

INVESTOR MEETING PRESENTATION

HUGO BOSS



Q2/2023



- 01 "CLAIM 5" STRATEGY
- 02 Q2 2023 RESULTS
- 03 OUTLOOK FY 2023
- 04 GENERAL INFORMATION

VISION

BECOME THE
PREMIUM TECH-
DRIVEN FASHION
PLATFORM
WORLDWIDE

MISSION

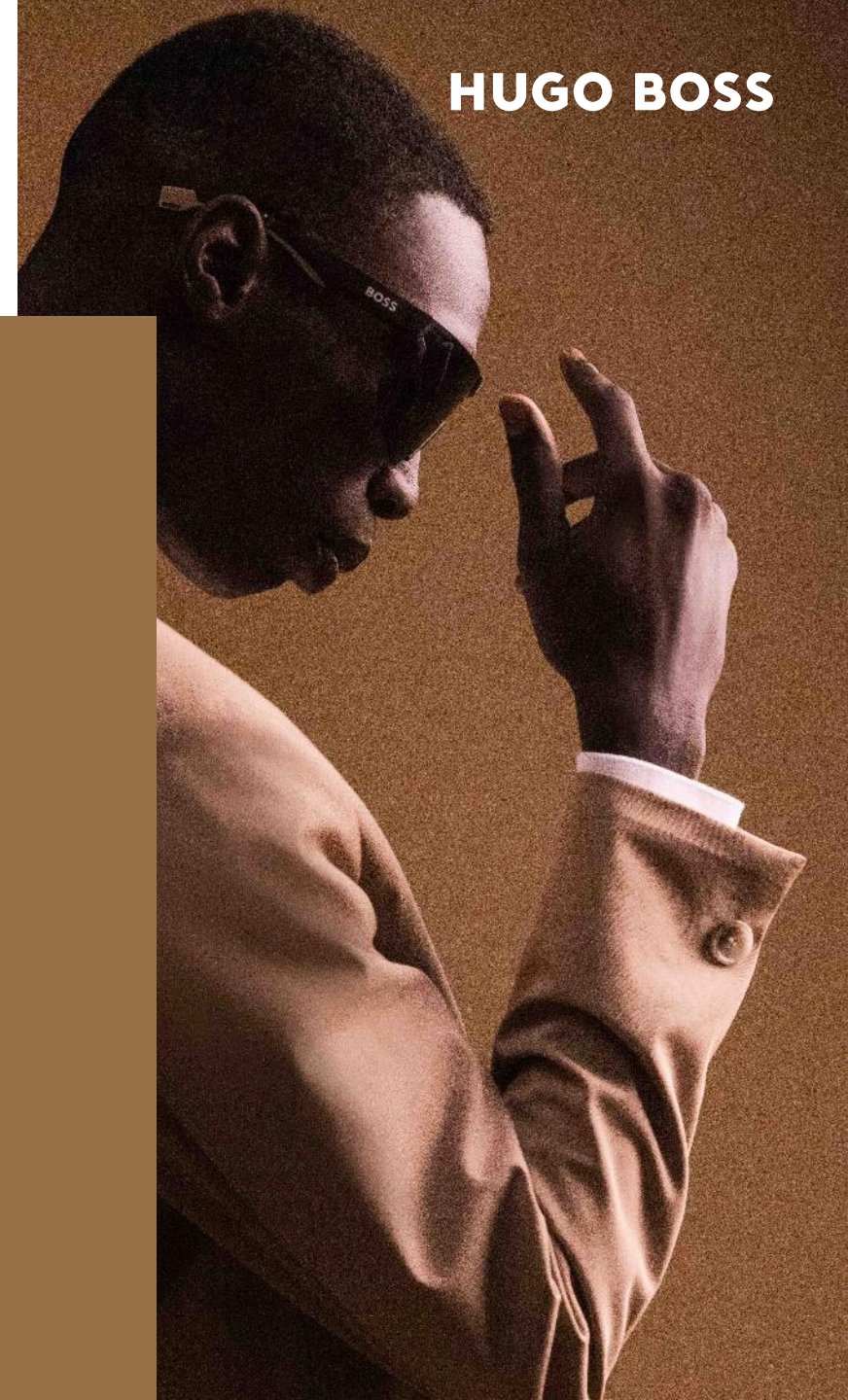
WE LOVE
FASHION,
WE CHANGE
FASHION

AMBITION

€5 BILLION SALES IN 2025
≥12% EBIT MARGIN IN 2025

BECOME ONE OF
THE TOP 100
GLOBAL BRANDS

HUGO BOSS



CLAIM 5 STRATEGY

WHY

CONSUMER FIRST

WHAT

1

BOOST
BRANDS

2

PRODUCT
IS KEY

3

LEAD IN
DIGITAL

4

DRIVE
OMNICHANNEL

5

ORGANIZE
FOR GROWTH

HOW

SUSTAINABLE THROUGHOUT

RIGOROUS EXECUTION

EMPOWER PEOPLE AND TEAMS

LOOKING BACK

WE HAVE
ACHIEVED
A LOT



CLAIM 5 FINANCIAL PROGRESS REPORT WE HAVE KEPT OUR PROMISE...

Strong acceleration in top-line growth (8% CAGR 2019–2022)



€4 B sales target to be reached in 2023 (two years ahead of plan)



Gross margin at upper end of mid-term outlook despite external headwinds



Nearly €200 M incremental investments in digital and marketing (2022 vs. 2019)



Almost €200 M investments in store network (2021–2022)



More than €550 M absolute EBIT generated (2021–2022)



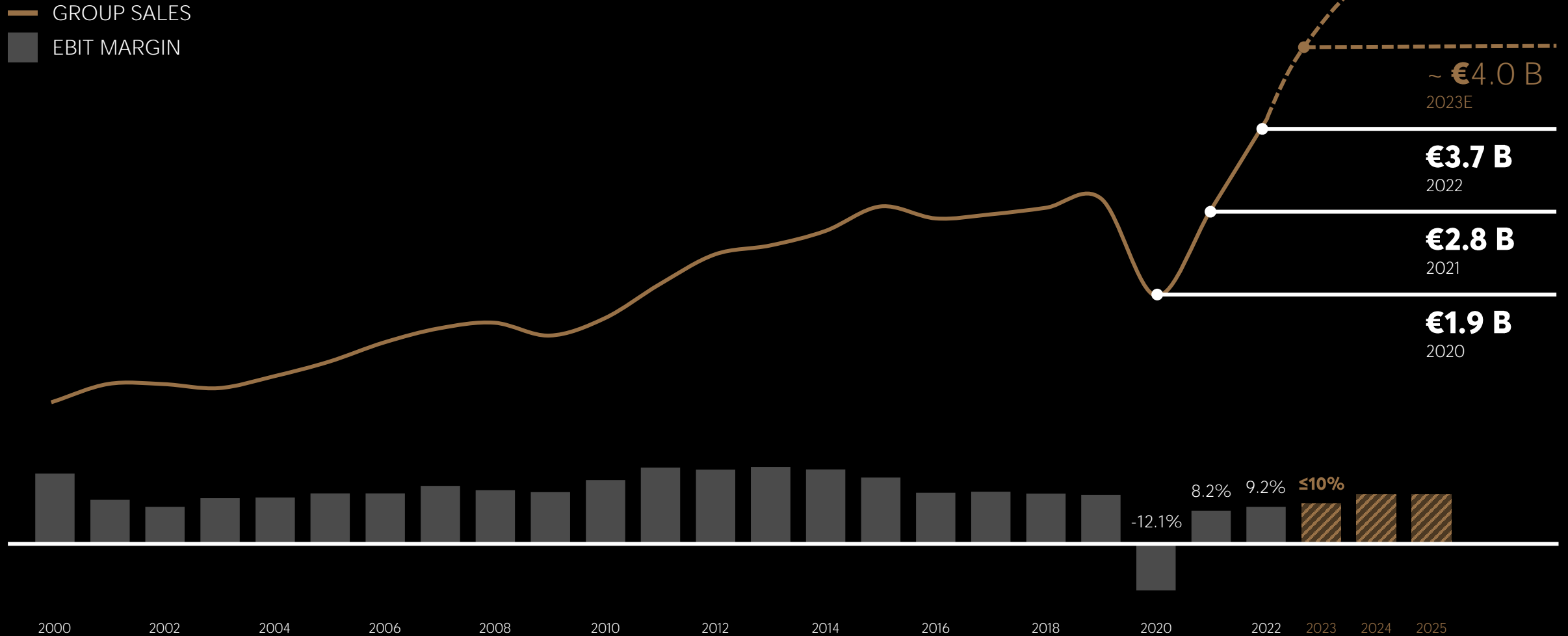
Strong FCF generation of around €730 M (2021–2022)



Strong investment-grade ratings received (BBB / Baa2)

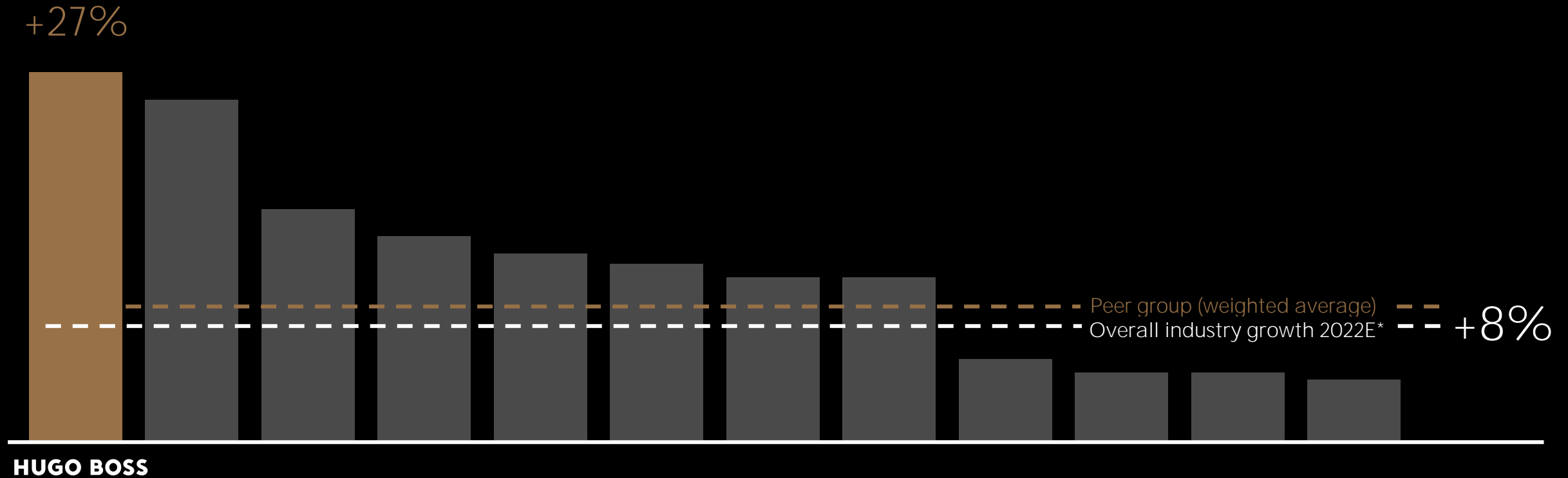


HUGO BOSS IS BACK ON GROWTH TRAJECTORY STRONG ACCELERATION SINCE INTRODUCTION OF "CLAIM 5"



HUGO BOSS WITH SIGNIFICANT OUTPERFORMANCE VS. KEY COMPETITORS

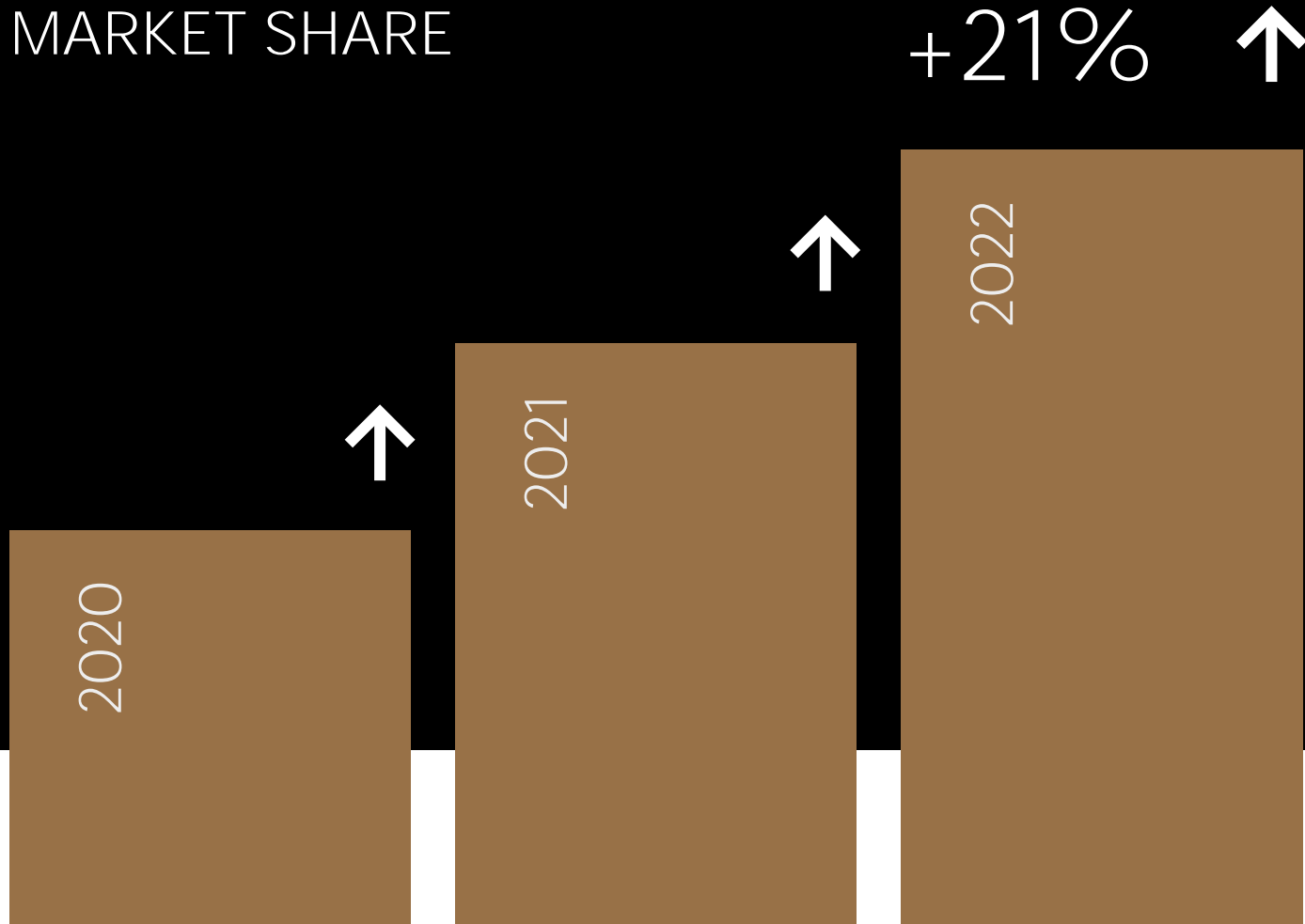
GROUP SALES DEVELOPMENT (CURRENCY-ADJUSTED CHANGE IN % VS. 2021)



