FULL YEAR 2021 RESULTS

HUGO BOSS
01 UPDATE ON CLAIM 5
02 FY 2021 RESULTS & OUTLOOK 2022
03 WRAP-UP
04 Q&A
WE SUPPORT

HUGO BOSS
GROUP SALES RETURN TO PRE-PANDEMIC LEVELS

+43% SALES GROWTH IN FY 2021

2.8 EUR BILLION GROUP SALES IN FY 2021
SIGNIFICANT INCREASE IN EBIT – ABOVE FULL YEAR GUIDANCE

228 EUR MILLION EBIT
STRONGEST FREE CASH FLOW IN COMPANY’S HISTORY

559 EUR MILLION FREE CASH FLOW
UPDATE ON CLAIM 5
EXECUTION IN FULL SWING
BECOME THE PREMIUM TECH-DRIVEN FASHION PLATFORM WORLDWIDE

VISION

WE LOVE FASHION, WE CHANGE FASHION

MISSION

BECOME ONE OF THE TOP 100 GLOBAL BRANDS

AMBITION
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
CONSUMER FIRST

Turning consumers into fans
BRAND PORTFOLIO STRATEGY

One HUGO BOSS platform with currently two brands
Launch of star-studded **BOSS** campaign as part of branding refresh
THE BOSS SQUAD

ANTHONY JOSHUA
14M FOLLOWERS

FUTURE HENDRIX
19M FOLLOWERS

LEE MIN-HO
29M FOLLOWERS
28M WEIBO

HAILEY BIEBER
42M FOLLOWERS

KENDALL JENNER
222M FOLLOWERS

AN ALL-STAR CAST

JOAN SMALLS
5M FOLLOWERS

KHABY LAME
72M FOLLOWERS

ALICA SCHMIDT
3M FOLLOWERS

MATTEO BERRETTINI
1M FOLLOWERS
#BeYourOwnBOSS

Engagement on BOSS Instagram

+7 PP
EXCITEMENT GOES WAY BEYOND DIGITAL
BOSS hosts spectacular See Now, Buy Now event in Dubai desert

SEE NOW, BUY NOW EVENT

>30 MILLION VIEWS
Fashion show on YouTube
HOW DO YOU HUGO

Launch of star-studded HUGO campaign as part of branding refresh
THE HUGO SQUAD

YOUNG STARS ON THE RISE

BIG MATTHEW
RAPPER

MADDIE ZIEGLER
DANCER

SAINt JHN
RAPPER

ADUT AKECH
TOP MODEL
The Dance Hashtag Challenge on TikTok

HOW DO YOU HUGO

+63% Follower on HUGO TikTok
BRANDING REFRESH LEADS TO RECORD-BREAKING RESULTS

~15 BN
 Impressions within 5 weeks

~800 M
 Engagements within 5 weeks

HUGO BOSS
PRODUCT IS KING

CLAIM 2
24/7 lifestyle fully incorporated in Spring/Summer 2022. Casualization and comfort are key.
NEW DESIGN CODES INTRODUCED IN SPRING/SUMMER 2022

New logo
BOSS monogram
Iconic color palette
FIRST TOUCHPOINT FOR YOUNGER CONSUMERS
NEW HUGO
BRANDING
INCORPORATED
IN SPRING/
SUMMER 2022

New logo
Iconic colors
HUGO monogram
STRONG GROWTH OPPORTUNITIES

Denim
Streetwear
Contemporary
EXCITING COLLABORATIONS
A BOSS TEAMS UP WITH OTHER BOSSES.

FUTURE FEAT.
PORSCHE X BOSS

BOSS LEGENDS COLLABS KICKING OFF WITH MUHAMMAD ALI
EXCITING COLLABORATIONS

HUGO

REPLAY
CLAIM 3

LEAD IN DIGITAL
DIGITAL CAMPUS SUCCESSFULLY ESTABLISHED IN 2021

Elevate customer experience

Strengthen digital know-how

Leverage data and analytics
RELAUNCH OF HUGOBOSS.COM
STRENGTHENING OUR E-COM ACTIVITIES

Engaging experience with new look & feel

Improved usability and customer interaction
TRAFFIC

AOV

PRICE REDUCTIONS

RELAUNCH OF HUGOBOSS.COM

IMPROVEMENT IN MAJOR KPIS
DIGITAL SHOWROOM 2.0
USHERING IN A NEW ERA IN DIGITAL SELLING

INTERACTIVE FUNCTIONS

INNOVATIVE SELLING PROCESS

IMPULSIVE BRAND EXPERIENCE
LEVERAGING DISTRIBUTION VARIETY is key for customer centricity
TOTAL DIGITAL SALES REACH 20% FOR THE FIRST TIME IN HISTORY
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
ROLL-OUT OF NEW RETAIL STORE CONCEPT IN FULL SWING

