ANNUAL SHAREHOLDERS' MEETING

May 24
DANIEL GRIEDER
CHIEF EXECUTIVE OFFICER
THANK YOU
AGENDA

01 "CLAIM 5" STRATEGY

02 BUSINESS PERFORMANCE 2021

03 OUTLOOK 2022
WE SUPPORT

HUGO BOSS
PIONEERS IN FASHION

- 1924 Foundation
- 1950 First men’s suit
- 1970 Establishment of BOSS
- 1984 Entry into licensing business
- 1993 Establishment of HUGO
- 1993 Entry into licensing business
- 2000 Launch of BOSS Women
- 2008 Launch of hugoboss.com
- 2017 Inclusion in DJSI WORLD
- 2021 "CLAIM 5" strategy
STRONG ASSETS

- High global brand awareness
- Premium lifestyle positioning
- Diversified business model
- Strong distribution network
- Motivated team
- Healthy financial position
- In-house production
- Focus on sustainability
YET, IS HUGO BOSS UNLOCKING ITS FULL POTENTIAL?
WE LOVE FASHION, WE CHANGE FASHION

MISSION

BECOME THE PREMIUM TECH-DRIVEN FASHION PLATFORM WORLDWIDE

VISION

HUGO BOSS
AMBITION

BECOME ONE OF THE TOP 100 GLOBAL BRANDS

FINANCIAL AMBITION 2025

4 € BN
GROUP SALES

12% EBIT MARGIN
BROAD-BASED GROWTH UNTIL 2025 ACROSS ALL BRANDS, REGIONS, AND CHANNELS

*IN EUR BILLION

<table>
<thead>
<tr>
<th>BRANDS*</th>
<th>REGIONS*</th>
<th>CHANNELS*</th>
</tr>
</thead>
<tbody>
<tr>
<td>BOSS Menswear</td>
<td>Europe</td>
<td>Brick-and-mortar retail</td>
</tr>
<tr>
<td>BOSS Womenswear</td>
<td>Asia/Pacific</td>
<td>Brick-and-mortar wholesale</td>
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<tr>
<td>HUGO</td>
<td>Americas</td>
<td>Digital</td>
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- **2020**: ~1.5, ~0.1, ~0.3
- **2025**: ~2.0, >1.0, ~0.8

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“CLAIM 5” STRATEGY

**WHY**

1. CONSUMER FIRST

2. RIGOROUS EXECUTION

**WHAT**

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

**HOW**

1. SUSTAINABLE THROUGHOUT
2. EMPOWER PEOPLE AND TEAMS

**HUGO BOSS**
CUSTOMER CENTRICITY IS KEY TO WIN FANS FOR OUR BRANDS

CONSUMER ALWAYS VERY FIRST
WE AIM FOR FANS, NOT JUST CONSUMERS
BOOST BRANDS

CLAIM 1
One HUGO BOSS platform, currently consisting of two strong brands.
BE YOUR OWN
Launch of star-studded **BOSS campaign** as part of branding refresh
STRONG GLOBAL PRESENCE

EXCITEMENT GOES WAY BEYOND SOCIAL MEDIA
HOW DO YOU HUGO

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

BIG MATTHEW
RAPPER

MADDIE ZIEGLER
DANCER

SAINT JHN
RAPPER

ADUT AKECH
TOP MODEL
BRANDING REFRESH
LEADS TO RECORD-BREAKING RESULTS ON SOCIAL MEDIA

~24 BN
Impressions within 3 months

~1 BN
Social engagements within 3 months
PRODUCT IS KING

CLAIM 2
ESTABLISH BOSS AS A 24/7 LIFESTYLE BRAND

First-class price-value-proposition and high level of innovation and sustainability

OFFICE  DINNER  WEEKEND  TRAVEL  SPORT
TODAY’S SUIT AS PART OF A MODERN, INNOVATIVE LIFESTYLE
NEW BRANDING INCORPORATED FOR SPRING/SUMMER 2022
HUGO STYLE TO SELF-EXPRESS 24/7

First point of contact for younger consumers
with focus on Generation Z
NEW HUGO BRANDING INCORPORATED FOR SPRING/ SUMMER 2022
LEAD IN DIGITAL