* SOURCE: GLOBAL DATA 03/2023

SIGNIFICANT MARKET SHARE GAINS IN 2022

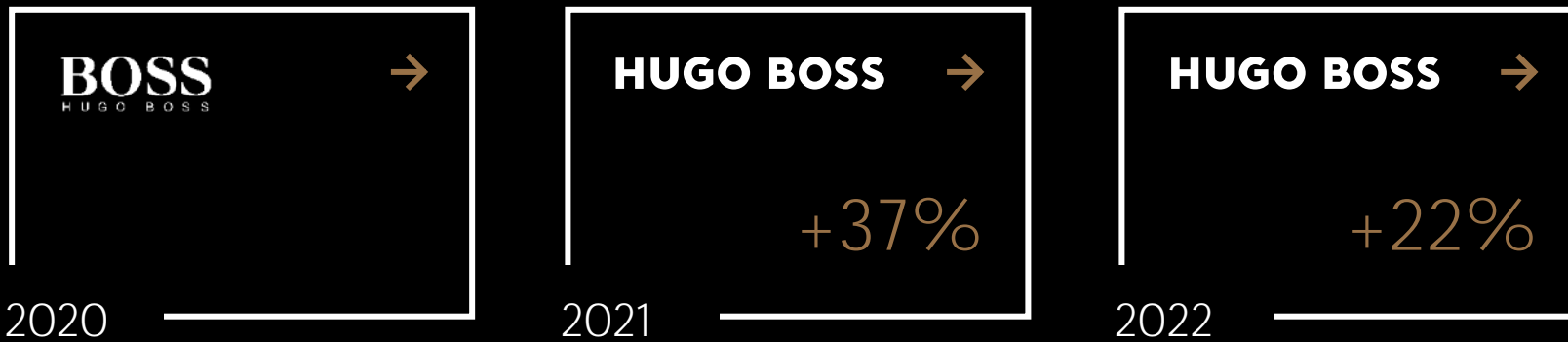
MARKET SHARE



Note: Global Data excluding Russia & Ukraine
Source: Global Data 03/2023

SIGNIFICANT INCREASE IN BRAND VALUE BEST GLOBAL BRANDS 2022

Interbrand



BOSS CLAIMS

1ST PLACE
IN BRAND HEAT
RANKING FOR
THE FIRST TIME

*THE BRAND HEAT INDEX IS AN INTERNAL RANKING DEVELOPED WITH MARKET RESEARCH FIRM IPSOS.



NEW 2025 FINANCIAL AMBITION

CLAIM 5 UPDATE

HUGO BOSS



EXECUTION OF CLAIM 5 TO IMPACT FINANCIAL AMBITION

→
OUTLOOK
INVESTOR
DAY 2023

Continue superior top-line growth

Business operations platform to support gross margin

Further invest in marketing, digital, and logistics

Accelerate store portfolio refresh

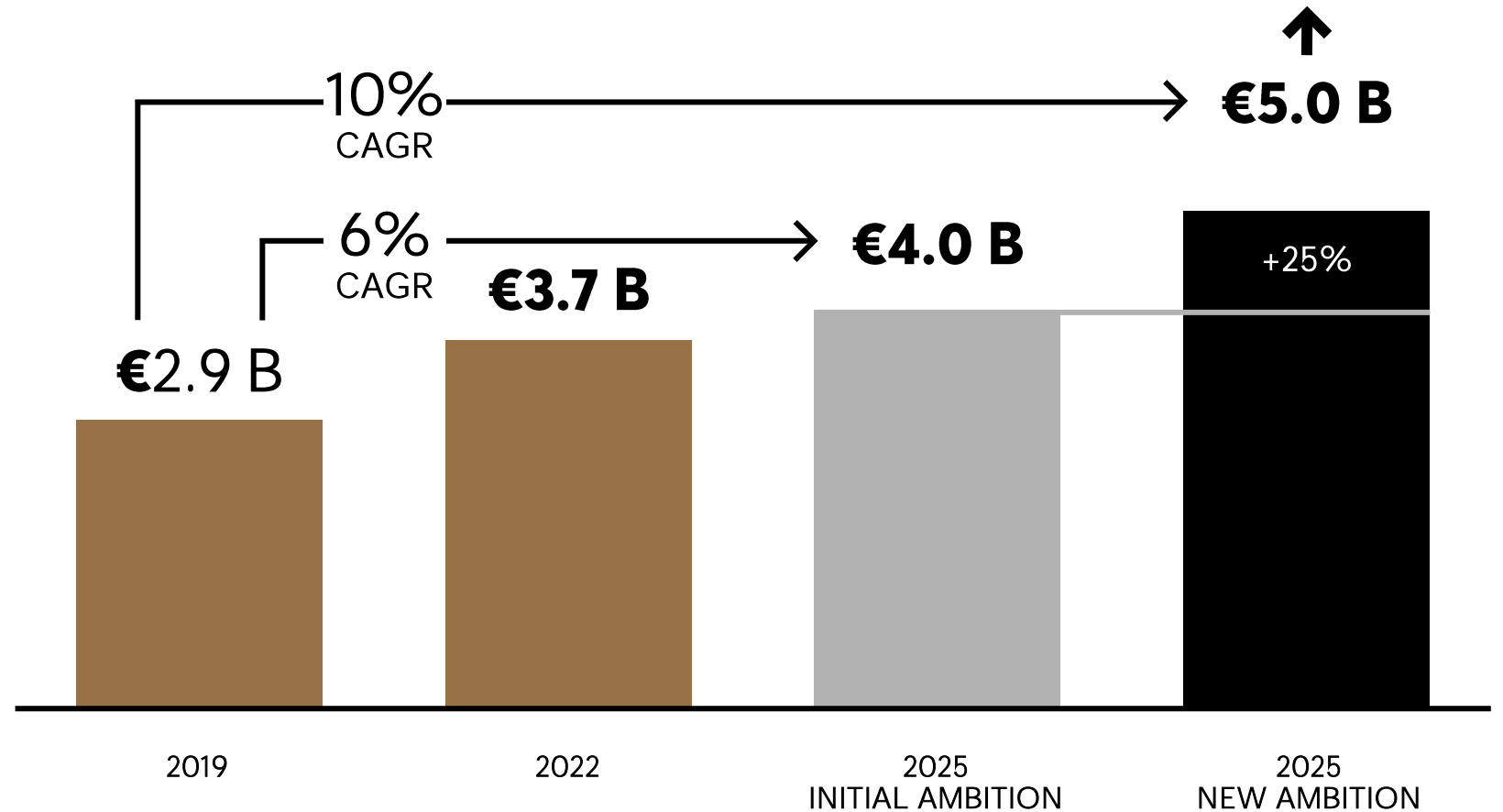
VALUE CREATION SHIFTS TO ABSOLUTE PROFITABILITY IMPROVEMENTS AND FREE CASH FLOW GENERATION

NEW 2025 FINANCIAL AMBITION

	2025 INITIAL	2025 NEW
GROUP SALES	€4 B in 2025	↑ €5 B in 2025
SALES GROWTH	6% CAGR 2019–2025	↑ 10% CAGR 2019–2025
EBIT	~ €480 M	↑ ≥ €600 M
EBIT MARGIN	~12% OF GROUP SALES	↑ ≥ 12% OF GROUP SALES
FCF GENERATION	~ €2 B 2021–2025	↑ ~ €2.5 B 2021–2025

TOP-LINE NEW 2025 SALES TARGET

- Building on regained brand momentum and leveraging global growth opportunities
- Balanced growth between space expansion, volume and price



BALANCED
GROWTH
PROFILE TO
CONTINUE
ACROSS
BRANDS,
CHANNELS,
AND REGIONS

BRANDS



CHANNELS



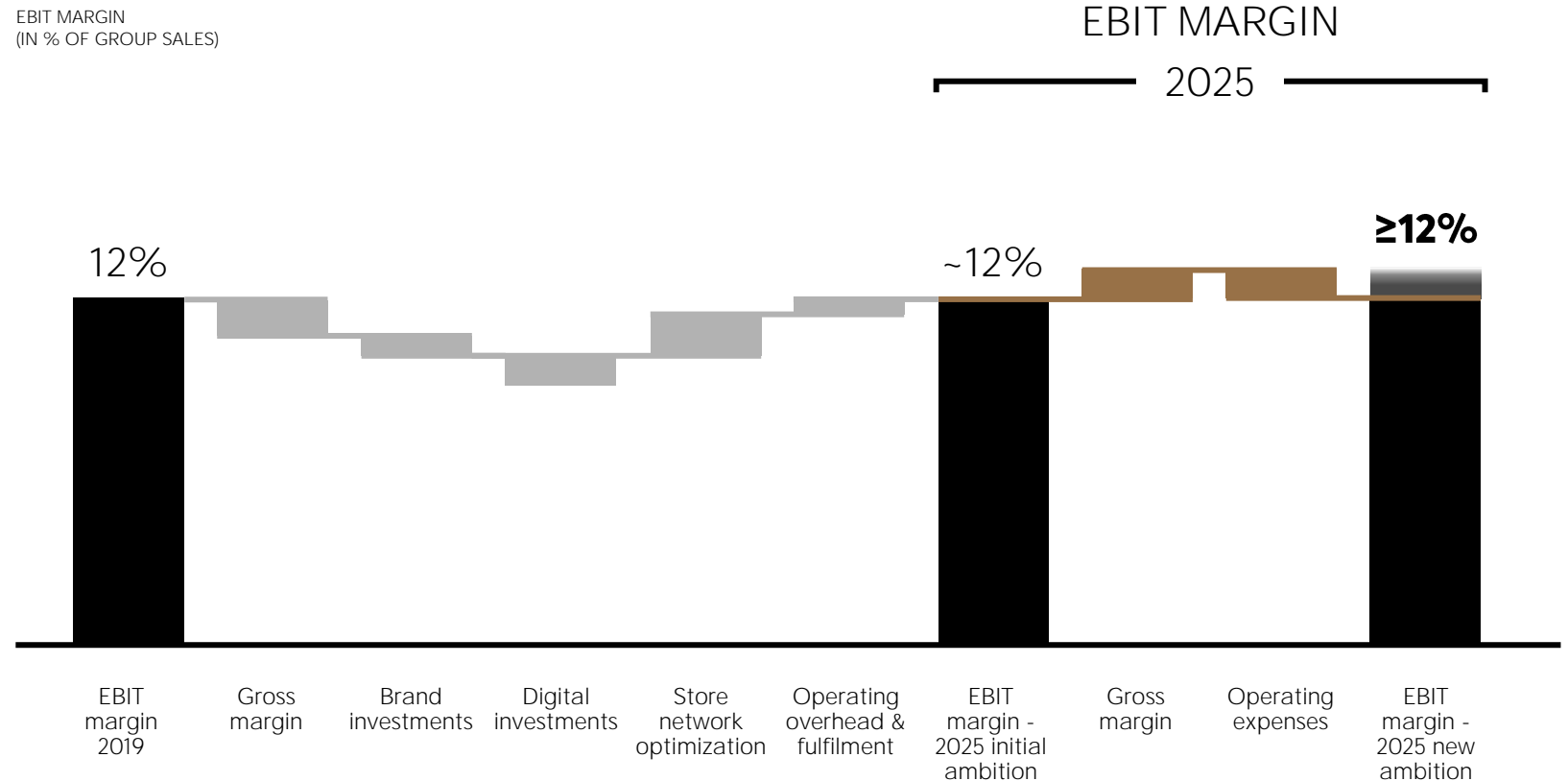
REGIONS



BOTTOM-LINE DEVELOPMENT

COMMITTED TO ACHIEVE $\geq 12\%$ EBIT MARGIN BY 2025

- Gross margin improvements to support EBIT margin development
- Investments in operating overhead and fulfilment to weigh on operating expenses

