL IMPACT

ALWAYS. Our ongoing commitment to reduce our environmental impact while saving costs:
We continuously minimize our impacts on climate change, reduce the consumption of resources and use chemicals responsibly.

TODAY.
In 2020, more than half of the electricity consumed within the Group came from renewable energy sources.
# Environment Tomorrow. Our Main Goals

<table>
<thead>
<tr>
<th>SDGs (Sustainable Development Goals of the United Nations)</th>
<th>MAIN GOAL</th>
<th>STATUS 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>13</td>
<td>Climate neutrality in the whole value chain until 2045</td>
<td></td>
</tr>
<tr>
<td>13</td>
<td>Climate neutrality in our own area of responsibility until 2030</td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>Reduction of own water consumption (externally sourced water) in relation to Group sales by 40% compared with the base year 2016 until 2025</td>
<td>5%</td>
</tr>
<tr>
<td>6, 12, 17</td>
<td>100% of suppliers with high environmental impact comply with the HUGO BOSS environmental requirements until 2025</td>
<td>20%</td>
</tr>
</tbody>
</table>
FINANCIAL CALENDAR & INVESTOR RELATIONS CONTACT

NOVEMBER 4 2021

THIRD QUARTER RESULTS 2021

CHRISTIAN STÖHR

VICE PRESIDENT INVESTOR RELATIONS AND CORPORATE COMMUNICATIONS
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Phone: +49 (0) 7123 94 - 80903
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.