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 BY 2025

12% EBIT MARGIN BY 2025
<table>
<thead>
<tr>
<th>Financial Ambition 2025</th>
<th>Hugo Boss</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Group Sales</strong></td>
<td>€4B in 2025</td>
</tr>
<tr>
<td><strong>Sales Growth</strong></td>
<td>~6% CAGR 2019 - 2025</td>
</tr>
<tr>
<td><strong>EBIT Margin</strong></td>
<td>~12% of Group Sales</td>
</tr>
<tr>
<td><strong>EBIT Growth</strong></td>
<td>~6% CAGR 2019 - 2025</td>
</tr>
<tr>
<td><strong>FCF Generation</strong></td>
<td>~€2B 2021 - 2025</td>
</tr>
</tbody>
</table>
BALANCED GROWTH TO EXPLOIT THE FULL POTENTIAL
ALL BRANDS, REGIONS, AND CHANNELS CONTRIBUTE TO “CLAIM 5”

BRANDS
- BOSS MENSWEAR
- BOSS WOMENSWEAR
- HUGO
- LICENSES

2020 2025
~ € 1.5B ~ € 2.6B
~ € 0.1B ~ € 0.4B
~ € 0.3B ~ € 0.8B

REGIONS
- EUROPE
- ASIA/PACIFIC
- AMERICAS
- LICENSES

2020 2025
~ € 1.2B ~ € 2.2B
~ € 0.3B > € 0.8B
~ € 0.8B ~ € 0.8B

CHANNELS
- RETAIL B&M
- WHOLESALE B&M
- DIGITAL
- LICENSES

2020 2025
~ € 1.1B ~ € 2.0B
~ € 0.5B ~ € 1.0B
~ € 0.4B > € 1.0B
CLAIM 5 STRATEGY

- **WHY**: CONSUMER FIRST
- **WHAT**:
  - 1. BOOST BRANDS
  - 2. PRODUCT IS KING
  - 3. LEAD IN DIGITAL
  - 4. REBALANCE OMNICHANNEL
  - 5. ORGANIZE FOR GROWTH
- **HOW**: SUSTAINABLE THROUGHOUT
- **HOW**: RIGOROUS EXECUTION
- **HOW**: EMPOWER PEOPLE AND TEAMS
BOOST BRANDS

CLAIM 1
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.
ENGAGING MARKETING INITIATIVES
CREATE STRONG BUZZ FOR BOSS AND HUGO

~30 BN
Impressions within <6 months

~1 BN
Social engagements within <6 months
FALL/WINTER 2022 CAMPAIGNS
TO KEEP UP BRAND RELEVANCE
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 WITH 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 WITH SPRING/SUMMER 2022

- New logo
- Iconic colors
- HUGO monogram
UNIQUE CAPSULE COLLECTIONS
DRIVE FURTHER EXCITEMENT

BOSS X KHABY

BOSS X ALICA

HUGO X BAPE
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
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

>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
ORGANIZE FOR GROWTH

CLAIM 5
### ORGANIZE FOR GROWTH
#### MORE SPEED & FLEXIBILITY, CLOSER TO DEMAND

<table>
<thead>
<tr>
<th>MODULAR &amp; DIGITAL CREATION</th>
<th>FLEXIBLE PRODUCTION &amp; LOGISTICS NETWORK</th>
<th>SUPPLY CHAIN DIGITAL TWIN</th>
<th>SHORTER CREATION TRACKS</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>&gt; 90% OF PRODUCTS CREATED DIGITALLY</strong>&lt;br/&gt;Modular (3D) toolboxes and online configurator for mass customization to <strong>simplify and accelerate</strong> creation process.</td>
<td><strong>KEEP 2025 UNIT COGS AT 2019 LEVEL</strong>&lt;br/&gt;Optimizing the supplier base and <strong>expanding production capacities</strong>&lt;br/&gt;Nearshoring by increasing the supplier base and moving production volume closer to demand.</td>
<td><strong>&gt; 90% ON-TIME AVAILABILITY</strong>&lt;br/&gt;Real-time <strong>transparency</strong> on all physical goods flows.</td>
<td><strong>~ 30% LEAD-TIME COMPRESSION UNTIL 2023</strong>&lt;br/&gt;Strengthening different creation tracks by focusing on lead-time compression.</td>
</tr>
</tbody>
</table>
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
~10Y
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