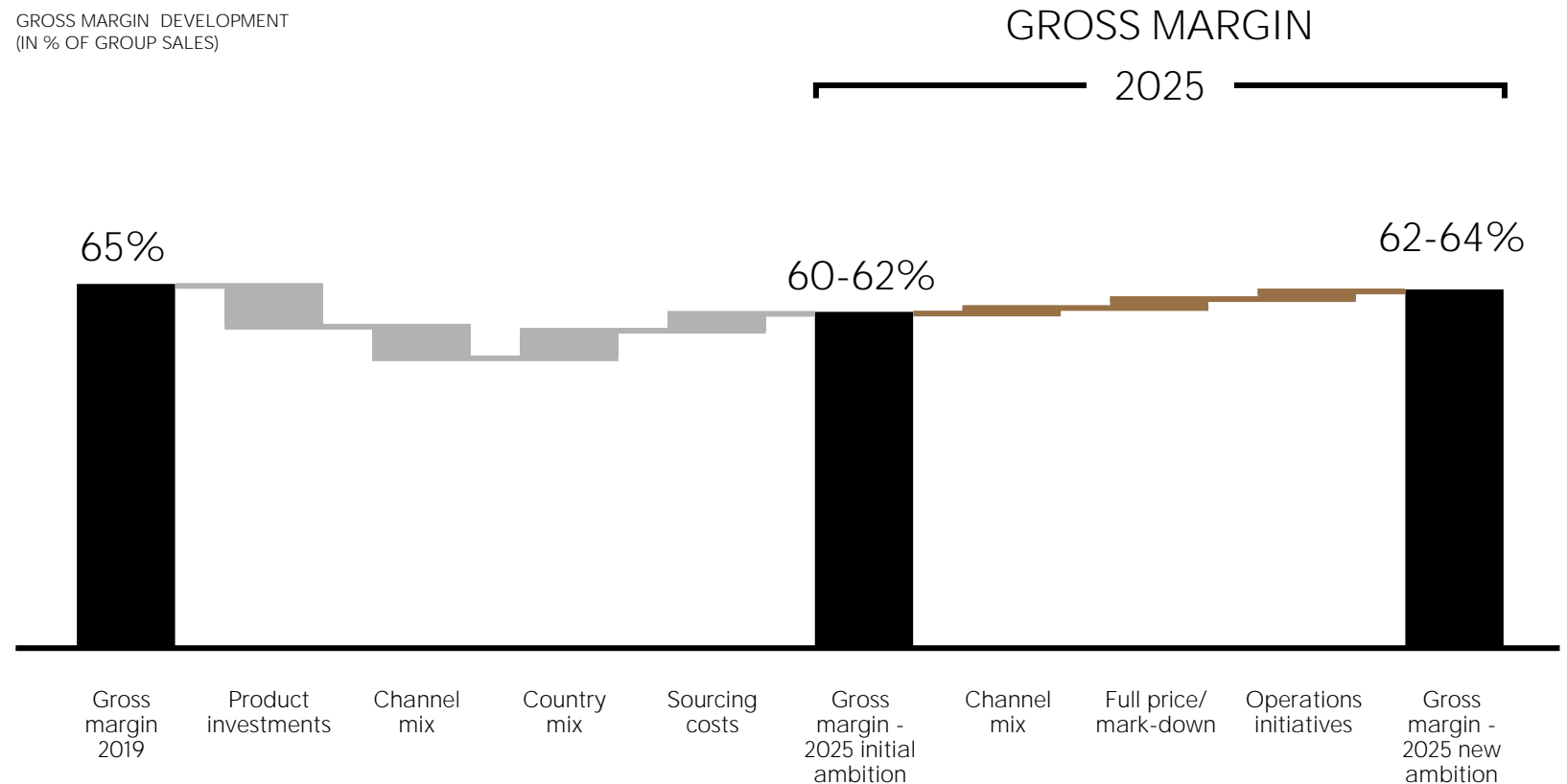


GROSS MARGIN

IMPROVEMENT IN GROSS MARGIN MAINLY REFLECTS SURGE IN BRAND MOMENTUM

- B&M retail expansion drives favorable channel mix
- Regained brand strength leads to higher full-price sales
- Business operations platform leads to sourcing efficiencies

GROSS MARGIN DEVELOPMENT
(IN % OF GROUP SALES)

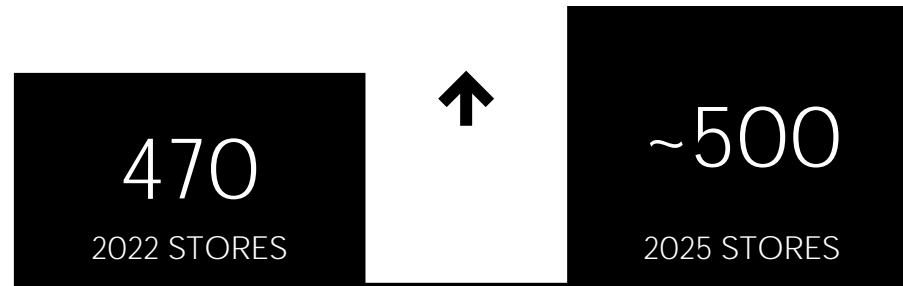


STORE NETWORK OPTIMIZATION

OPTIMIZATION AND SELECTIVE EXPANSION OF STORE NETWORK TO CAPITALIZE ON BRAND MOMENTUM

- Further optimizing store network remains key priority
- Store productivity to increase by at least 3% p.a. until 2025
- Selective expansion of B&M retail store network

DEVELOPMENT OF FREESTANDING RETAIL STORES UNTIL 2025

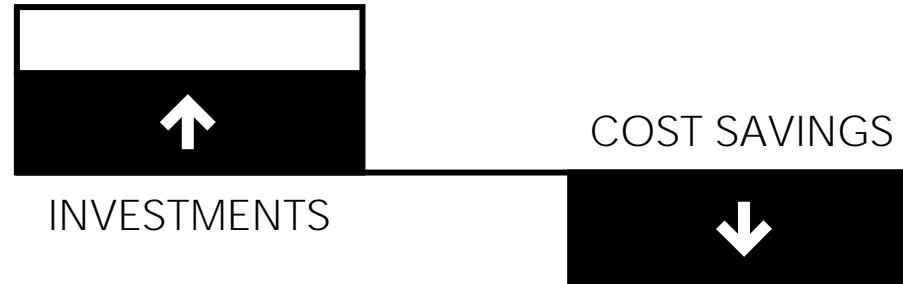


~(600)
BPS VS. 2019

OPERATING OVERHEAD COSTS AND FULFILMENT

FUTURE GROWTH AMBITION TO BE BACKED BY STRONG AND EFFICIENT ORGANIZATION

- Higher fulfilment costs to support top-line growth by 2025 and beyond
- Setting up best-in-class organization for future growth and profitability
- Overall cost inflation weighs on overhead costs



~16%
OF GROUP SALES 2019



~15%
OF GROUP SALES 2025



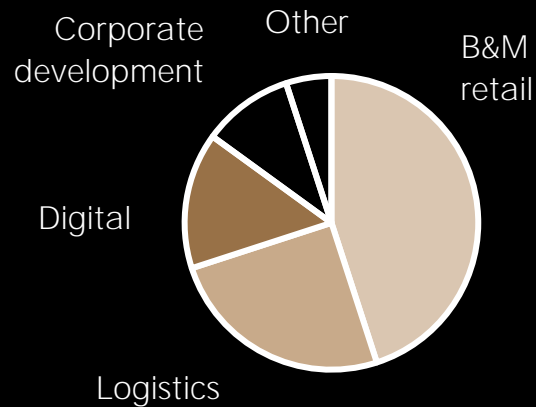
~ (100)
BPS VS 2019

CAPITAL EXPENDITURE

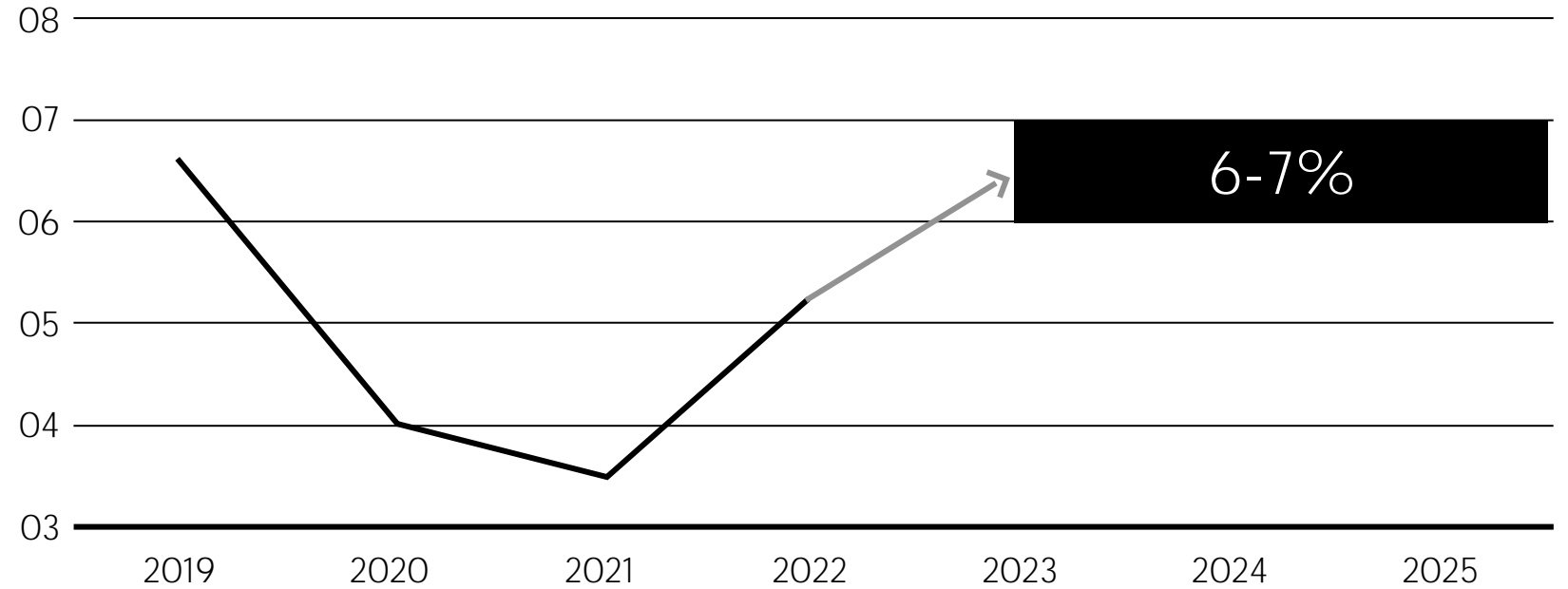
RATIO OF GROWTH VS. MAINTENANCE CAPEX OF AROUND 40/60

CAPEX 2023-2025

>80% of capital expenditure related to store network, logistics expansion, and digital excellence



CAPITAL EXPENDITURE (IN % OF GROUP SALES)

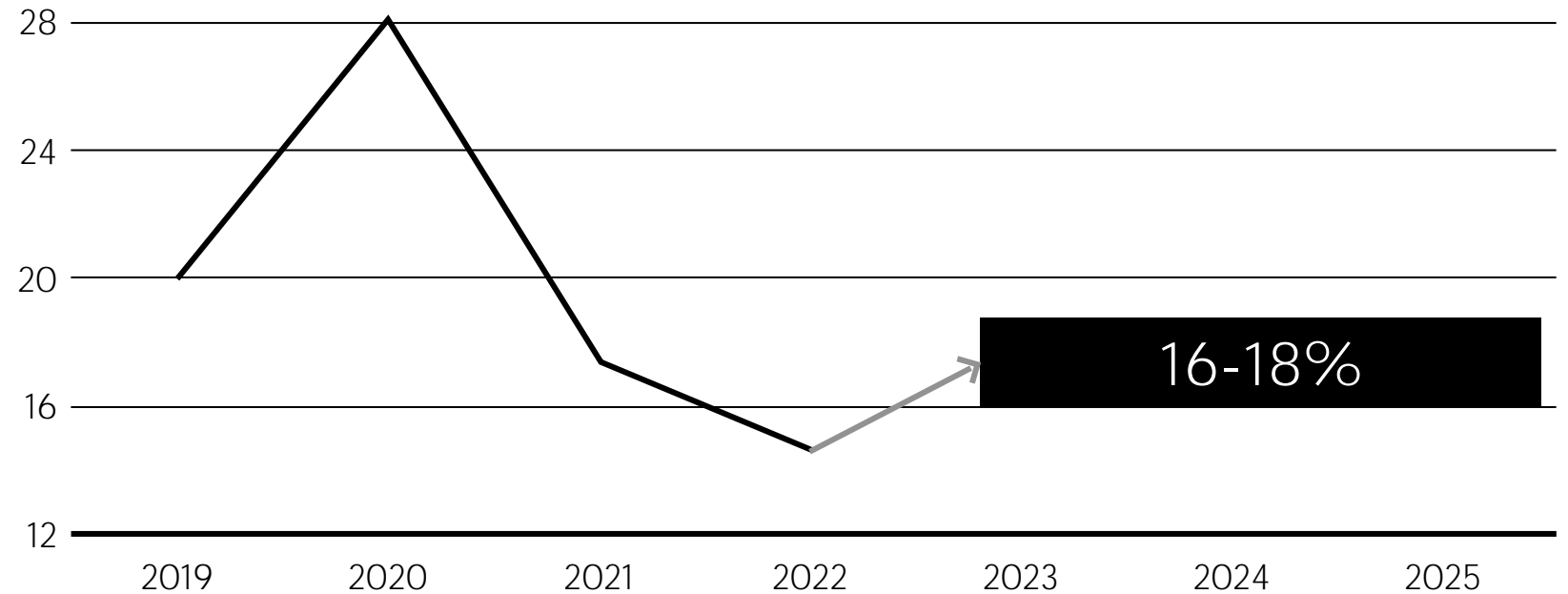


TRADE NET WORKING CAPITAL

TRADE NET WORKING CAPITAL TO REMAIN AT A STRONG LEVEL BETWEEN 16% AND 18%

- Inventory optimization initiatives and supplier financing program to support TNWC
- Inventories in % of sales to improve to a level of <20% by 2025