CLAIM 3
DIGITALIZATION ALONG THE ENTIRE VALUE CHAIN
DIGITAL CAMPUS
NEWLY ESTABLISHED

Taking customer experience to a new level through the targeted use of data

Cross-functional digital initiatives in the areas of e-commerce, technology, and data
RELAUNCH OF HUGOBOSS.COM TO STRENGTHEN E-COMMERCE ACTIVITIES

New look & feel
First-class e-com experience
Clear mobile-first approach
CLAIM 4

REBALANCE OMNICHANNEL
WE MOVE TO WHERE CONSUMERS EXPECT US TO BE

- RETAIL
- WHOLESALE
- ONLINE
- METAVERSE
EXPLOITING THE POTENTIAL ACROSS ALL DIGITAL FORMATS

Digital share of Group sales

2019: 10%
2021: 20%
2025: 25-30%

AMBITION
BRINGING RETAIL EXPERIENCE TO THE NEXT LEVEL

NEW LOOK & FEEL
Bringing the branding refresh to life in stores

SALES PRODUCTIVITY
Improvement by +3% per year targeted
ROLL-OUT OF NEW STORE CONCEPT IN FULL SWING

>100 STORES TO BE REFRESHED IN 2022
NEW LOOK & FEEL
Implement branding refresh in wholesale

KEY PARTNERS
Strengthen relationship with key partners

>40%
Wholesale sales share with top 20 customers

DRIVE RELEVANCE AND VISIBILITY FOR OUR BRANDS IN WHOLESALE
ORGANIZE FOR GROWTH

CLAIM 5
INCREASING EFFICIENCY AND FLEXIBILITY ALONG THE VALUE CHAIN

MODULAR & DIGITAL PRODUCT CREATION

>90% Digitally developed products by 2025

SHORTER CREATION TRACKS

~30% Reduction of lead times by 2025
STRENGTHENING IN-HOUSE PRODUCTION & RELOCATION TO EUROPE

- Greater **independence** from external factors
- **Faster reaction** to changing customer demand and trends
- **Risk minimization** with regard to capacity bottlenecks
## “CLAIM 5” STRATEGY

<table>
<thead>
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<td>RIGOROUS EXECUTION</td>
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DELIVER MEASURABLE IMPACT

ENTHUSE CONSUMERS

STRONG COMMITMENT TO SUSTAINABILITY
SUSTAINABILITY ACHIEVEMENT

Dow Jones Sustainability Index (DJ SI)

5TH TIME IN A ROW

2ND BEST SCORE IN THE TEXTILE, APPAREL, AND LUXURY SEGMENTS
NO PLANET NO FASHION

FOR A SUSTAINABLE FUTURE
WE LOVE FASHION, WE CHANGE FASHION

STRATEGIC PARTNERSHIP WITH HEIQ AEONIQ

Replace polyester through cellulosic yarn

Push circularity

Bind carbon from the atmosphere
SUSTAINABILITY AMBITION

PRODUCT

60% RESPONSIBLE styles by 2025

80% Circular products by 2030

ENVIRONMENT

2030 Climate-neutrality in own area of responsibility

2045 Climate-neutrality along entire value chain
THE TIME HAS COME
FOR A NEW MINDSET
AND A TRUE
GROWTH CULTURE
TRANSPARENCY AND TRUST AS FUNDAMENTALS OF OUR SUCCESS

A WINNING CULTURE & STRONG VALUES

- Entrepreneurial Spirit
- Personal Ownership
- Team Mentality
- Simplicity & Quality
- Youthful Spirit
FINANCIAL AMBITION 2025
OUR AMBITION 2025

BECOME ONE OF THE TOP 100 GLOBAL BRANDS

4 € BN GROUP SALES BY 2025

~12% EBIT MARGIN BY 2025
BALANCED APPROACH BETWEEN GROWTH AND RETURNS

Investments into organic growth

Attractive dividend with a payout ratio of 30-50%

Strategic investments to strengthen business
ATTRACTION DIVIDEND POLICY

- PAYOUT RATIO

2021*: 35%

30–50% PAYOUT RATIO

2019: 0.04 EUR
2020: 0.04 EUR
2021*: 0.70 EUR

*DIVIDEND PROPOSAL.
HUGO BOSS SHARE OUTPERFORMS MAJOR INDICES

December 31, 2021
53.50 EUR

HUGO BOSS
MSCI World
DAX

(INDEX: DECEMBER 31, 2020 = 100)
THE TIME IS NOW.
BUSINESS PERFORMANCE 2021
HUGO BOSS ACHIEVES STRONG COMEBACK IN 2021

- Significant top- and bottom-line improvements
- Strong free cash flow generation
- Successful execution of "CLAIM 5"
2021 RESULTS EXCEED GUIDANCE

