CLAIM 5
STRATEGY

Q1 2022
RESULTS

GENERAL
INFORMATION

AGENDA
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
12% EBIT MARGIN
FINANCIAL AMBITION 2025

GROUP SALES
€4B in 2025

SALES GROWTH
~6%
CAGR 2019 - 2025

EBIT MARGIN
~12%
OF GROUP SALES

EBIT GROWTH
~6%
CAGR 2019 - 2025

FCF GENERATION
~€2B
2021 - 2025
## Balanced Growth to Exploit the Full Potential
All Brands, Regions and Channels Contribute to “Claim 5”

### Brands
- **BOSS Menswear**: 
  - 2020: €1.5B
  - 2025: €2.6B
  - 2020: €0.1B
  - 2025: €0.4B
  - 2020: €0.3B
  - 2025: €0.8B

- **BOSS Womenswear**: 
  - 2020: €0.8B
  - 2025: €1.2B

- **Hugo**: 
  - 2020: €0.3B
  - 2025: €0.8B

### Regions
- **Europe**: 
  - 2020: €1.1B
  - 2025: €2.0B

- **Asia/Pacific**: 
  - 2020: €0.5B
  - 2025: €1.0B

- **Americas**: 
  - 2020: €0.4B
  - 2025: $1.0B

### Channels
- **Retail B&M**: 
  - 2020: €0.3B
  - 2025: €0.3B

- **Wholesale B&M**: 
  - 2020: €1.2B
  - 2025: $2.2B

- **Digital**: 
  - 2020: €0.8B
  - 2025: €0.8B

- **Licenses**: 
  - 2020: €1.1B
  - 2025: €2.2B
CLAIM 5 STRATEGY

Why

1. CONSUMER FIRST

2. SUSTAINABLE THROUGHOUT

3. RIGOROUS EXECUTION

4. EMPOWER PEOPLE AND TEAMS

5. ORGANIZE FOR GROWTH

What

- BOOST BRANDS
- PRODUCT IS KING
- LEAD IN DIGITAL
- REBALANCE OMNICHANNEL
- ORGANIZE FOR GROWTH

How
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.
LAUNCH OF STAR-STUDDED GLOBAL CAMPAIGNS FOR BOSS & HUGO AS PART OF BRANDING REFRESH

BE YOUR OWN BOSS

HOW DO YOU HUGO
SOCIAL MEDIA KPIS FOR BOSS
STRONGLY IMPROVE IN Q1

~10 M | +5%
FOLLOWERS ON
BOSS INSTAGRAM

16%
ENGAGEMENT RATE ON
INSTAGRAM MORE THAN DOUBLES

>32 M VIEWS
RECORD-BREAKING RESULTS
OF DUBAI SHOW ON YOUTUBE
HUGO KICKS OFF THE MUSIC FESTIVAL SEASON AT COACHELLA

>1.3 BN IMPRESSIONS

~200 M VIEWS ON TIKTOK

26% ENGAGEMENT RATE ON INSTAGRAM
BRANDING REFRESH LEADS TO RECORD-BREAKING RESULTS

~24 BN Impressions within 3 months

~1 BN Engagements within 3 months
PRODUCT IS KING

CLAIM 2
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.
NEW DESIGN CODES INTRODUCED IN SPRING/SUMMER 2022

BOSS
New logo
BOSS monogram
Iconic color palette
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
NEW **HUGO**
BRANDING INCORPORATED IN SPRING/SUMMER 2022

- New logo
- Iconic colors
- HUGO monogram
CLAIM 3

LEAD IN DIGITAL
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
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
DIGITAL SHOWROOM 2.0
USHERING IN A NEW ERA IN DIGITAL SELLING

INTERACTIVE FUNCTIONS

INNOVATIVE SELLING PROCESS

IMPULSIVE BRAND EXPERIENCE
CLAIM 4

REBALANCE OMNICHANNEL
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
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)
CLAIM 5

ORGANIZE FOR GROWTH
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

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
SUSTAINABLE THROUGHOUT
CLEAR AND VIABLE ESG STRATEGY
WITH BEST-IN-CLASS SUSTAINABILITY CREDENTIALS