TNWC (IN % OF GROUP SALES)



DRIVING ORGANIC GROWTH TO GENERATE SHAREHOLDER RETURN

CAPITAL ALLOCATION FRAMEWORK

01 ↑

REINVEST FOR
ORGANIC
GROWTH

Investments

02 ↑

PROGRESSIVE
ABSOLUTE
DIVIDEND
PAYMENTS

Payout ratio
30-50%

03 ↑

STRATEGIC
INVESTMENTS

M&A

04 ↑

RETURN EXCESS
LIQUIDITY TO
SHAREHOLDERS

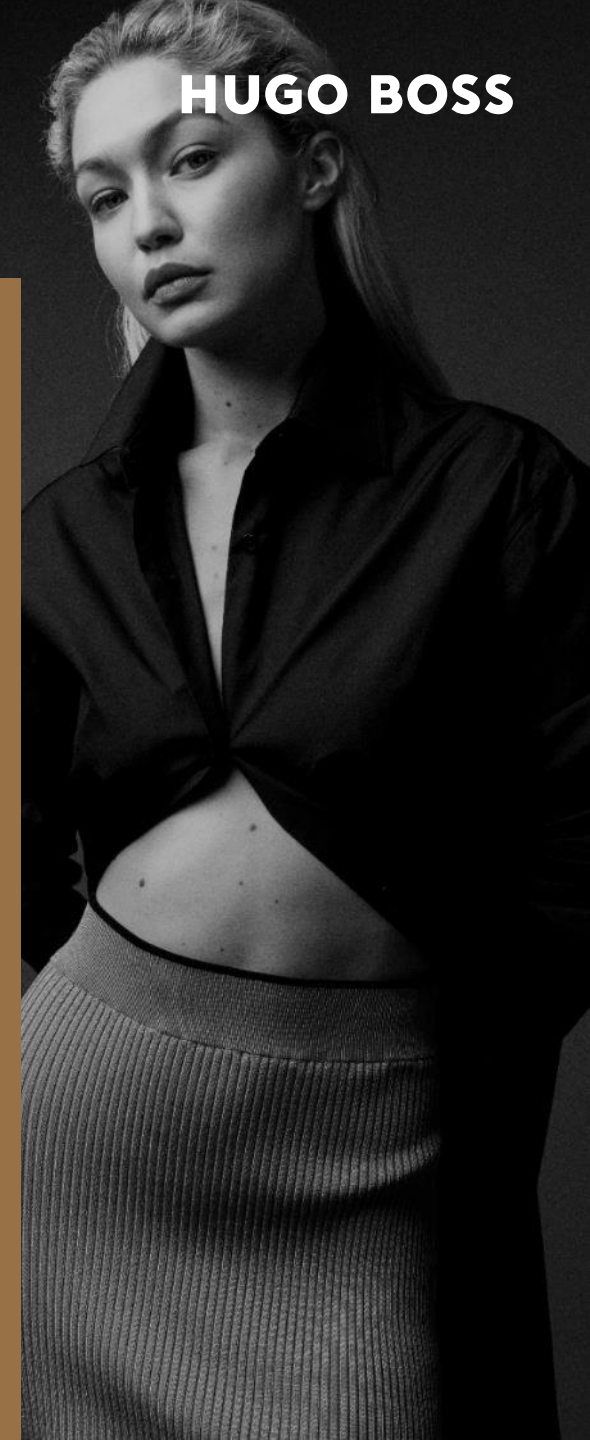
Special dividend
Share buyback

01

01
01
01
01

BOOST BRANDS

CLAIM 1





WE REVITALIZED OUR
BRAND PORTFOLIO
STRATEGY AND BRAND
ARCHITECTURE WITH

TWO CLEARLY
DISTINGUISHED
BRANDS

POSSIBILITY TO ADD MORE
BUSINESSES WITH
PREMIUM LIFESTYLE
POSITIONING

BE YOUR OWN BOSS

BOSS addresses customers in the premium segment who lead a self-determined life, show a clear attitude, and pursue ambitions with determination

BOSS offers the perfect outfit for every occasion – from business to leisure – with casualness and comfort being key attributes

HUGO BOSS

BOSS



HUGO YOUR WAY

HUGO targets customers who consider their way of dressing as an expression of their individual personality and who see themselves as trendsetters

HUGO offers a broad range of trendy and modern products reflecting the brand's authentic and unconventional style

HUGO

HUGO BOSS



ATTRACTING
YOUNGER AUDIENCES
WHILE STAYING
RELEVANT FOR
EXISTING CUSTOMER
BASE

+4 M

FOLLOWERS ON
INSTAGRAM & TIKTOK
BETWEEN
18-34

SINCE INTRODUCTION
OF CLAIM 5

+35%

SHARE OF E-COM
& DOS SALES BY
MEMBERS UNDER 30

2022 VS. 2021

HUGO BOSS



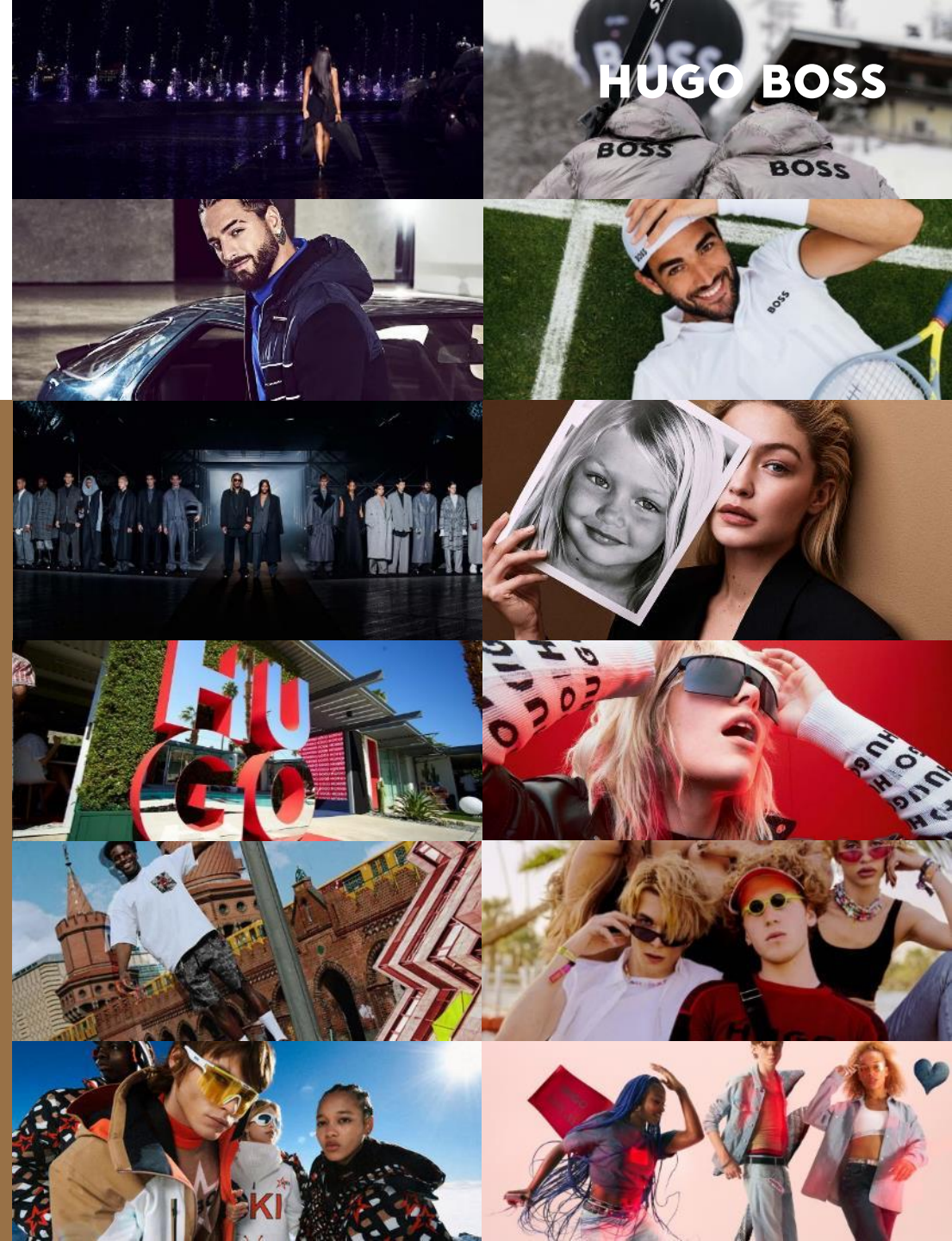
RECORD-BREAKING RESULTS ON SOCIAL MEDIA AND BEYOND

>80 B

IMPRESSIONS
ACROSS ALL
CHANNELS

>2 B

ENGAGEMENTS
ACROSS SOCIAL
MEDIA



CONTINUOUS FOCUS ON BRAND BUILDING INITIATIVES TO FUEL RELEVANCE OF BOSS AND HUGO



REINFORCE
TWO-BRAND
STRATEGY IN
CONSUMERS'
MIND

LEVERAGE
FULL POTENTIAL
OF BOSS
AND HUGO
BRAND LINES

INTRODUCE
NEW WAYS
TO REACH
YOUNGER
CONSUMERS

CREATE UNIQUE
BRAND
MOMENTS
TO INCREASE
BRAND
RELEVANCE

BOOST BRANDS

CLEARLY DISTINGUISHED MARKETING STRATEGIES

BOSS

HUGO

2 DIFFERENT
LIFESTYLE
BRANDS

2 DIFFERENT
TARGET
GROUPS

2 DIFFERENT
MARKETING
APPROACHES

OVERALL MARKETING STRATEGY

- Marketing investments to remain at 7-8% of Group sales
- Activate consumers across all touchpoints
- Continue a digital-first marketing strategy
- Become culturally relevant through sports, music, arts, and collabs
- Sustainably connect with consumers through emotional storytelling