WORLD

C+ PRIME RATING
ISS ESG

AA ESG RATING
MSCI

B CLIMATE CHANGE RATING + SUPPLIER ENGAGEMENT LEADER
CDP

RISK RATING 12.4
SUSTAINLYTICS

€ 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

HUGO BOSS products always fulfill these criteria

Main criteria for RESPONSIBLE styles

**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
# PRODUCT ACHIEVEMENTS: OUR RESPONSIBLE STYLES

## A CONTINUOUS JOURNEY

### 2018
- **Sneaker**
  - **BOSS**

### 2019
- **Traceable Wool**
  - Capsule **BOSS**
- **Piñatex**
  - Capsule **BOSS**
- **Olivenleder**
  - Capsule **BOSS & HUGO**

### 2020
- **Plastic Free**
  - Capsule **BOSS**
- **Traceable Wool**
  - Capsule **BOSS**
- **Vegan Suit**
  - **BOSS**
- **Kapok Capsule**
  - **BOSS**

### 2021
- **THE JOURNEY**
  - Sailing Capsule **BOSS**
- **CUYA**
  - Liam Payne & CmiA Capsule **HUGO**
- **THE JOURNEY**
  - Natural Fibers **BOSS & HUGO**
- **THE JOURNEY**
  - Repurpose **BOSS & HUGO**

### 2022
- **Less Water**
  - **BOSS & HUGO**

<table>
<thead>
<tr>
<th>Year</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
<th>2022</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>PF18</strong></td>
<td><strong>Sneaker</strong></td>
<td><strong>Traceable Wool</strong></td>
<td><strong>Plastic Free</strong></td>
<td><strong>THE JOURNEY</strong></td>
<td><strong>Less Water</strong></td>
</tr>
<tr>
<td><strong>FW19</strong></td>
<td><strong>BOSS</strong></td>
<td><strong>Capsule BOSS</strong></td>
<td><strong>Capsule BOSS</strong></td>
<td><strong>Sailing Capsule BOSS</strong></td>
<td><strong>BOSS &amp; HUGO</strong></td>
</tr>
</tbody>
</table>
| **PS20** | **Piñatex** | **Traceable Wool** | **Vegan Suit** | **CUYA** | **Li-**
| **SR20** | **Olivenleder** | **Kapok Capsule** | **BOSS** | **THE JOURNEY** | **THE JOURNEY** |
| | | | | | **Repurpose** |
| | | | | | **BOSS & HUGO** |

**CAPSULES:**
- **BOSS**
- **HUGO**
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
SECOND QUARTER 2022 RESULTS

HUGO BOSS
HUGO BOSS ACHIEVES RECORD RESULTS IN Q2 2022

GROUP SALES
878 EUR MILLION
+34%* VS Q2 2021

EBIT
100 EUR MILLION
+136% VS Q2 2021

*CURRENCY-ADJUSTED
EXECUTION OF “CLAIM 5” ACCELERATES MOMENTUM

GROUP SALES DEVELOPMENT VS 2019-LEVELS (CURRENCY-ADJUSTED)

Q1 2021 Q2 2021 Q3 2021 Q4 2021 Q1 2022 Q2 2022

-23% -4% 7% 12% 17% 29%
BRAND AND PRODUCT INITIATIVES SPUR MOMENTUM FOR BOSS AND HUGO

+29%* VS Q2 2019
BOSS MENSWEAR

+6%* VS Q2 2019
BOSS WOMENSWEAR

+39%* VS Q2 2019
HUGO
MOMENTUM IN EUROPE FURTHER ACCELERATES

EUROPE SALES
INCL. MIDDLE EAST AND AFRICA

+36%*
vs Q2 2019

*MONEY ADJUSTED

Momentum fueled by robust local demand as well as return of tourism

Double-digit improvements in key markets such as the UK, France, and Germany

Eastern Europe and Middle East record double-digit and triple-digit growth, respectively
ROBUST CONSUMER DEMAND DRIVES MOMENTUM IN THE AMERICAS

