HUGO BOSS
YVES MÜLLER
CFO & COO

HUGO BOSS
SUCCESSFUL THIRD QUARTER MARKED BY ONGOING EXECUTION OF "CLAIM 5" STRATEGY
RIGOROUS EXECUTION OF “CLAIM 5” STRATEGY WITH STRONG PROGRESS ALONG ALL STRATEGIC CLAIMS

<table>
<thead>
<tr>
<th>CONSUMER FIRST</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>BOOST BRANDS</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>HIGHLY SUCCESSFUL BRAND CAMPAIGNS</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>SPECTACULAR FASHION EVENTS</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>OUTPERFORMANCE ON SOCIAL MEDIA</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>PRODUCT IS KEY</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>STRENGTHEN 24/7 LIFESTYLE IMAGES</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>DOUBLE-DIGIT GROWTH ACROSS BRAND LINES</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>LAUNCH OF NEW LICENSE CATEGORIES</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>LEAD IN DIGITAL</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>ACCELERATE USE OF DATA</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>INCREASE DIGITAL PRODUCT CREATION</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>DRIVE OMNICHANNEL</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>ROBUST GROWTH ACROSS ALL CHANNELS</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>DRIVE STORE NETWORK OPTIMIZATION</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>STRONG IMPROVEMENTS IN STORE PRODUCTIVITY</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>ORGANIZE FOR GROWTH</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>INCREASE LOGISTIC CAPACITIES</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>IMPLEMENT DIGITAL TWIN</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
GROWTH TRAJECTORY CONTINUES IN Q3 WITH STRONG TOP- AND BOTTOM-LINE IMPROVEMENTS

€1,027 M
GROUP SALES
VS. Q3 2022:
+10% IN GROUP CURRENCY
+15% CURRENCY-ADJUSTED

€103 M
EBIT
VS. Q3 2022:
+12%

10.0%
EBIT MARGIN
VS. Q3 2022:
+20 BP
ONGOING BRAND ACTIVATION DRIVES AWARENESS AND INTERACTION FOR BOSS AND HUGO

LAUNCH OF FW 2023 CAMPAIGNS SPURS BRAND MOMENTUM

~10x ENGAGEMENTS VS. FW22
BOSS FASHION SHOW IN MILAN FUELS BRAND MOMENTUM IN Q3

~30 M
LIVESTREAM VIEWS

3x
VS. BOSS FASHION SHOW IN MIAMI
DOUBLE-DIGIT GROWTH TRAJECTORY CONTINUES ACROSS ALL BRANDS AND WEARING OCCASIONS

**MEN'SWEAR**  
VS. Q3 2022  
+12%*

**WOMEN'SWEAR**  
VS. Q3 2022  
+24%*

**HUGO**  
VS. Q3 2022  
+25%*
ALL CHANNELS RECORD ROBUST SALES IMPROVEMENTS IN THIRD QUARTER

**DIGITAL**
+25%* VS. Q3 2022
Double-digit growth across all digital touchpoints

**WHOLESALE**
+21%* VS. Q3 2022
Double-digit growth in both order intake and replenishment business

**RETAIL**
+8%* VS. Q3 2022
Robust growth driven by strong improvements in store productivity
MODERNIZATION AND OPTIMIZATION OF STORE NETWORK IN FULL SWING

STORE PRODUCTIVITY

+7% VS. Q3 2022

RENOSATIONS

>90 POS

YTD 2023

12,400

(EUR/SQ M)
BROAD-BASED GROWTH WITH DOUBLE-DIGIT IMPROVEMENTS ACROSS ALL REGIONS

AMERICAS

SUPERIOR GROWTH TRAJECTORY

Momentum further accelerates driven by double-digit growth across all markets

U.S. market up +20% in Q3, with all consumer touchpoints contributing to growth

Improved 24/7 images of BOSS and HUGO lead to market share gains across key product categories

+22% VS. Q3 2022
BROAD-BASED GROWTH WITH DOUBLE-DIGIT IMPROVEMENTS ACROSS ALL REGIONS

EMEA

+12%  
VS. Q3 2022

ONGOING RELATIVE OUTPERFORMANCE

All European key markets record robust growth with Germany (+8%), UK (+5%), and France (+4%)