MAXIMIZE
CONSUMER IMPACT

2023 UPCOMING HIGHLIGHTS



PORSCHE X
BOSS



MILAN
FASHION SHOW



HUGO X BELLA POARCH
SEPTEMBER



ALPINE
SKIING



NAOMI
CAMPBELL



HUGO X URBANISTA
JUNE

BOSS
BOSS
BOSS
BOSS
BOSS

HUGO
HUGO
HUGO
HUGO
HUGO

02

02

02

02

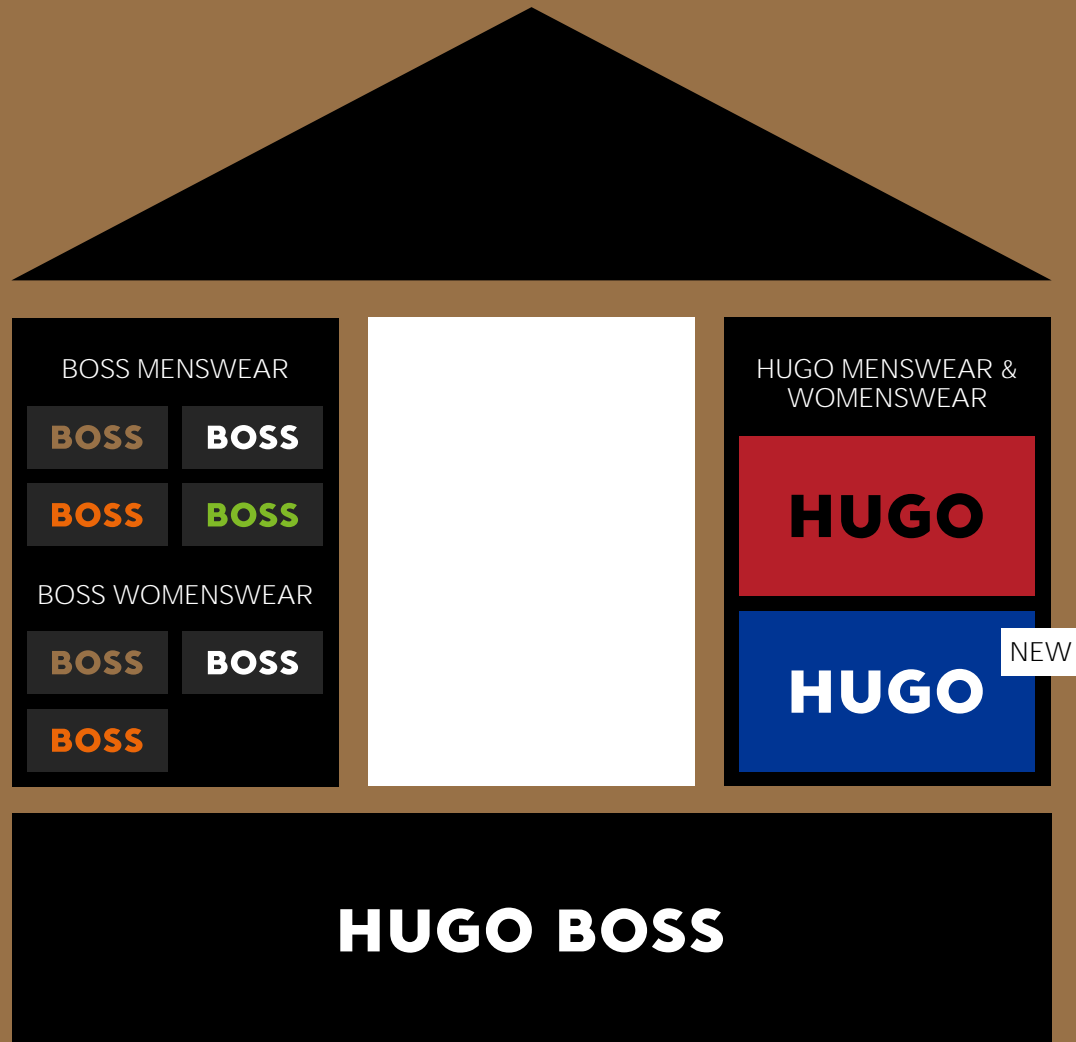
02

PRODUCT IS KEY

CLAIM 2

HUGO BOSS

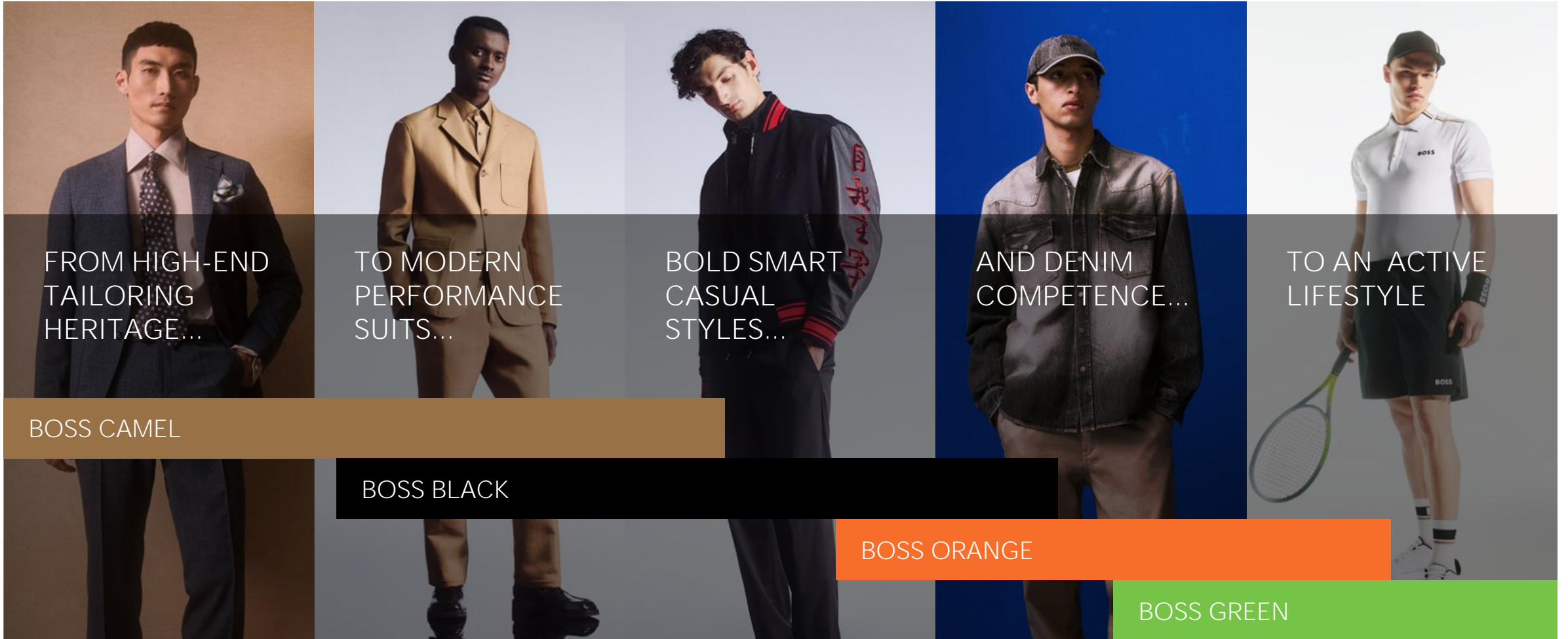




STRONG COMMITMENT TO
TWO-BRAND STRATEGY
WITH MULTIPLE BRAND LINES

- BOSS** LUXURIOUS-WEAR
- BOSS** TAILORING & SMART CASUALWEAR
- BOSS** CASUALWEAR
- BOSS** ATHLEISUREWEAR
- HUGO** STREET TAILORING & CASUALWEAR
- HUGO** DENIMWEAR & BEYOND

BRAND LINES REFLECT BOSS MENSWEAR 24/7 LIFESTYLE PROMISE



FROM HIGH-END
TAILORING
HERITAGE...

TO MODERN
PERFORMANCE
SUITS...

BOLD SMART
CASUAL
STYLES...

AND DENIM
COMPETENCE...

TO AN ACTIVE
LIFESTYLE

BOSS CAMEL

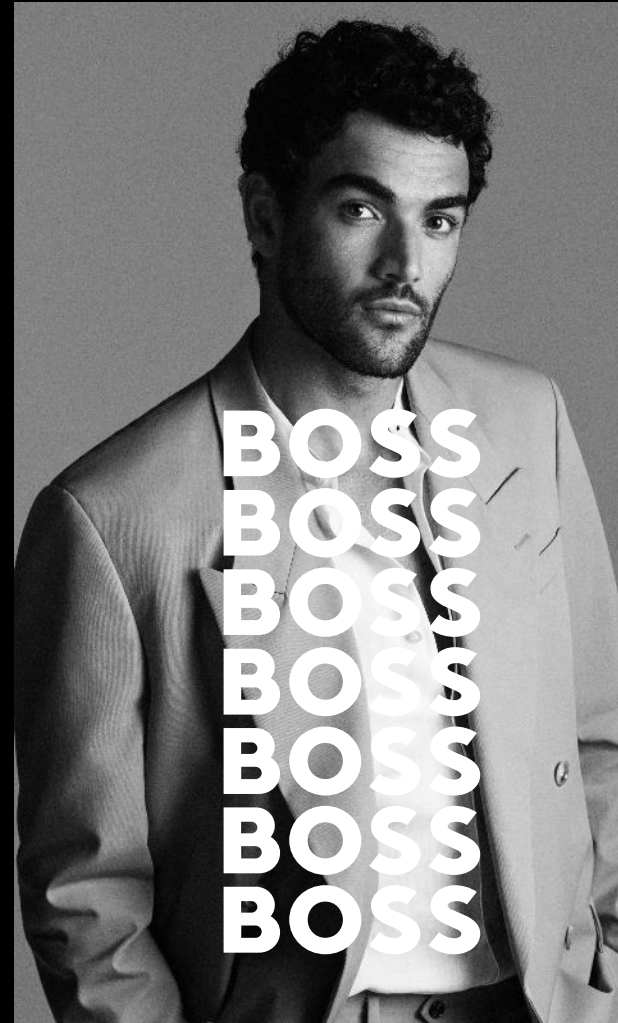
BOSS BLACK

BOSS ORANGE

BOSS GREEN

PRODUCT STRATEGY BOSS MENSWEAR

- Amplify the brand DNA – own the heritage in suiting in a modern way
- Offer products to wear 24/7 from morning to evening
- Keep the momentum and sharpen the collection to consumer and regional needs
- Claim price-value leadership across categories
- Fully exploit the potential of hero products
- Partner up with industry leaders to boost innovation and category competence



HUGO BOSS

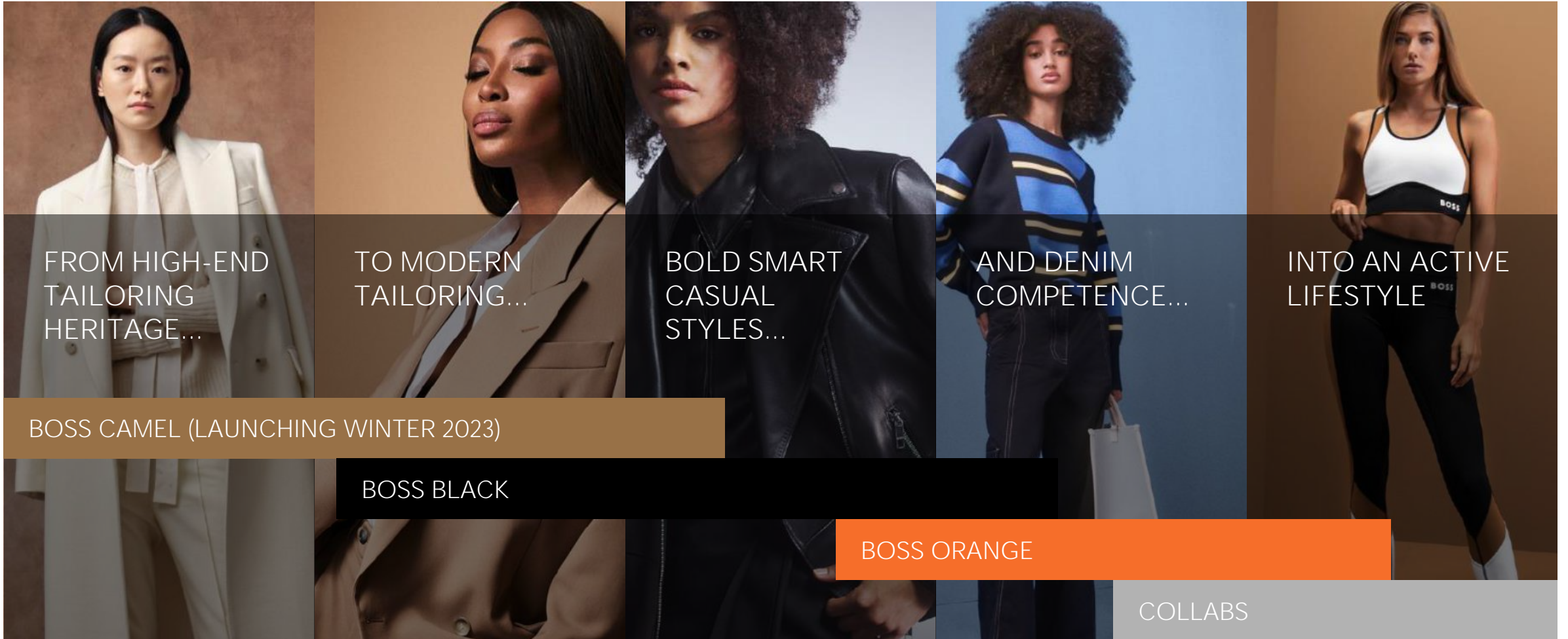
~ **€3.5 B**

2025 AMBITION

~70%

OF GROUP SALES

BRAND LINES REFLECT BOSS WOMENSWEAR 24/7 LIFESTYLE PROMISE



FROM HIGH-END
TAILORING
HERITAGE...

TO MODERN
TAILORING...

BOLD SMART
CASUAL
STYLES...

AND DENIM
COMPETENCE...