2,786 EUR MILLION GROUP SALES

+43% VS 2020*

228 EUR MILLION OPERATING PROFIT (EBIT)

(1)% VS 2019*

* CURRENCY-ADJUSTED
TOP LINE WITH STRONG ACCELERATION IN 2021

Business recovery supported by improvement in general consumer sentiment

Successful execution of "CLAIM 5" accelerates business performance

Strong growth across all brands, regions, and channels

SALES GROWTH* 2021 VS 2019

* CURRENCY-ADJUSTED
BOSS

MENSWEAR

+42% VS 2020*

WOMENSWEAR

(2)% VS 2019*

HUGO

MENSWEAR

+46% VS 2020*

WOMENSWEAR

(6)% VS 2019*

+45% VS 2020*

+6% VS 2019*

* CURRENCY ADJUSTED
EUROPE
INCL. MIDDLE EAST AND AFRICA

Significant pick-up in local demand particularly in the second half of the year

All key markets contribute to strong growth

Growth markets including the United Arab Emirates enjoy particularly strong momentum

+41% VS 2020*

(2)% VS 2019*

* CURRENCY-ADJUSTED
Strong business performance with significant acceleration in the final quarter

Successful turnaround in important U.S. market implemented

Strengthening of product offering in casualwear

+78% vs. 2020*

+4% vs. 2019*

* CURRENCY-ADJUSTED
ASIA/PACIFIC

General **upward trend** continues

Robust **local demand** fuels growth in China

**Temporary store closures** weigh on business in various markets

+22%  
VS. 2020*

(3)\%  
VS. 2019*

* CURRENCY-ADJUSTED
Digital sales share reaches 20%

Double-digit growth across all channels and regions
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 2020*

(9)% VS 2019*

* CURRENCY-ADJUSTED
Strong demand of partners for BOSS and HUGO collections

Successful strategy execution to provide further tailwind

BRICK-AND-MORTAR WHOLESALE

+37% VS 2020*

(16)% VS 2019*

* CURRENCY ADJUSTED
<table>
<thead>
<tr>
<th></th>
<th>2021</th>
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<tbody>
<tr>
<td><strong>GROSS MARGIN</strong></td>
<td>61.8%</td>
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<tr>
<td><strong>GROUP SALES</strong></td>
<td>2,786 EUR million</td>
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<tr>
<td><strong>OPERATING EXPENSES</strong></td>
<td>1,493 EUR million</td>
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<tr>
<td><strong>OPERATING PROFIT (EBIT)</strong></td>
<td>228 EUR million</td>
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<tr>
<td><strong>NET INCOME</strong></td>
<td>144 EUR million</td>
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* CURRENCY-ADJUSTED

**SIGNIFICANT IMPROVEMENT IN OPERATING PROFIT**
2021 FREE CASH FLOW

FREE CASH FLOW HITS RECORD LEVEL

559 EUR million
>100%

DEC. 31, 2021 NET FINANCIAL POSITION*

HUGO BOSS “CASH RICH” FOR THE FIRST TIME

167 EUR million
>100%

* EXCL. IFRS 16
UPDATE ON UKRAINE AND RUSSIA
FURTHER TOP- AND BOTTOM-LINE IMPROVEMENTS IN THE FIRST QUARTER

GROUP SALES
EUR 772 MILLION

+52%*

EBIT
EUR 40 MILLION

> 100%

* CURRENCY-ADJUSTED

Q1 2022
SALES OUTLOOK

Sales to reach new record levels in 2022

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

2021
2.8 EUR BILLION

2022E
3.1 TO 3.2 EUR BILLION

+10% TO +15%
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
2022 - ANOTHER SUCCESSFUL YEAR FOR HUGO BOSS

- Branding refresh a huge success
- New collections well received
- Investments to drive brand relevance