AMERICAS SALES

+38%*
vs Q2 2019

- All of the region’s markets with double-digit sales increases compared to 2019
- Strong momentum in the U.S. market supported by further progress in fostering 24/7 brand image
- Latin America with particular strength, as revenues more than double versus 2019 levels

*CURRENCY-ADJUSTED
COVID-19-RELATED RESTRICTIONS WEIGH ON SENTIMENT IN CHINA

ASIA/PACIFIC SALES

(4)%

vs Q2 2019

Development across markets differs materially in the second quarter

Temporary store closures weigh on sentiment and traffic in mainland China in April and May

Double-digit growth in South East Asia & Pacific, with momentum accelerating across key markets
MOMENTUM STRONGLY ACCELERATES IN BRICK-AND-MORTAR BUSINESS

RETAIL
Robust store productivity improvements driven by increase in traffic

WHOLESALE
Strong demand from wholesale partners for BOSS and HUGO collections

DIGITAL
Triple-digit improvements across all digital touchpoints

+19%*
VS Q2 2019

+18%*
VS Q2 2019

+128%*
VS Q2 2019

*CURRENCY-ADJUSTED
GROSS MARGIN IMPROVEMENT DUE TO STRONG INCREASE IN FULL-PRICE SALES

- Full price: 61.2% to 63.5%
- +230 bp

Q2 2021 | Full price | Sourcing & freight cost | FX | Regional mix | Q2 2022

61.2% | 63.5%
## STRONG BOTTOM-LINE IMPROVEMENTS IN THE SECOND QUARTER

### GROSS MARGIN
*Improvement reflects higher share of full-price sales*

<table>
<thead>
<tr>
<th>Q2 2022</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>63.5%</td>
<td>+230 BP</td>
</tr>
</tbody>
</table>

### OPERATING EXPENSES (in % of sales)
*OPEX leverage driven by strong top-line development*

<table>
<thead>
<tr>
<th>Q2 2022</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>52.2%</td>
<td>(240) BP</td>
</tr>
</tbody>
</table>

### EBIT
*Increase mainly reflects higher sales and gross margin improvement*

<table>
<thead>
<tr>
<th>EUR MILLION</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>100</td>
<td>&gt;100%</td>
</tr>
</tbody>
</table>

### EBIT (in % of sales)
*Noticeable improvement despite ongoing investments in “Claim 5”*

<table>
<thead>
<tr>
<th>Q2 2022</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>11.4%</td>
<td>+460 BP</td>
</tr>
</tbody>
</table>
## TRADE NET WORKING CAPITAL IMPROVES DESPITE INCREASE IN INVENTORIES

<table>
<thead>
<tr>
<th></th>
<th>JUNE 30, 2022</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>TNWC (IN % OF SALES)</strong></td>
<td>13.8%</td>
<td><strong>(980)</strong> BP</td>
</tr>
<tr>
<td>Decline driven by strong sales increase and higher trade payables</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>INVENTORIES</strong></td>
<td>760 EUR MILLION</td>
<td>+17%*</td>
</tr>
<tr>
<td>Planned increase to support future growth expectations</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>CAPITAL EXPENDITURE</strong></td>
<td>42 EUR MILLION</td>
<td>+55%</td>
</tr>
<tr>
<td>Focus on optimization of store network and digital expansion</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>FREE CASH FLOW</strong></td>
<td>98 EUR MILLION</td>
<td><strong>(27)%</strong></td>
</tr>
<tr>
<td>Improvements in EBIT more than offset by increase in inventories</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*Currency-adjusted **April–June 2022
SALES OUTLOOK FOR FULL YEAR 2022