INTO AN ACTIVE
LIFESTYLE

BOSS CAMEL (LAUNCHING WINTER 2023)

BOSS BLACK

BOSS ORANGE

COLLABS

PRODUCT STRATEGY BOSS WOMENSWEAR

- Offer products to wear 24/7 from morning to evening
- Foster cohesive aesthetic between BOSS Menswear and Womenswear communication
- Amplify brand DNA – translate heritage in suiting into new business wear and create true hero products
- Further establish BOSS Camel and BOSS Orange
- Partner up with industry leaders to boost innovation and category competence
- Strengthen athletic content and install BOSS Green in the long-term



HUGO BOSS

~ **€0.5 B**

2025 AMBITION

~10%

OF GROUP SALES

HUGO CELEBRATES 24H SELF-EXPRESSION IN EVERY SITUATION

Modern and authentic
HUGO style to gain relevance
among younger and young-
minded consumers

Balanced offer of commercial
and contemporary pieces

Investment in new
categories such as
womenswear
bodywear & hosiery



WORK

CELEBRATE

HANG OUT

EXPLORE

MOVE



PRODUCT STRATEGY

HUGO

- Foster cohesive aesthetic between Menswear and Womenswear
- Balance out commercial and more contemporary designs
- Mix tailoring and streetwear for HUGO RED and push clothing, jersey, and outerwear
- Leverage HUGO BLUE to grasp growth opportunity in denim
- Fully leverage the potential of hero products



HUGO BOSS

~ **€1.0 B**

2025 AMBITION

~20%

OF GROUP SALES

TWO BRAND LINES WITH DEDICATED STYLES AND COMMON BRAND VALUES



HUGO RED WITH A
STRONG FOCUS ON
STREET TAILORING
FOR FASHION-
FORWARD
CONSUMERS



HUGO BLUE
EMPHASIZES
COMMERCIAL
STYLES WITH DENIM
AT THE CORE

TARGETED ASSORTMENT PLAN FOR BOSS AND HUGO ALIGNING PRODUCT STRATEGY WITH COMMERCIAL OBJECTIVES

2022

~45%

~10%

~45%

CORE MERCHANDISE

NOS	NOS	NOS	NOS
Kaito1 1018637102 Color: 294	Tessler 150 10241543 01 Color: 404	Pallas 10241531 01 Color: 041	Leno-P 10241501 01 Color: 001

(SEASONAL) BASIC

Seasonal Carryover	Seasonal Carryover	Seasonal NOS	Seasonal NOS
H-Hyde-224 10244030 01 Color: 001	H-Hyde-Standup-224 10244030 01 Color: 030	Pallas 10241531 02 Color: 366	Leno-P 10241501 01 Color: 438

~40% THE FOUNDATION

capsule

Nordstrom Anniversary Offer FA23

COLLABS

BOSS XRA	BOSS X PHIPPS	PORSCHE X BOSS

QUICK RESPONSE

Iconic Hoodie	Trousers Injection FW23
Econy_2_LN 10249429 01	Kane_PL_LN 10249518 01 360 294 404

~20% STAY RELEVANT

SEASONAL FASHION

Showroomcollection

~40% INSPIRE

TARGET

↓
DRIVING SALES
& PROFITABILITY

↓
CREATE A BUZZ

↓
CREATING NEWNESS
& DRIVING SALES

GLOBAL LICENSES BUSINESS EXTENDS 24/7 LIFESTYLE PROMISE



FRAGRANCES



EYEWEAR



WATCHES &
JEWELRY



KIDSWEAR



HOME



WRITING &
GIFTS



DOG
ACCESSORIES



GOLF APAC
NEW LAUNCH (APR 2023)



CYCLING
NEW LAUNCH (JUN 2023)



EQUESTRIAN
NEW LAUNCH (AUG 2023)

BOSS
BOSS
BOSS
BOSS
BOSS

HUGO
HUGO
HUGO
HUGO
HUGO

03

03
03
03
03

LEAD IN
DIGITAL

CLAIM 3



CONSTANTLY DEVELOPING DIGITAL CAPABILITIES TO EMPHASIZE SPEED, PERSONALIZATION, AND COST EFFICIENCY



Trend detection



Product creation



Modular product development



Digital Twin



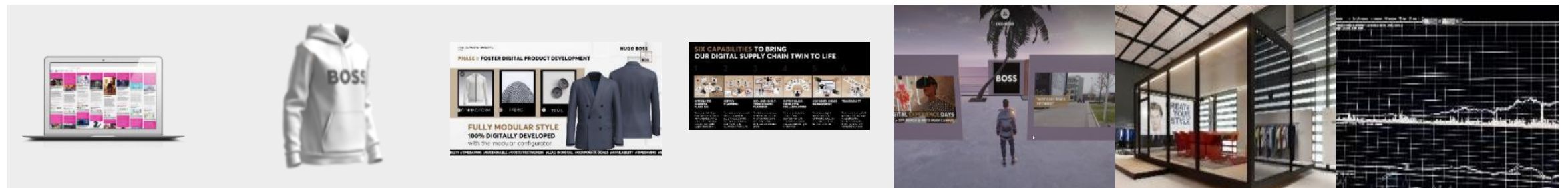
Metaverse experience



Digital Showroom
RFID in Retail



Advanced analytics
in merchandising



SHIFTING TOWARDS TREND ANALYTICS BY THE HELP OF DATA INSIGHTS AND GENERATIVE AI

GENERATIVE AI CREATES
NEW SPACES FOR CREATIVITY.

IDENTIFY
KEY EMERGING
TRENDS

IMPROVE
TIME-TO-MARKET

WIN
WITH RELEVANT
CONSUMER
GROUPS



DEMAND

DESIGN &
VELOPMENT

PRODUCTION
& LOGISTICS

SALES &
MARKETING

FOSTER DIGITAL PRODUCT CREATION TO ACCELERATE DESIGN AND DEVELOPMENT PROCESS

DIGITAL PRODUCT CREATION TO INCREASE EFFICIENCY,
REDUCE COSTS, AND FURTHER OPTIMIZE QUALITY.

~55%

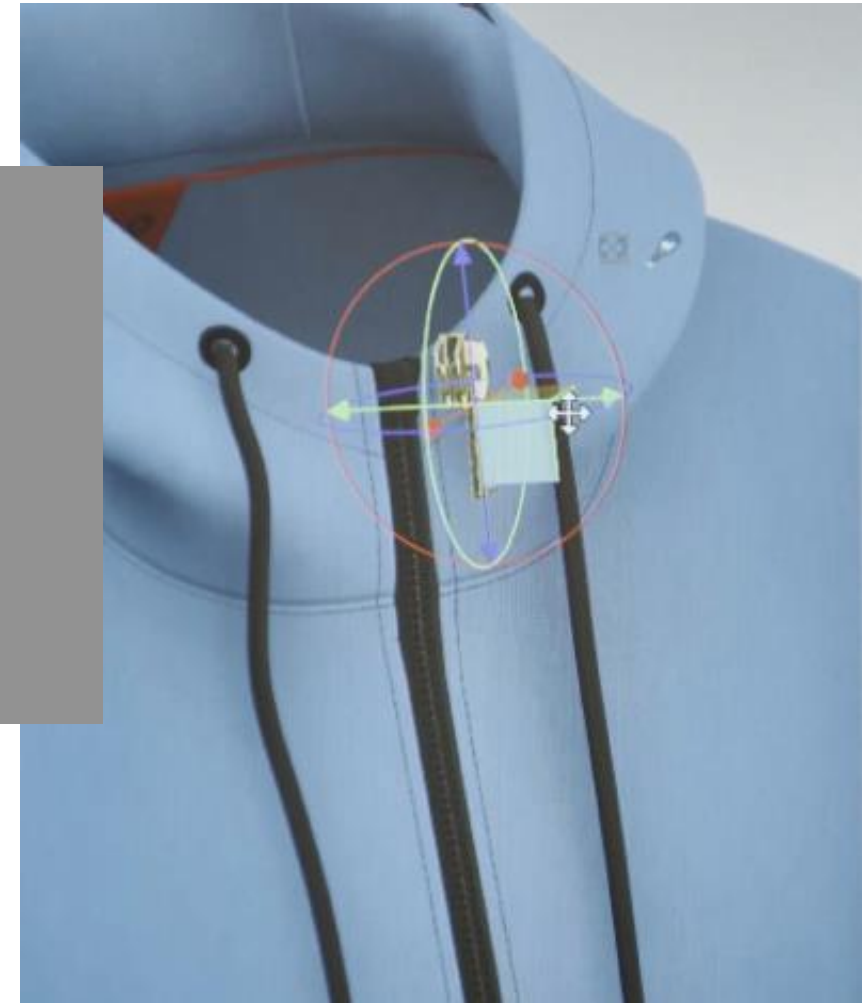
DIGITAL STYLE
CREATION
WINTER 2023

>30%

VS. WINTER 22

>90%

DIGITAL STYLES
TARGETED
BY 2025



DEMAND

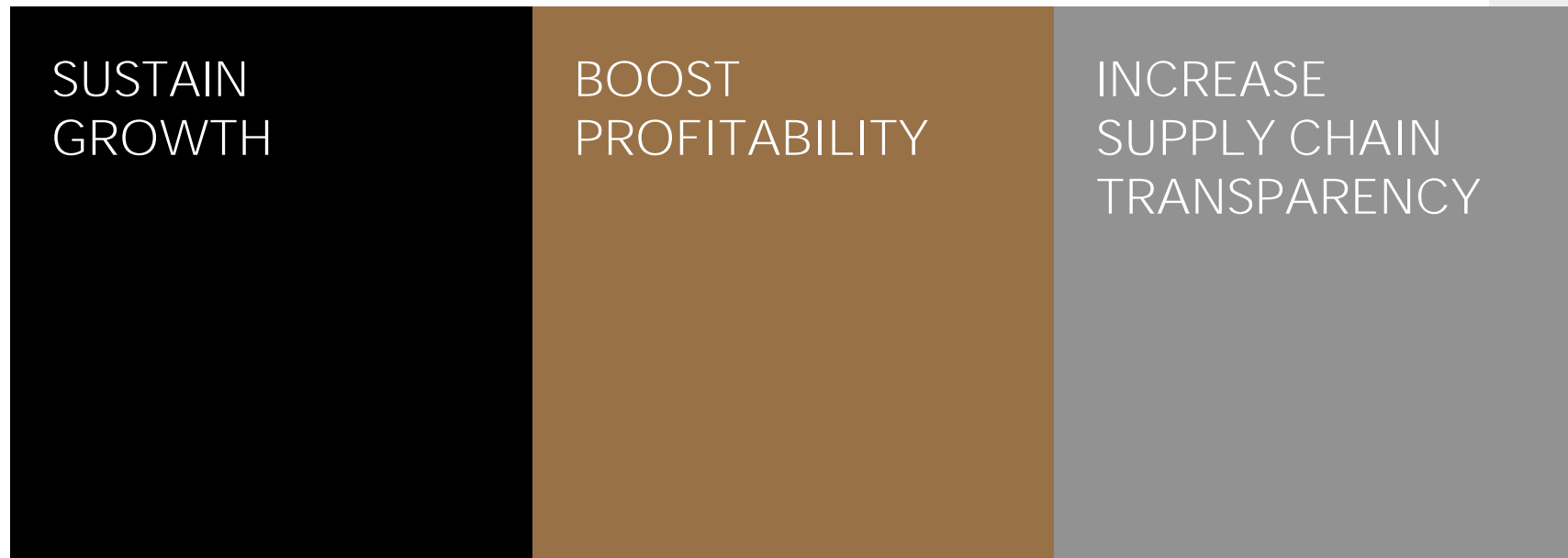
DESIGN &
DEVELOPMENT

PRODUCTION
& LOGISTICS

SALES &
MARKETING

LAUNCH OF A DIGITAL TWIN TO BUILD THE BACKBONE OF FUTURE GROWTH

DIGITAL TWIN ENABLES SMART DECISION-MAKING BY
CONNECTING PLANNING AND EXECUTION, FROM DEMAND TO SUPPLY.



DIGITAL SHOWROOM OFFERS A NEW WAY OF DIGITAL SELLING WITH STRONG INCREASE IN PLACED ORDERS

MATCH THE INCREASING DEMAND FOR A FASTER AND MORE IMPACTFUL ORDER EXPERIENCE

17

DIGITAL SHOWROOM LOCATIONS GLOBALLY

~150

DIGITAL SELLING POINTS

>25 K

ORDERS PLACED IN 2022



DEMAND

DESIGN & DEVELOPMENT

PRODUCTION & LOGISTICS

SALES & MARKETING

DIGITAL INNOVATION IN RETAIL AS AN INTEGRAL PART OF OUR GROWTH JOURNEY

VIRTUAL STYLING

enabling virtual try-ons based on personalized mannequins

IN-STORE DIGITALIZATION

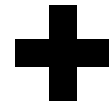
adding new digital touchpoints into stores to create an attractive point of access to products and services

RFID TECHNOLOGY

simplifying in-store day-to-day processes leading to an improved customer experience



LEVERAGING DATA TO IMPROVE OUR MERCHANDISING PROCESSES AND INCREASE EFFICIENCY IN RETAIL MERCHANDISE OPERATIONS



ADVANCED MARKDOWN MANAGEMENT

Drive efficient end-of-season pricing by automatically finding optimal markdown.

DATA-DRIVEN INTER-STORE TRANSFER

Optimization and automation of transfers between retail stores to match inventory to forecasted demand.