5TH TIME IN A ROW

2ND BEST SCORE IN 2021
in the textile, apparel, and luxury segments

C+ PRIME RATING
ISS ESG

AA ESG RATING
MSCI

B CLIMATE CHANGE
RATING + SUPPLIER
ENGAGEMENT LEADER
CDP

RISK RATING 12.4
SUSTAINALYTICS

€ 600M
ESG LINKED REVOLVING CREDIT FACILITY

Dow Jones Sustainability Indexes
OUR STRATEGY IS BUILT UPON RECOGNIZED STANDARDS

Underlying frameworks and reporting guidelines:
One focus is on the Sustainable Development Goals (SDGs) of the United Nations. We make a contribution to these SDGs.

STANDARDS AND GUIDELINES:
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
ALWAYS. OUR ONGOING COMMITMENT
OUR UNDERSTANDING OF MORE SUSTAINABLE PRODUCTS

STRIVE FOR HIGHEST QUALITY & LONGEVITY
by using selected materials and high-quality workmanship

RESPECT ANIMAL WELFARE
by e.g. exclusion of farmed fur, angora wool or downs from live plucked and force-fed animals

ENSURE PRODUCT SAFETY
by setting strict maximum limits of chemicals allowed to be contained in the products

USE MORE SUSTAINABLE MATERIALS
by sourcing materials according to defined criteria summarized in our Product Policy

HUGO BOSS products always fulfill these criteria

Main criteria for RESPONSIBLE styles
PRODUCT ACHIEVEMENTS: OUR RESPONSIBLE STYLES
A CONTINUOUS JOURNEY

2018
- Traceable Wool
- Pinatex®
- Olivenleder®

2019
- Sailing Capsule BOSS
- Liam Payne & CmiA Capsule
- Natural Fibers BOSS & HUGO

2020
- Plastic Free
- Traceable Wool
- Vegan Suit
- Kapok Capsule

2021
- THE JOURNEY
- CUYA
- THE JOURNEY
- THE JOURNEY
- Less Water

2022
- BOSS & HUGO
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**
ALWAYS. OUR ONGOING COMMITMENT
REDUCING 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
ALWAYS. OUR ONGOING COMMITMENT
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

ALWAYS. OUR ONGOING COMMITMENT
TAKING RESPONSIBILITY FOR OUR EMPLOYEES & SUPPLIERS

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ALWAYS. OUR ONGOING COMMITMENT
TAKING RESPONSIBILITY FOR OUR EMPLOYEES & SUPPLIERS
TOMORROW. 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
CLIMATE NEUTRALITY THROUGHOUT THE ENTIRE VALUE CHAIN BY 2045 & WITHIN OWN AREA OF RESPONSIBILITY BY 2030

PEOPLE
SOURCING ALL OF GOODS FROM SUPPLIERS SCORING IN ONE OF THE TOP 2 SOCIAL AUDIT CATEGORIES BY 2025
FIRST QUARTER 2022 RESULTS — HUGO BOSS
HUGO BOSS WITH RECORD Q1 SALES

GROUP SALES EUR 772 MILLION

+52%*

VS Q1 2021

SALES GROWTH* VS 2019

Q1 2021: -23%
Q2 2021: +7%
Q3 2021: +12%
Q4 2021: +17%
Q1 2022:

*CURRENCY-ADJUSTED
MOMENTUM IN EUROPE FURTHER ACCELERATES

Momentum further accelerates, driven by robust local demand in key European markets.

Revenues in the UK and France strongly exceed pre-pandemic levels, up double-digits vs 2019.

Ongoing robust momentum in Eastern Europe and Middle East.

EUROPE SALES
INCL. MIDDLE EAST AND AFRICA

+69%* vs Q1 2021

+21%* vs Q1 2019

*CURRENCY-ADJUSTED
STRONG GROWTH TRAJECTORY IN THE AMERICAS CONTINUES

All of the region’s markets with robust sales increases vs 2019 levels

Momentum in the U.S. market continues, due to strong progress in fostering 24/7 brand image

Latin America with particular strength, as reflected by high double-digit sales growth

**AMERICAS SALES**

+56%* vs Q1 2021

+17%* vs Q1 2019

*CURRENCY-ADJUSTED
Mainland China with double-digit sales improvements in the run-up to Chinese New Year.