Hyundai Coex SEOUL
Lotte Main SEOUL
Yifang City SHENZHEN
Westfield Centro OBERHAUSEN
Mall of Emirates DUBAI
ELEVATE STORE EXPERIENCE

>100 STORES TO BE REFRESHED IN 2022
RECLAIM WHOLESALE
DRIVE RELEVANCE & VISIBILITY FOR OUR BRANDS

NEW LOOK & FEEL
Introduce branding refresh at our wholesale POS

KEY PARTNERS
Strengthen relationship with key partners
BRANDING REFRESH RESONATES STRONGLY WITH OUR WHOLESALE PARTNERS

+40%
ORDER INTAKE FALL/WINTER 2022
(VS. 2019)
ORGANIZE FOR GROWTH
A CHALLENGING YEAR FOR SUPPLY CHAINS

FOCUS AREAS

RESILIENCE  FLEXIBILITY  SPEED
RESILIENT SUPPLY CHAIN SECURES SUFFICIENT PRODUCT AVAILABILITY

WELL-BALANCED GLOBAL SOURCING MIX

49% EUROPE
Share of total sourcing volume

OWN PRODUCTION FACILITIES

17% OWN PRODUCTION
Share of total sourcing volume

LONG-TERM STRATEGIC PARTNERSHIPS

~10 Y STRATEGIC FINISHED GOODS SUPPLIERS
Average duration of partnership
SUSTAINABILITY ACHIEVEMENT

DOW JONES SUSTAINABILITY INDEX (DJSI)

5TH TIME IN A ROW

2ND BEST SCORE
in the textile, apparel, and luxury segments

WORLD
SUSTAINABILITY AMBITION

RESPONSIBLE STYLES

60% BY 2025

CIRCULAR PRODUCTS

80% BY 2030

CLIMATE-NEUTRALITY

2030 Own area of responsibility

2045 Entire value chain
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
EMPOWERING PEOPLE AND TEAMS

STRONG ORGANIZATIONAL SET-UP
FULL YEAR 2021 RESULTS
2021 RESULTS
EXCEED GUIDANCE

2,786 EUR MILLION GROUP SALES

+43% VS FY 2020*

(1)% VS FY 2019*

228 EUR MILLION EBIT

* CURRENCY-ADJUSTED
TOP LINE WITH STRONG ACCELERATION IN 2021

Strong business recovery supported by noticeable pick-up in consumer sentiment post lockdowns

Successful strategy execution accelerates business performance in H2

Strong growth across all brands, regions, and channels

* CURRENCY-ADJUSTED
BOSS

MENSWEAR

+42% VS. FY 2020*

(2)% VS. FY 2019*

WOMENSWEAR

+46% VS. FY 2020*

(6)% VS. FY 2019*

HUGO

+45% VS. FY 2020*

+6% VS. FY 2019*
Particularly strong business performance in the Americas

Successful turnaround in important U.S. market implemented

Strengthening of product offering at the point of sale

+78%  
VS. FY 2020*

+4%  
VS. FY 2019*

* CURRENCY-ADJUSTED
Significant pickup in local demand post lockdowns

All key markets including the UK, Germany, and France contribute to strong growth

Growth markets incl. the UAE enjoy particularly strong momentum

EUROPE SALES
(Incl. Middle East and Africa)

+41% VS. FY 2020*
(2)% VS. FY 2019*

* CURRENCY-ADJUSTED
Business recovery in Asia/Pacific accelerates throughout the year

Robust local demand fuels growth in China amid renewed COVID-related restrictions

Temporary store closures and lower tourism flows weigh on business in various markets

\[ \text{ASIA/PACIFIC SALES} \]

\[ +22\% \quad \text{VS. FY 2020*} \]

\[ (3)\% \quad \text{VS. FY 2019*} \]

* CURRENCY-ADJUSTED
Digital share reaches 20% for the first time
Broad-based double-digit growth across all channels and regions

+55% vs. FY 2020*
+85% vs. FY 2019*

* CURRENCY-ADJUSTED
BRICK-AND-MORTAR RETAIL

Return to double-digit growth vs. 2019 in the second half of the year

Robust local demand particularly in Europe and the Americas

+43% VS. FY 2020*

(9)% VS. FY 2019*

* CURRENCY-ADJUSTED
BRICK-AND-MORTAR WHOLESALE

Strong demand of partners for BOSS and HUGO collections
Successful strategy execution provides further tailwind