04

04

04

04

04

DRIVE
OMNICHANNEL

CLAIM 4



WE MOVE TO WHERE CONSUMERS EXPECT US TO BE

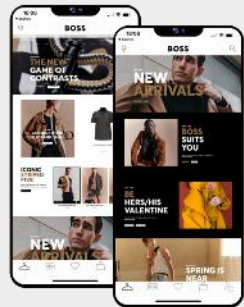
RETAIL



WHOLESALE



OMNICHANNEL



DIGITAL



METVERSE

LEVERAGING OUR HIGH-QUALITY CHANNEL MIX TO REFLECT NEW REALITIES

2025 AMBITION



KEEP
RETAIL
AT

>50%
OF GROUP SALES



MAINTAIN
WHOLESALE
AT

~25%
OF GROUP SALES



ADAPT
DIGITAL
TO

>20%
OF GROUP SALES

EXPERIENTIAL IN RETAIL

ACTIONS

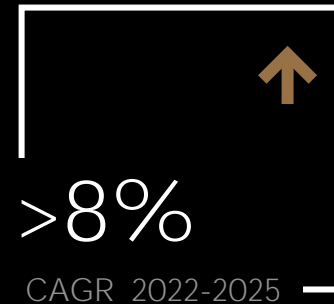


- Become THE **“place to be”** for our customers
- Enhance customer experience with a desirable look and feel
- Increase productivity by at least 3% per year
- Continue to refresh and optimize store portfolio

ENABLERS



- Experiential store design, pop-ups, and digitalization at the POS
- Valuable hospitality concept
- Excellence in store management and service
- Improved merchandising strategy



INVESTING UP TO €600 M IN STORE PORTFOLIO



↑
~25%
of stores refreshed
by end of 2022

↑
~80%
of stores to be refreshed
by end of 2025

NUMBER OF FULL-PRICE STORES

↑
470
2022

↑
~500
2025
AMBITION

INCREASE STORE PRODUCTIVITY BY AT LEAST 3% PER YEAR

STORE PRODUCTIVITY
(€/SQM)

≥3% PER YEAR ↑

11,900

2022

>13,000

2025 AMBITION

- Accelerate rollout of latest store concepts
- Continue store optimization program
- Constantly improve product offering at the POS

WIN WITH THE WINNERS IN WHOLESALE

ACTIONS

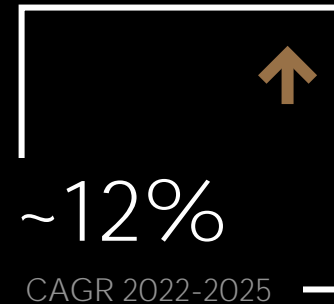


- Leverage brand lines
- Grow with existing strong partners
- Drive digital selling and automated replenishment
- Continue shop-in-shop refreshments and pop-ups
- Exploit potential of franchise business

ENABLERS

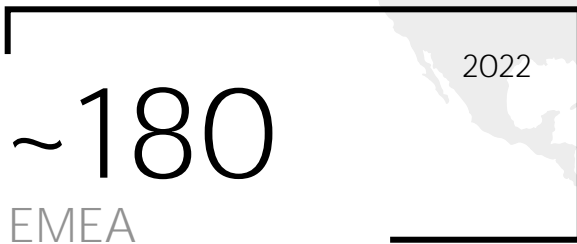


- Strong positioning of brands and focused product offering
- Strong relationship based on customer and product insights
- Improved in-season management
- Implemented segmentation strategy

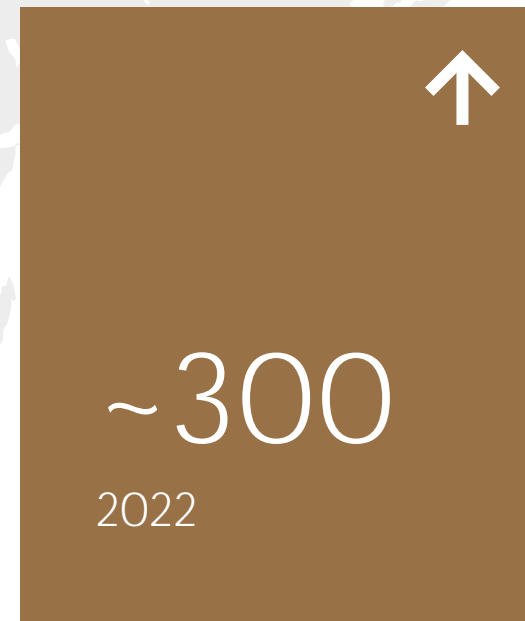


EXPLOIT THE FULL POTENTIAL OF OUR GLOBAL FRANCHISE BUSINESS

FOCUS ON EXPANDING
IN EMERGING MARKETS



NUMBER OF
FRANCHISE STORES



INSPIRATIONAL IN DIGITAL

ACTIONS

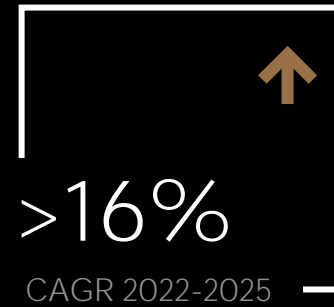


- Expand and grow hugoboss.com
- Improve user experience and push mobile and social commerce
- Grow with strong digital partners including hybrid models
- Continue to drive community building through i-commerce

ENABLERS

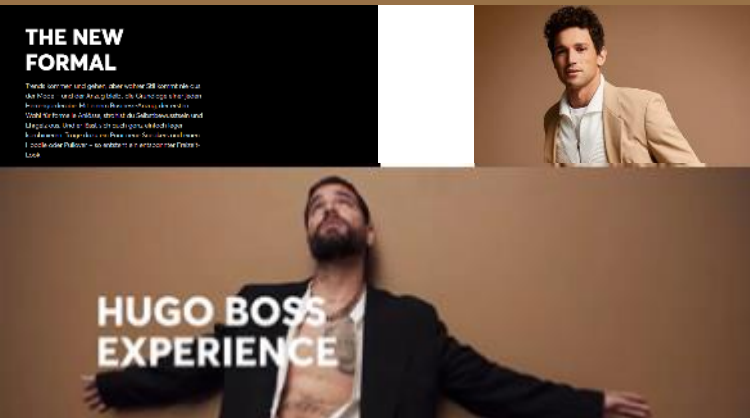


- Localized content and marketing
- Latest app skills and AI-driven features
- Data-driven decision-making and improvement of products and services
- Implemented segmentation strategy

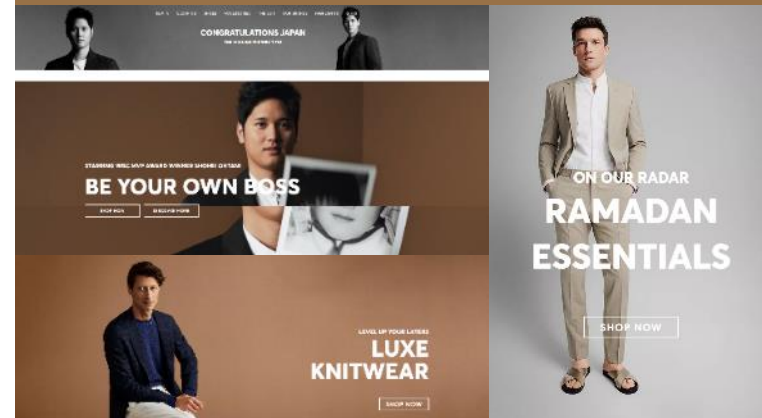


LEVERAGING POTENTIAL OF HUGOBOSS.COM BY DELIVERING NEXT-LEVEL DIGITAL EXPERIENCE

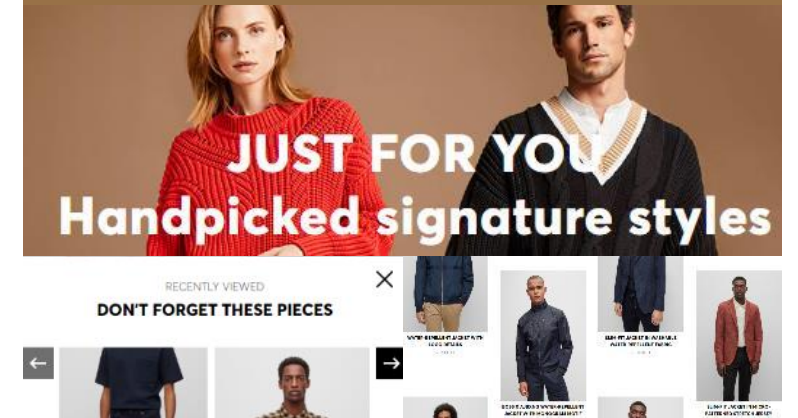
DESIRABLE
STORYTELLING AND
BRAND CONTENT



CONTENT DESIGNED
AND ADAPTED TO
LOCAL NEEDS



PERSONALIZED
CUSTOMER JOURNEY
LEVERAGING AI



INCREASED PAGE VALUE

HIGHER TRAFFIC

NEW CUSTOMERS

HIGHER CONVERSION

PUSH CRM & LOYALTY

Provide customized content, unique service, as well as personalized and socializing entertainment

ACTIONS



- Increase customer engagement and retention
- Establish 360° view of customers' interactions
- Implement next-level loyalty program
- Leverage data to improve relevancy of communication

ENABLERS



- Advanced analytics to consolidate data across all touchpoints
- Personalized customer journey
- State-of-the-art loyalty program focusing on a "money can't buy" experience

2025



~4.0 M

ACTIVE MEMBERS

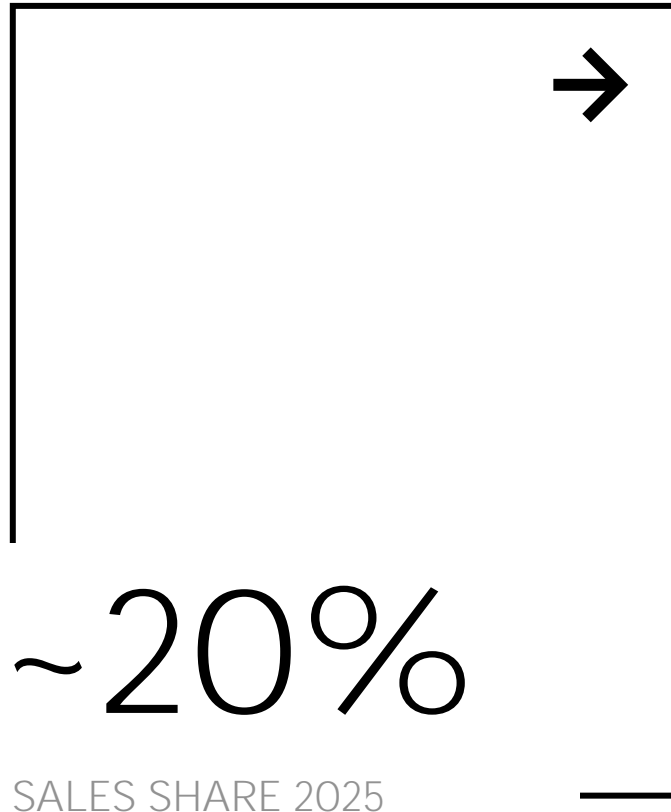
2022



~2.0 M

ACTIVE MEMBERS

KEEP GROWTH TRAJECTORY IN THE AMERICAS



HIGH SINGLE-DIGIT GROWTH CAGR 2022–2025

- Continue to push 24/7 brand image in our single largest market, the U.S.
- Further expand visibility in U.S. department stores and roll out digital marketplaces
- Strengthen store network in Latin America



EXPLOIT GROWTH MOMENTUM IN EMEA



>55%

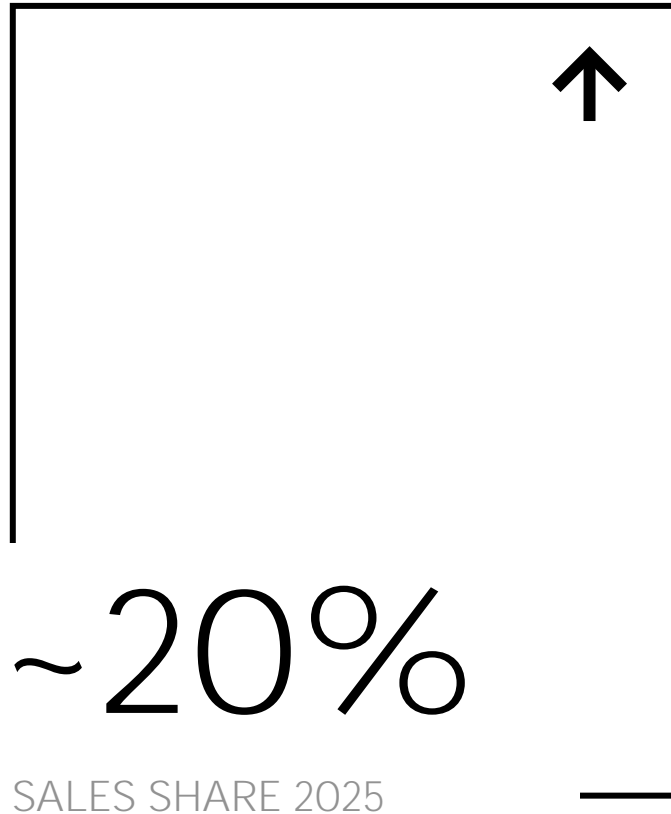
SALES SHARE 2025

MID TO HIGH SINGLE-DIGIT GROWTH CAGR 2022–2025

- Continue to enhance and upgrade distribution network
- Accelerate franchise development
- Capitalize on business opportunities across brand lines



UNLEASH THE FULL POTENTIAL IN ASIA/PACIFIC



LOW DOUBLE-DIGIT GROWTH CAGR 2022–2025

- Secure affordable luxury position in China, Japan, and Korea
- Strengthen retail and drive wholesale in South East Asia & Pacific
- Boost digital commerce