Lockdowns weigh on sentiment and traffic in mainland China from mid-March onwards.

Robust growth in Japan and Australia compared to Q1 2019.
DIGITAL BUSINESS CONTINUES DOUBLE-DIGIT GROWTH TRAJECTORY

+22%* vs Q1 2021

- Double-digit improvements across all regions and digital touchpoints
- Successful relaunch of hugoboss.com drives increase in traffic and AOV
- Digital sales account for ~20% of overall Group sales

+145%* vs Q1 2019
SUCCESSFUL EXECUTION OF “CLAIM 5” DRIVES BRICK-AND-MORTAR RETAIL BUSINESS

**+76%**

vs Q1 2021

- Robust consumer sentiment in key regions drives overall momentum
- Prior-year period impacted by an average store closure rate of ~25%

**+5%**

vs Q1 2019

- New store concept implemented in ~30 points of sale
BRICK-AND-MORTAR WHOLESALE RETURNS TO 2019 LEVELS

Robust demand of wholesale partners for the Spring/Summer 2022 collections

Delivery shift effects limit growth in B&M wholesale by ~10pp

Strong order book for Fall/Winter 2022 to drive wholesale growth in H2

+44%*
vs Q1 2021

+2%
vs Q1 2019
GROSS MARGIN IMPROVEMENT MAINLY REFLECTS HIGHER SHARE OF FULL-PRICE SALES

- Q1 2021: 60.4%
- Q1 2022: 61.6%

Gross margin improvement mainly reflects a higher share of full-price sales.

+120 bp

Full price Channel mix Inventory valuation Sourcing & freight cost FX

Hugo Boss
SIGNIFICANT STEP-UP IN BRAND AND DIGITAL INVESTMENTS

EUR 80 MILLION +98% vs Q1 2021
BRAND INVESTMENTS

EUR 51 MILLION +43% vs Q1 2021
DIGITAL INVESTMENTS
STRONG BOTTOM-LINE IMPROVEMENTS DESPITE SIGNIFICANT INVESTMENTS

<table>
<thead>
<tr>
<th>Category</th>
<th>Quarter</th>
<th>Value (EUR million)</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gross Margin</td>
<td>Q1 2022</td>
<td>61.6%</td>
<td>+120 bp</td>
</tr>
<tr>
<td>Selling &amp; Distribution Expenses</td>
<td>Q1 2022</td>
<td>344</td>
<td>+49%</td>
</tr>
<tr>
<td>Administration Expenses</td>
<td>Q1 2022</td>
<td>92</td>
<td>+34%</td>
</tr>
<tr>
<td>EBIT</td>
<td>Q1 2022</td>
<td>40</td>
<td>&gt;100%</td>
</tr>
<tr>
<td>Net Income Attributable to Shareholders</td>
<td>Q1 2022</td>
<td>24</td>
<td>&gt;100%</td>
</tr>
</tbody>
</table>
FREE CASH FLOW WITH STRONG IMPROVEMENTS YEAR ON YEAR

<table>
<thead>
<tr>
<th>TNWC</th>
<th>CAPITAL EXPENDITURE</th>
<th>FREE CASH FLOW</th>
</tr>
</thead>
<tbody>
<tr>
<td>MARCH 31, 2022</td>
<td>JANUARY–MARCH 2022</td>
<td>JANUARY–MARCH 2022</td>
</tr>
<tr>
<td>EUR 472 MILLION</td>
<td>EUR 18 MILLION</td>
<td>EUR 1 MILLION</td>
</tr>
</tbody>
</table>

- **Inventories** decrease 3%* reflecting strong sales growth in the first quarter.
- **TNWC** in % of sales declines to 15.0%, well below the prior-year level.
- **Net financial position** of plus EUR 120 million**