Increase in sales outlook following strong top-line performance in H1 and overall uptick in brand momentum

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

2.8 EUR BILLION

3.3–3.5 EUR BILLION

2021

2022E

20% TO 25%
EBIT OUTLOOK FOR FULL YEAR 2022

- Increase in EBIT guidance despite ongoing investments as part of “CLAIM 5”
- Persisting high levels of macroeconomic uncertainties taken into account

228 EUR MILLION
285–310 EUR MILLION

2021
2022E

25% TO 35%
SUCCESSFUL EXECUTION OF “CLAIM 5” WELL ON TRACK

- **Significant acceleration** in top- and bottom-line growth in the second quarter
- FY2022 **guidance raised** following strong first-half-year results
- **Relentless implementation** of “CLAIM 5” remains top priority going forward
NOVEMBER 3 2022

PUBLICATION OF Q3 2022 RESULTS

FINANCIAL CALENDAR & INVESTOR RELATIONS CONTACT

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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

<table>
<thead>
<tr>
<th>Brand</th>
<th>Sales 2021 (EUR Million)</th>
<th>Percentage of Sales</th>
</tr>
</thead>
<tbody>
<tr>
<td>BOSS MENSWEAR</td>
<td>2,181</td>
<td>78%</td>
</tr>
<tr>
<td>BOSS WOMENSWEAR</td>
<td>192</td>
<td>7%</td>
</tr>
<tr>
<td>HUGO</td>
<td>413</td>
<td>15%</td>
</tr>
<tr>
<td>Region</td>
<td>EUR million Sales</td>
<td>Points of sale</td>
</tr>
<tr>
<td>-----------------------</td>
<td>-------------------</td>
<td>----------------</td>
</tr>
<tr>
<td><strong>AMERICAS</strong></td>
<td>543</td>
<td>~1,600</td>
</tr>
<tr>
<td><strong>EUROPE</strong> (INCL. MIDDLE EAST AND AFRICA)</td>
<td>1,742</td>
<td>~4,650</td>
</tr>
<tr>
<td><strong>ASIA/PACIFIC</strong></td>
<td>423</td>
<td>~550</td>
</tr>
</tbody>
</table>
# 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.

### Sales by Distribution Channel

<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><strong>Total</strong></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>Year</th>
<th>Region</th>
<th>Number of Own Retail Points of Sale</th>
<th>Number of Freestanding Retail Stores</th>
</tr>
</thead>
<tbody>
<tr>
<td>2021</td>
<td>Europe</td>
<td>579</td>
<td>206</td>
</tr>
<tr>
<td></td>
<td>Americas</td>
<td>310</td>
<td>98</td>
</tr>
<tr>
<td></td>
<td>Asia/Pacific</td>
<td>339</td>
<td>147</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>1,228</td>
<td>451</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Year</th>
<th>Region</th>
<th>Number of Own Retail Points of Sale</th>
<th>Number of Freestanding Retail Stores</th>
</tr>
</thead>
<tbody>
<tr>
<td>2020</td>
<td>Europe</td>
<td>589</td>
<td>212</td>
</tr>
<tr>
<td></td>
<td>Americas</td>
<td>251</td>
<td>92</td>
</tr>
<tr>
<td></td>
<td>Asia/Pacific</td>
<td>317</td>
<td>141</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>1,157</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

Asia 49%
Americas 2%
Europe 49%

OWN PRODUCTION COMPLEMENTS THIRD-PARTY SOURCING ACTIVITIES

External Sourcing 83%
Own Production 17%

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

EMPLOYEES IN MANAGEMENT (2021)

EMPLOYEE SATISFACTION

76%
CONDUCTED ANNUALLY WITH GREAT PLACE TO WORK® GERMANY

50% Women (2020: 50%)

50% Men (2020: 50%)