All channels contribute to growth in Q3, with particular strong support coming from digital and B&M wholesale

Continued outperformance of broader sector leads to further market share gains
BROAD-BASED GROWTH WITH DOUBLE-DIGIT IMPROVEMENTS ACROSS ALL REGIONS

ASIA/PACIFIC

LEVERAGING GROWTH POTENTIAL

Business recovery in China (+17%) continues with double-digit growth in Q3

Confidence in long-term business potential and future growth opportunities remains unchanged

Sustained double-digit improvements in South East Asia & Pacific, with Japan being particularly strong

+21% vs. Q3 2022
**ROBUST BOTTOM-LINE IMPROVEMENTS IN Q3 DESPITE ONGOING INVESTMENTS**

<table>
<thead>
<tr>
<th>Metric</th>
<th>Q3 2023</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>GROSS MARGIN</strong></td>
<td>60.7%</td>
<td>(10) BP</td>
</tr>
<tr>
<td>Lower freight costs compensate for channel mix and FX effects</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>OPERATING EXPENSES</strong> (IN % OF SALES)</td>
<td>50.6%</td>
<td>(30) BP</td>
</tr>
<tr>
<td>Leverage reflects further efficiency gains in B&amp;M retail</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>EBIT</strong></td>
<td>103 EUR MILLION</td>
<td>+12%</td>
</tr>
<tr>
<td>Increase driven by robust top-line performance</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>EBIT MARGIN</strong></td>
<td>10.0%</td>
<td>+20 BP</td>
</tr>
<tr>
<td>Expansion reflects operating leverage despite ongoing investments</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>NET INCOME</strong> (ATTRIBUTABLE TO SHAREHOLDERS)</td>
<td>63 EUR MILLION</td>
<td>+9%</td>
</tr>
<tr>
<td>EBIT improvements partly offset by higher interest expenses</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
INVENTORY MANAGEMENT REMAINS KEY PRIORITY

ABSOLUTE AND RELATIVE DEVELOPMENT OF INVENTORIES

Year over year, inventories increased by 32% currency-adjusted

Composition of inventories remains healthy and of high quality

Gradual normalization of inventories anticipated, starting in Q4 2023

INVENTORIES TO IMPROVE TO A LEVEL <20% OF GROUP SALES BY 2025
FREE CASH FLOW DEVELOPMENT
IMPACTED BY INCREASE IN TNWC AND HIGHER CAPEX

SEP. 30, 2023
TNWC (IN % OF SALES)
19.8%
+570 BP

JULY–SEP. 2023
CAPITAL EXPENDITURE
70 EUR MILLION
+64%

JULY–SEP. 2023
FREE CASH FLOW
(22) EUR MILLION
<(100)%

Increase mainly reflects higher inventory position and increase in trade receivables.
Step-up reflects ongoing investments in store network and digitalization.
Improvements in EBIT more than offset by increase in TNWC and CapEx.
HUGO BOSS CONFIRMS OUTLOOK FOR FY 2023
2023

ANOTHER RECORD YEAR FOR HUGO BOSS

+12% TO +15%

GROUP SALES
4.1 TO 4.2 EUR BILLION

+20% TO +25%

EBIT
400 TO 420 EUR MILLION
MACRO ENVIRONMENT BECOMES INCREASINGLY CHALLENGING

- Macroeconomic Uncertainties
- Geopolitical Tensions
- Muted Consumer Sentiment
- Currency Volatility
"CLAIM 5" IS OUR WINNING FORMULA

ONGOING EXECUTION OF KEY STRATEGIC INITIATIVES REMAINS TOP PRIORITY IN 2023 AND BEYOND

CONSUMER FIRST

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

SUSTAINABLE THROUGHOUT
RIGOROUS EXECUTION
EMPOWER PEOPLE AND TEAMS
2023 – ANOTHER IMPORTANT MILESTONE ALONG OUR 2025 FINANCIAL AMBITION

€5 B
SALES
BY 2025

≥€600 M
EBIT
BY 2025

≥12%
EBIT MARGIN
BY 2025
Q&A

Q3 2023

IF YOU’D LIKE TO ASK A QUESTION, PRESS * FOLLOWED BY 1
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.