*CURRENCY-ADJUSTED
**EXCL. THE IMPACT OF IFRS 16.
SALES OUTLOOK FOR FULL YEAR 2022

- **Broad-based growth** across all brands, channels, and key regions expected

- **Strong brand momentum** and **robust order intake** for Fall/Winter 2022 to drive top-line growth

2021: 2.8 EUR BILLION

2022e: 3.1-3.2 EUR BILLION

+10% to +15%
**EBIT OUTLOOK FOR FULL YEAR 2022**

- Robust bottom-line improvements anticipated, despite significant step-up in investments as part of “CLAIM 5”
- Expected **top-line growth** and **robust market positioning** to compensate for current macroeconomic uncertainties

<table>
<thead>
<tr>
<th>Year</th>
<th>EBIT (EUR Million)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2021</td>
<td>228</td>
</tr>
<tr>
<td>2022e</td>
<td>250-285</td>
</tr>
</tbody>
</table>

+10% TO +25%
FINANCIAL CALENDAR & INVESTOR RELATIONS CONTACT

MAY 24, 2022  AGM 2022

AUGUST 3, 2022  PUBLICATION OF Q2 2022 RESULTS

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PHONE +49 7123 94 - 84272
GENERAL INFORMATION
Hugo Boss
At a Glance

- 2.8 EUR billion sales
- 228 EUR million EBIT
- 8.2% EBIT margin
- 559 EUR million free cash flow
- 128 countries
- ~14,000 employees
- 20% share of digital sales
- 6,800 points of sale
SALES BY BRAND
2021

BOSS
MEN'SWEAR
78% of Sales
2,181 EUR MILLION

BOSS
WOMEN'SWEAR
7% of Sales
192 EUR MILLION

HUGO
15% of Sales
413 EUR MILLION
HUGO BOSS
GLOBAL MARKET PRESENCE

AMERICAS

- EUR million Sales: 543
- Points of sale: ~1,600
- Freestanding retail stores: 98
- Employees: 11%

EUROPE (INCL. MIDDLE EAST AND AFRICA)

- EUR million Sales: 1,742
- Points of sale: ~4,650
- Freestanding retail stores: 206
- Employees: 75%

ASIA/PACIFIC

- EUR million Sales: 423
- Points of sale: ~550
- Freestanding retail stores: 147
- Employees: 14%
# 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>
As compared to the previous year, presentation has been aligned to the 2025 targets set out in the "CLAIM 5" strategy.

<table>
<thead>
<tr>
<th>Distribution Channel</th>
<th>2021</th>
<th>In % of sales</th>
<th>2020</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>1,512</td>
<td>54</td>
<td>1,057</td>
<td>54</td>
<td>43</td>
<td>43</td>
</tr>
<tr>
<td>Brick-and-mortar wholesale</td>
<td>647</td>
<td>23</td>
<td>472</td>
<td>24</td>
<td>37</td>
<td>37</td>
</tr>
<tr>
<td>Digital</td>
<td>549</td>
<td>20</td>
<td>352</td>
<td>18</td>
<td>56</td>
<td>55</td>
</tr>
<tr>
<td>Licenses</td>
<td>77</td>
<td>3</td>
<td>64</td>
<td>3</td>
<td>20</td>
<td>20</td>
</tr>
<tr>
<td>Total</td>
<td>2,786</td>
<td>100</td>
<td>1,946</td>
<td>100</td>
<td>43</td>
<td>43</td>
</tr>
</tbody>
</table>

1 As compared to the previous year, presentation has been aligned to the 2025 targets set out in the "CLAIM 5" strategy.
## RETAIL STORE NETWORK

### NUMBER OF OWN RETAIL STORES

<table>
<thead>
<tr>
<th></th>
<th>Europe</th>
<th>Americas</th>
<th>Asia/Pacific</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>2021 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>
<tr>
<td>2020 Number of own retail points of sale</td>
<td>589</td>
<td>251</td>
<td>317</td>
<td>1,157</td>
</tr>
<tr>
<td>thereof freestanding retail stores</td>
<td>212</td>
<td>92</td>
<td>141</td>
<td>445</td>
</tr>
</tbody>
</table>