Thereof first management level
29% (2020: 25%)

Thereof second management level
45% (2020: 43%)

Thereof first management level
71% (2020: 75%)

Thereof second management level
55% (2020: 57%)
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/COO  
JOINED HUGO BOSS IN 2017

OLIVER TIMM  
CSO  
JOINED HUGO BOSS IN 2021

LUIGI BOIOCCHI  
MANAGING DIRECTOR  
EMERGING MARKETS & RUS+  
JOINED HUGO BOSS IN 2021

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

<table>
<thead>
<tr>
<th>STI</th>
<th>LTI</th>
</tr>
</thead>
<tbody>
<tr>
<td>Short-term variable compensation</td>
<td>Long-term variable compensation</td>
</tr>
</tbody>
</table>

### Performance Targets

<table>
<thead>
<tr>
<th>STI</th>
<th>LTI</th>
</tr>
</thead>
<tbody>
<tr>
<td>EBIT</td>
<td>Relative total shareholder return (RTSR)</td>
</tr>
<tr>
<td>40%</td>
<td>1/3</td>
</tr>
<tr>
<td>SALES</td>
<td>Return on capital employed (ROCE)</td>
</tr>
<tr>
<td>30%</td>
<td>1/3</td>
</tr>
<tr>
<td>Trade net working capital (TNWC)</td>
<td>Employee satisfaction</td>
</tr>
<tr>
<td>30%</td>
<td>1/6</td>
</tr>
</tbody>
</table>

### Weight

<table>
<thead>
<tr>
<th>STI</th>
<th>LTI</th>
</tr>
</thead>
<tbody>
<tr>
<td>40%</td>
<td>1/3</td>
</tr>
<tr>
<td>30%</td>
<td>1/3</td>
</tr>
<tr>
<td>30%</td>
<td>1/6</td>
</tr>
</tbody>
</table>

### 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

---

**Components**

- STI: Short-term variable compensation
- LTI: Long-term variable compensation

**Performance Targets**

- EBIT
- SALES
- Trade net working capital (TNWC)
- Relative total shareholder return (RTSR)
- Return on capital employed (ROCE)
- Employee satisfaction
- Performance in Sustainability

**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 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 (7)
- Rest of Europe: 17 (15)
- Rest of World: 2 (6)

~43,000 TOTAL NUMBER OF SHAREHOLDERS
~12% OF SHARES HELD BY PRIVATE SHAREHOLDERS
Buy: 11
Hold: 11
Sell: 0
As of August 2, 2022

~25 analysts are covering Hugo Boss

Share price target: 60.40 EUR
HUGO BOSS
SHARE PRICE

+96%
FY 2021

+7%
YTD 2022

AS OF JULY 31, 2022
EUR 57.50
## MULTI-YEAR-OVERVIEW

### SALES

<table>
<thead>
<tr>
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</thead>
<tbody>
<tr>
<td><strong>Sales (in EUR million)</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sales by segments</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</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>Sales by distribution channel</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</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>Sales by brand</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<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>
</tbody>
</table>

For full details around the multi year overview please refer to the Annual Report 2021.
## Results of operations (in EUR million)

<table>
<thead>
<tr>
<th></th>
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</tr>
</thead>
<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>65.2</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>
</tr>
</tbody>
</table>

## Net assets and liability structure as of December 31 (in EUR million)

<table>
<thead>
<tr>
<th></th>
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<th></th>
<th></th>
<th></th>
</tr>
</thead>
<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>
</tr>
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</table>

## Financial position and dividend (in EUR million)

<table>
<thead>
<tr>
<th></th>
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</tr>
</thead>
<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>
</tr>
</tbody>
</table>

## Additional key figures

<table>
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<tr>
<th></th>
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<th></th>
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<th></th>
<th></th>
</tr>
</thead>
<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>
</tr>
</tbody>
</table>

## Shares (in EUR)

<table>
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<tr>
<th></th>
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<th></th>
</tr>
</thead>
<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>

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.