+37%  (16)%
VS. FY 2020*  VS. FY 2019*

* CURRENCY-ADJUSTED
GROSS MARGIN IMPROVES TO 61.8%
STEP-UP IN BRAND AND DIGITAL INVESTMENTS IN 2021

MARKETING INVESTMENTS VS. FY 2020
+29%

DIGITAL INVESTMENTS VS. FY 2020
+33%
EBIT GROWS STRONGLY TO EUR 228 MILLION

<table>
<thead>
<tr>
<th></th>
<th>FY 2021</th>
<th>VS. FY 2020</th>
<th>VS. FY 2019</th>
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</thead>
<tbody>
<tr>
<td>Group sales</td>
<td>2,786</td>
<td>+43%</td>
<td>(3)%</td>
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<tr>
<td>Gross profit</td>
<td>1,721</td>
<td>+45%</td>
<td>(8)%</td>
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<tr>
<td>Gross margin</td>
<td>618%</td>
<td>+80 bp</td>
<td>(330) bps</td>
</tr>
<tr>
<td>Operating expenses</td>
<td>1,493</td>
<td>+5%</td>
<td>(2)%</td>
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<tr>
<td>In % of sales</td>
<td>53.6%</td>
<td>(1950) bp</td>
<td>+50 bp</td>
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<tr>
<td>Selling &amp; distribution expenses</td>
<td>1,191</td>
<td>+5%</td>
<td>(4)%</td>
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<tr>
<td>Administration expenses</td>
<td>302</td>
<td>+6%</td>
<td>+2%</td>
</tr>
<tr>
<td>EBIT</td>
<td>228</td>
<td>&gt;100%</td>
<td>(34)%</td>
</tr>
<tr>
<td>EBIT margin</td>
<td>8.2%</td>
<td>+2,030 bp</td>
<td>(380) bp</td>
</tr>
<tr>
<td>Net income</td>
<td>144</td>
<td>&gt;100%</td>
<td>(30)%</td>
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STRONG IMPROVEMENTS IN TNWC

TNWC decreases 31%* to EUR 376 million in 2021

7%* decline in inventory reflects accelerating sales momentum

Increase in trade payables due to higher utilization of supplier financing program

* CURRENCY-ADJUSTED
CAPITAL EXPENDITURE STILL BELOW PRE-PANDEMIC LEVELS

Restrained investment activity in 2021

Global rollout of new store concepts from Q4 2021 onwards

Focus of investment activity on own retail store network and digitalization

FY 2021 CAPEX

104 EUR MILLION

+30%
FREE CASH FLOW AND NET FINANCIAL POSITION HIT RECORD LEVELS

FY 2021
FREE CASH FLOW

559 EUR MILLION

>100%

DEC 31, 2021
NET FINANCIAL POSITION*

167 EUR MILLION

>100%

FREE CASH FLOW x3

*EXCL. IFRS 16.
HUGO BOSS TO RESUME DIVIDEND PAYMENTS

PAYOUT RATIO

<table>
<thead>
<tr>
<th>Year</th>
<th>2021*</th>
<th>2022e</th>
<th>2023e</th>
<th>2024e</th>
<th>2025e</th>
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<tbody>
<tr>
<td>Ratio</td>
<td>35%</td>
<td>30-50%</td>
<td>30-50%</td>
<td>30-50%</td>
<td>30-50%</td>
</tr>
<tr>
<td>Dividends</td>
<td>0.04 EUR</td>
<td>0.70 EUR</td>
<td>0.70 EUR</td>
<td>0.70 EUR</td>
<td>0.70 EUR</td>
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*DIVIDEND PROPOSAL
HUGO BOSS TEMPORARILY SUSPENDS OWN RETAIL BUSINESS OPERATIONS IN RUSSIA
EXECUTION OF “CLAIM 5” PRIMARY FOCUS IN 2022

Consistent execution of “CLAIM 5” will take center stage among all initiatives

Investments in product, marketing, and digital expertise to drive brand relevance
SALES OUTLOOK

Sales to reach new record levels in 2022

All brands, channels, and regions expected to contribute to growth

2.8 EUR BILLION

2021

3.1 TO 3.2 EUR BILLION

2022e

+10% TO +15%
EBIT OUTLOOK

Bottom-line growth to be driven by strong top-line improvements

Efficiency gains expected to partly offset planned investments

228 EUR MILLION
2021

+10% TO +25%

250 TO 285 EUR MILLION
2022e
WRAP-UP
HUGO BOSS ACHIEVES STRONG COMEBACK IN 2021

- STRONG TOP- AND BOTTOM-LINE IMPROVEMENTS
- EXCELLENT FINANCIAL POSITION
- SUCCESSFUL EXECUTION OF CLAIM 5
2022 TO BE ANOTHER SUCCESSFUL YEAR FOR HUGO BOSS

- Branding refresh drives momentum
- New collections resonate well
- Investments to increase brand relevance
BECOME ONE OF THE TOP 100 GLOBAL BRANDS

4 EUR BILLION IN SALES BY 2025

12% EBIT MARGIN BY 2025
BECOME THE PREMIUM TECH-DRIVEN FASHION PLATFORM WORLDWIDE
Q&A SESSION

HUGO BOSS