**TOTAL NUMBER OF RETAIL POINTS OF SALE** 1,228

Operated by Hugo Boss including Shop-in-Shops and Outlets
SOURCING FOOTPRINT
WELL BALANCED REGIONAL SOURCING & PRODUCTION MIX

REGIONALLY BALANCED STRATEGIC SOURCING MIX

<table>
<thead>
<tr>
<th>Region</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Asia</td>
<td>49%</td>
</tr>
<tr>
<td>Americas</td>
<td>2%</td>
</tr>
<tr>
<td>Europe</td>
<td>49%</td>
</tr>
</tbody>
</table>

OWN PRODUCTION COMPLEMENTS THIRD-PARTY SOURCING ACTIVITIES

<table>
<thead>
<tr>
<th>Source Type</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>External Sourcing</td>
<td>83%</td>
</tr>
<tr>
<td>Own Production</td>
<td>17%</td>
</tr>
</tbody>
</table>

14%
Izmir, Turkey
(Largest single source of production)
# STRONG ORGANIZATIONAL SET-UP

## EMPLOYEES IN MANAGEMENT (2021)

<table>
<thead>
<tr>
<th>Gender</th>
<th>Percentage</th>
<th>(2021)</th>
<th>(2020)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Women</td>
<td>50%</td>
<td></td>
<td>50%</td>
</tr>
<tr>
<td>Men</td>
<td>50%</td>
<td></td>
<td>50%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>First</td>
<td>29%</td>
<td>25%</td>
<td></td>
</tr>
<tr>
<td>Second</td>
<td>45%</td>
<td>43%</td>
<td></td>
</tr>
<tr>
<td>First</td>
<td>71%</td>
<td>75%</td>
<td></td>
</tr>
<tr>
<td>Second</td>
<td>55%</td>
<td>57%</td>
<td></td>
</tr>
</tbody>
</table>

EMPLOYEE SATISFACTION

76%

CONDUCTED ANNUALLY WITH GREAT PLACE TO WORK® GERMANY
HIGHLY EXPERIENCED MANAGEMENT TEAM
WITH MULTI-YEAR INDUSTRY EXPERTISE AND SUCCESSFUL TRACK RECORD

FURTHER STRENGTHENED BY A STRONG TEAM OF INDUSTRY EXPERTS WITH SELECTIVE ADDITIONS & MULTI-YEAR EXPERIENCE

DANIEL GRIEDER
CEO
JOINED HUGO BOSS IN 2021

YVES MÜLLER
CFO
JOINED HUGO BOSS IN 2017

OLIVER TIMM
CSO
JOINED HUGO BOSS IN 2021

HEIKO SCHAEFER
COO
JOINED HUGO BOSS IN 2020

MIAH SULLIVAN
SVP GLOBAL MARKETING & BRAND COMMUNICATIONS
JOINED HUGO BOSS IN 2021

KRISTINA SZASZ
SVP BOSS WOMENSWEAR
JOINED HUGO BOSS IN 2021

CHRISTOPHER KÖRBER
MANAGING DIRECTOR HUGO BOSS TICINO & SVP TICINO BU
JOINED HUGO BOSS IN 2021

JUDITH SUN
MANAGING DIRECTOR GREATER CHINA
JOINED HUGO BOSS IN 2021

JESPER REISMANN
SVP OMNICHANNEL
JOINED HUGO BOSS IN 2022

LUIS GONZAGA MARTINEZ-RIESGO
SVP SOURCING & PRODUCTION
JOINED HUGO BOSS IN 2021

ANDREAS STREUBIG
SVP GLOBAL CORPORATE RESPONSIBILITY & PUBLIC AFFAIRS
JOINED HUGO BOSS IN 2017

LUIGI BOIOCCHI
MANAGING DIRECTOR EMERGING MARKETS & RUS+
JOINED HUGO BOSS IN 2021
COMPENSATION SYSTEM
STRONGLY SUPPORTING LONG-TERM TARGETS

**Components**
- **STI**
  - Short-term variable compensation
- **LTI**
  - Long-term variable compensation

**Performance Targets**

**STI**
- EBIT: 40%
- SALES: 30%
- Trade net working capital (TNWC): 30%

**LTI**
- Relative total shareholder return (RTSR): 1/3
- Return on capital employed (ROCE): 1/3
- Employee satisfaction: 1/6
- Performance in Sustainability: 1/6

**Weight**
- 40% 30% 30% 1/3 1/3 1/6 1/6

**Comment**
- **STI 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)

- Free float: 83 (83)
- PFC S.r.l./Zignago Holding S.p.A.: 15 (15)
- Own shares: 2 (2)

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

- North America: 46 (39)
- Great Britain & Ireland: 26 (19)
- Germany: 9 (11)
- Rest of Europe: 17 (25)
- Rest of World: 2 (6)

~43,000 TOTAL NUMBER OF SHAREHOLDERS

~12% OF SHARES HELD BY PRIVATE SHAREHOLDERS
ANALYST RECOMMENDATIONS

Buy: 10
Hold: 12
Sell: 0

As of April 14, 2022.

~25 ANALYSTS ARE COVERING HUGO BOSS

SHARE PRICE TARGET
59.32 EUR
HUGO BOSS
SHARE PRICE

+24%
2020-2021

(2)%
Q1 2022

AS OF MAR. 31, 2022
EUR 52.64
## Multi-Year-Overview

### Sales (in EUR million)

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<tbody>
<tr>
<td><strong>Sales by segments</strong></td>
<td></td>
<td></td>
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<td></td>
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</tr>
<tr>
<td>Europe incl. Middle East and Africa</td>
<td>1,742</td>
<td>1,231</td>
<td>1,803</td>
<td>1,736</td>
<td>1,681</td>
<td>1,660</td>
</tr>
<tr>
<td>Americas</td>
<td>543</td>
<td>308</td>
<td>560</td>
<td>574</td>
<td>577</td>
<td>582</td>
</tr>
<tr>
<td>Asia/Pacific</td>
<td>423</td>
<td>343</td>
<td>438</td>
<td>410</td>
<td>396</td>
<td>382</td>
</tr>
<tr>
<td>Licenses</td>
<td>77</td>
<td>64</td>
<td>84</td>
<td>76</td>
<td>79</td>
<td>69</td>
</tr>
<tr>
<td><strong>Sales by distribution channel</strong></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Brick-and-mortar retail</td>
<td>1,512</td>
<td>1,057</td>
<td>1,869</td>
<td>1,768</td>
<td>1,732</td>
<td>1,677</td>
</tr>
<tr>
<td>Brick-and-mortar wholesale</td>
<td>647</td>
<td>472</td>
<td>931</td>
<td>952</td>
<td>922</td>
<td>947</td>
</tr>
<tr>
<td>Digital</td>
<td>549</td>
<td>352</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Licenses</td>
<td>77</td>
<td>64</td>
<td>84</td>
<td>76</td>
<td>79</td>
<td>69</td>
</tr>
<tr>
<td><strong>Sales by brand</strong></td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>BOSS Menswear</td>
<td>2,181</td>
<td>1,530</td>
<td>2,488</td>
<td>2,422</td>
<td>2,336</td>
<td>2,313</td>
</tr>
<tr>
<td>BOSS Womenswear</td>
<td>192</td>
<td>131</td>
<td>2,488</td>
<td>2,422</td>
<td>2,336</td>
<td>2,313</td>
</tr>
<tr>
<td>HUGO</td>
<td>413</td>
<td>285</td>
<td>396</td>
<td>374</td>
<td>397</td>
<td>380</td>
</tr>
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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

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<tbody>
<tr>
<td>Gross profit</td>
<td>1,721</td>
<td>1,187</td>
<td>1,875</td>
<td>1,824</td>
<td>1,808</td>
<td>1,777</td>
</tr>
<tr>
<td>Gross margin in %</td>
<td>61.8</td>
<td>61.0</td>
<td>65.0</td>
<td>62.5</td>
<td>66.2</td>
<td>66.0</td>
</tr>
<tr>
<td>EBIT</td>
<td>228</td>
<td>(236)</td>
<td>344</td>
<td>347</td>
<td>341</td>
<td>263</td>
</tr>
<tr>
<td>EBIT margin in %</td>
<td>8.2</td>
<td>(12.1)</td>
<td>11.9</td>
<td>12.4</td>
<td>12.5</td>
<td>9.8</td>
</tr>
<tr>
<td>EBITDA</td>
<td>568</td>
<td>230</td>
<td>707</td>
<td>476</td>
<td>499</td>
<td>433</td>
</tr>
<tr>
<td>Net income attributable to equity holders of the parent company</td>
<td>137</td>
<td>(220)</td>
<td>205</td>
<td>236</td>
<td>231</td>
<td>194</td>
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<tbody>
<tr>
<td>Trade net working capital</td>
<td>376</td>
<td>491</td>
<td>528</td>
<td>537</td>
<td>459</td>
<td>524</td>
</tr>
<tr>
<td>Non-current assets</td>
<td>1,458</td>
<td>1,516</td>
<td>1,713</td>
<td>686</td>
<td>662</td>
<td>752</td>
</tr>
<tr>
<td>Equity</td>
<td>940</td>
<td>760</td>
<td>1,002</td>
<td>981</td>
<td>915</td>
<td>888</td>
</tr>
<tr>
<td>Equity ratio in %</td>
<td>34</td>
<td>30</td>
<td>35</td>
<td>53</td>
<td>53</td>
<td>49</td>
</tr>
<tr>
<td>Total assets</td>
<td>2,736</td>
<td>2,570</td>
<td>2,877</td>
<td>1,858</td>
<td>1,720</td>
<td>1,799</td>
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<tbody>
<tr>
<td>Free cash flow</td>
<td>559</td>
<td>164</td>
<td>457</td>
<td>170</td>
<td>294</td>
<td>220</td>
</tr>
<tr>
<td>Net financial liabilities (as of December 31)</td>
<td>628</td>
<td>1,004</td>
<td>1,040</td>
<td>22</td>
<td>7</td>
<td>113</td>
</tr>
<tr>
<td>Capital expenditure</td>
<td>104</td>
<td>80</td>
<td>192</td>
<td>155</td>
<td>128</td>
<td>157</td>
</tr>
<tr>
<td>Depreciation/amortization</td>
<td>339</td>
<td>465</td>
<td>362</td>
<td>129</td>
<td>158</td>
<td>169</td>
</tr>
<tr>
<td>Total leverage (as of December 31)</td>
<td>11</td>
<td>(6.7)</td>
<td>0.2</td>
<td>0.0</td>
<td>0.0</td>
<td>0.2</td>
</tr>
<tr>
<td>Amount distributed</td>
<td>48</td>
<td>3</td>
<td>3</td>
<td>186</td>
<td>183</td>
<td>179</td>
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</tbody>
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<tbody>
<tr>
<td>Employees (as of December 31)</td>
<td>14,041</td>
<td>13,795</td>
<td>14,633</td>
<td>14,685</td>
<td>13,985</td>
<td>13,798</td>
</tr>
<tr>
<td>Personnel expenses (in EUR million)</td>
<td>627</td>
<td>570</td>
<td>640</td>
<td>629</td>
<td>604</td>
<td>605</td>
</tr>
<tr>
<td>Number of Group’s own retail points of sale</td>
<td>1,228</td>
<td>1,157</td>
<td>1,113</td>
<td>1,092</td>
<td>1,139</td>
<td>1,124</td>
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<tbody>
<tr>
<td>Earnings per share</td>
<td>1.99</td>
<td>(3.18)</td>
<td>2.97</td>
<td>3.42</td>
<td>3.35</td>
<td>2.80</td>
</tr>
<tr>
<td>Dividend per share</td>
<td>0.70</td>
<td>0.04</td>
<td>0.04</td>
<td>2.70</td>
<td>2.65</td>
<td>2.60</td>
</tr>
<tr>
<td>Last share price (as of December 31)</td>
<td>53.50</td>
<td>27.29</td>
<td>43.26</td>
<td>53.92</td>
<td>70.94</td>
<td>58.13</td>
</tr>
</tbody>
</table>

| 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.
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.