05

ORGANIZE
FOR GROWTH

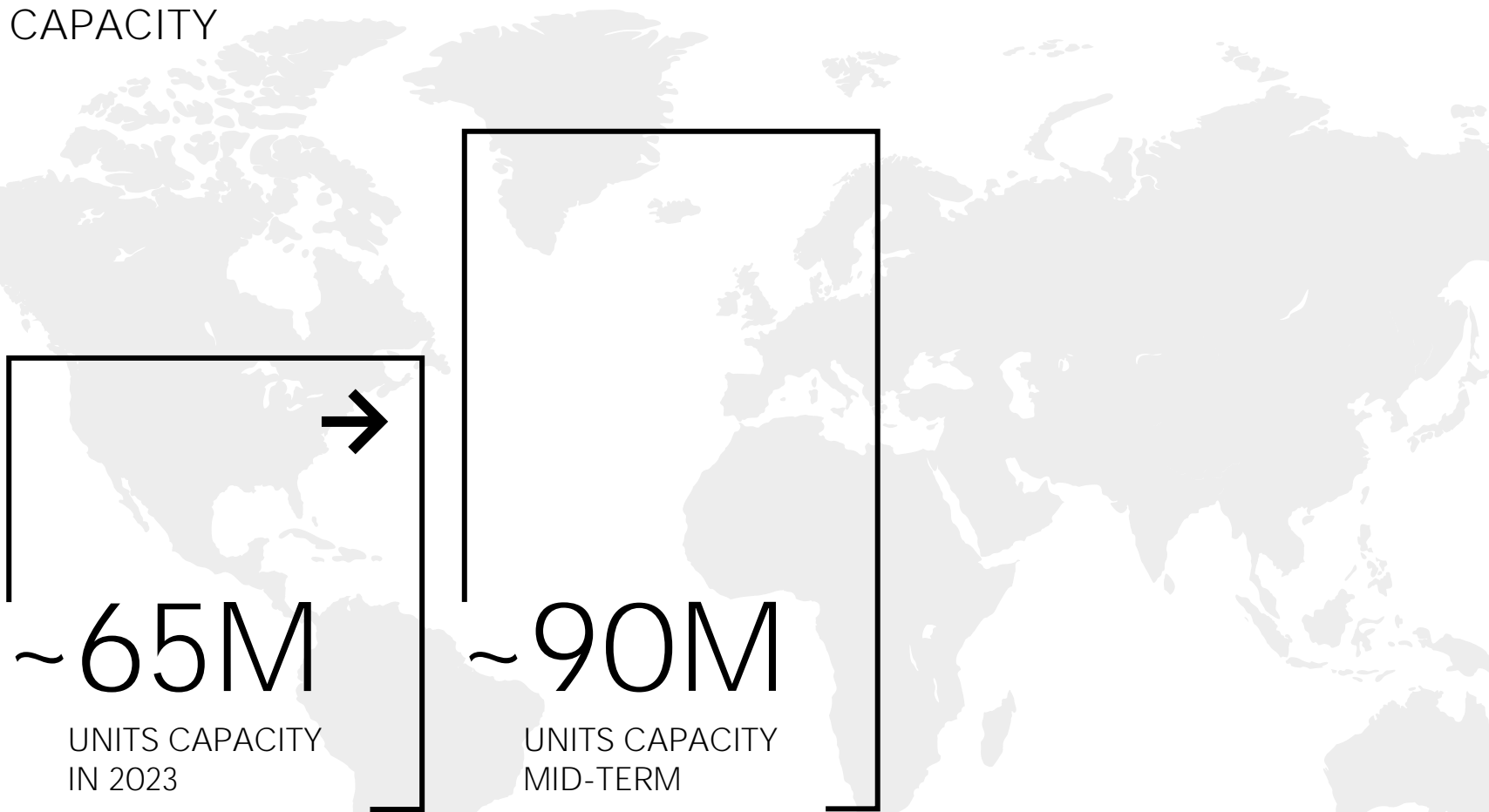
CLAIM 5

05
05
05
05



STEPPING UP INVESTMENTS IN OUR LOGISTICS NETWORK TO SUPPORT GROWTH AMBITION

LOGISTICS CAPACITY



PLANNED LOGISTICAL EXPANSIONS

OWN OPERATIONS	USA GERMANY
THIRD-PARTY PROVIDER	UK CHINA

SUCCESSFUL EXPANSION OF OUR OWN PRODUCTION CAPACITIES

IZMIR FACTS & FIGURES



* IN % OF TOTAL SOURCING AND PRODUCTION VOLUME

2x
TOTAL CAPACITY IN IZMIR ALMOST DOUBLED IN 2022

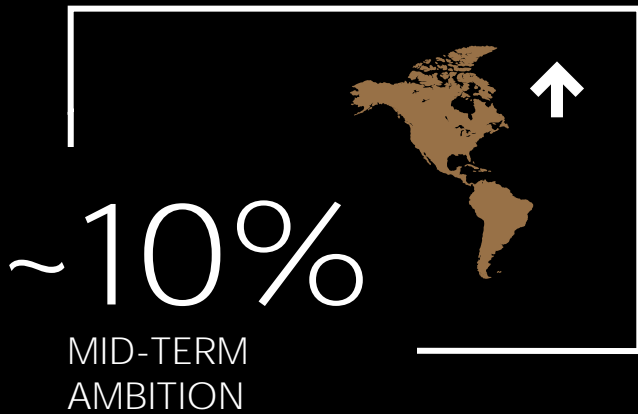
1/3
OF TOTAL PRODUCTION CAPACITY DEDICATED TO CASUALWEAR



ADVANCING WITH NEARSHORING TO BETTER ALIGN REGIONAL SOURCING ACTIVITIES WITH SALES MARKETS

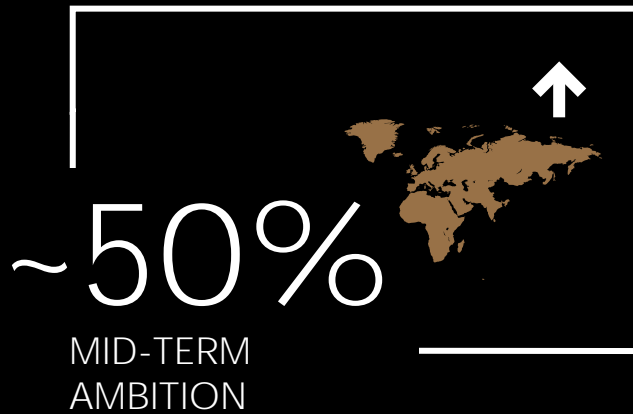
SOURCING VOLUMES BY REGION

GROW IN THE AMERICAS



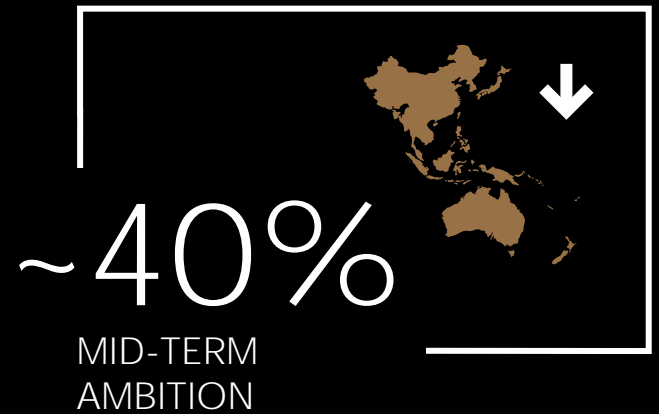
3% CURRENT

SELECTIVELY EXPAND EMEA



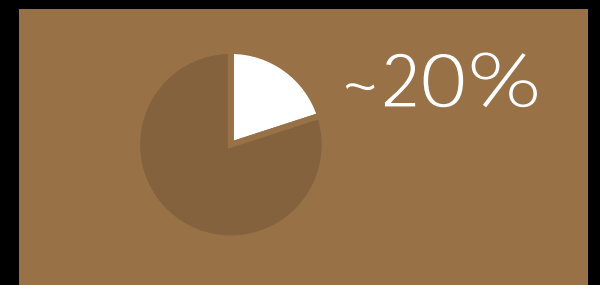
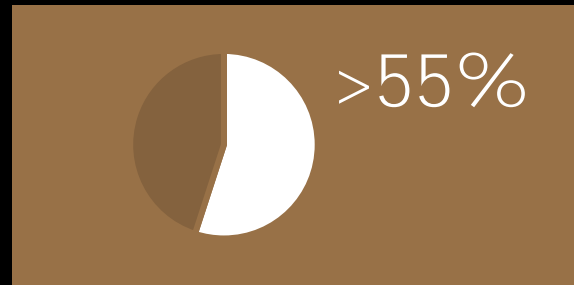
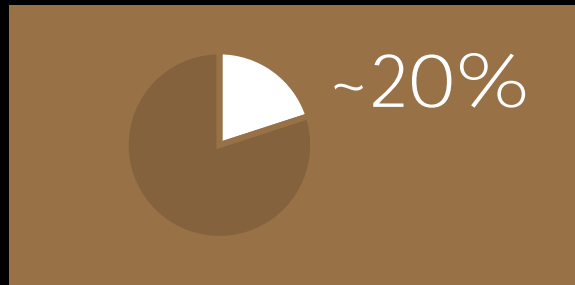
47% CURRENT

REDISTRIBUTE WITHIN APAC



50% CURRENT

SALES BY REGION (2025)



BUILDING THE BACKBONE FOR FUTURE GROWTH BY INTRODUCING THE DIGITAL TWIN

SUSTAIN
GROWTH

01

SUPPORT
PROFITABILITY

02

DRIVE
SUSTAINABILITY

03

ENABLING SMART DECISION-MAKING
THROUGH A TECH-DRIVEN BUSINESS
OPERATIONS PLATFORM



—
SUSTAINABLE
THROUGHOUT



STRONG ACHIEVEMENTS

IN THE AREAS OF SUSTAINABILITY

6X LISTED IN
DOW JONES
SUSTAINABILITY
INDEX

STRATEGIC PARTNERSHIP
HEIQ AEONIQ,
A CELLULOSIC
FILAMENT YARN





FUTURE

WE LOVE FASHION, WE CHANGE FASHION.

At HUGO BOSS, we are committed to protecting our planet and ensuring a liveable future for the generations to come.

Overconsumption, water scarcity and CO₂ emissions are currently driving our industry. We want to make a difference: for us, sustainability means caring for a planet free of waste and pollution.

Our commitment to the planet is reflected in our five strategic pillars of the sustainability strategy. The strategy is built on a strong environmental, social and governance basis.

FUTURE
FUTURE
FUTURE

THIS IS WHY WE BELIEVE IN A FASHION INDUSTRY...

...WHERE RESOURCES ARE NOT WASTED

We aim to provide circular products that are made with renewable/recycled materials, are recyclable, and are designed for longevity to keep resources in a cycle for as long as possible.

...WHERE DIGITIZATION HELPS REDUCE RESOURCE CONSUMPTION

We use digital product development and will make use of smart data to avoid waste and reduce emissions.

...WHERE WE WORK IN HARMONY WITH NATURE

With materials from regenerative agriculture, we help increase biodiversity, improve soil health, reduce chemical use, and safeguarding water quality.

...WHERE NO MICROPLASTICS ARE SHED

In order to phase out polyester and nylon from our products, we are looking for innovative alternatives such as the HeiQ AeonIQ™ yarn.

...WHERE CO₂ EMISSIONS ARE REDUCED

We are working with our partners along the entire value chain to reduce our CO₂ emissions and, ultimately, to achieve net-zero emissions together.

OUR STRATEGY IS ANCHORED IN THESE CORE PRINCIPLES

OUR 5 STRATEGIC SUSTAINABILITY PILLARS



1
INCREASE
CIRCULARITY

2
DRIVE DIGITIZATION &
DATA ANALYTICS

3
LEVERAGE NATURE
POSITIVE MATERIALS

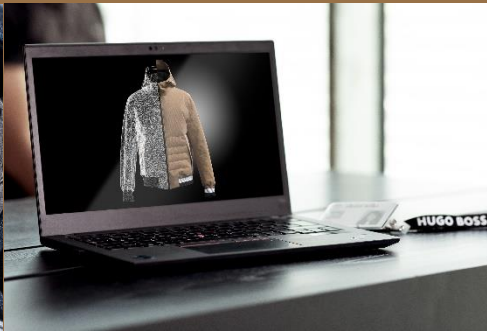
4
FIGHT
MICROPLASTICS

5
PUSH ZERO
EMISSIONS

A STRONG ENVIRONMENTAL, SOCIAL, AND GOVERNANCE (ESG) BASIS

THERE IS A DEDICATED GOAL BEHIND EACH STRATEGIC PILLAR

OUR 5 STRATEGIC SUSTAINABILITY PILLARS



80%

CIRCULAR products
by 2030

90%

products
will be developed
digitally
by 2025

100%

natural materials
according to
regenerative
principles or closed-
loop recycling
by 2030

0%

polyester & nylon
by 2030

-50%

CO₂
emissions
by 2030

OUR 5 STRATEGIC PILLARS ARE BACKED BY A STRONG ESG-BASIS

HUMAN RIGHTS & SOCIAL COMPLIANCE

- The upholding of human rights for our employees and suppliers is given top priority
- We are committed to protecting labor standards and promoting healthy workplaces
- We set binding frameworks, based on international standards

[→ LEARN MORE](#)

EMPLOYEE DEVELOPMENT

- We offer our employees excellent development programs
- We help employees achieve a good work-life balance

[→ LEARN MORE](#)

ANIMAL WELFARE

- HUGO BOSS adheres to recognized animal welfare standards
- We do not use: fur and angora wool
- We only use: leather as a by-product of the food industry, down without live plucking and forced feeding

[→ LEARN MORE](#)

ENVIRONMENTAL COMPLIANCE

- We have comprehensive standards for our own buildings and in the supply chain, covering water, waste, and chemicals
- In addition to our strategic approach to climate protection, they are part of our general understanding of environmental protection and a prerequisite for environmental compliance

[→ LEARN MORE](#)

PACKAGING STANDARDS

- We use sustainably designed packaging made of certified and/or recycled material
- HUGO BOSS supports ending deforestation esp. in the choice of our packaging materials

[→ LEARN MORE](#)

SECOND QUARTER RESULTS

AUGUST 2, 2023

2023



HUGO BOSS CONTINUES STRONG GROWTH TRAJECTORY IN Q2



GROUP SALES

1,026

EUR MILLION

+17%

IN GROUP CURRENCY
VS. Q2 2022

+20%

CURRENCY-ADJUSTED
VS. Q2 2022



EBIT

121

EUR MILLION

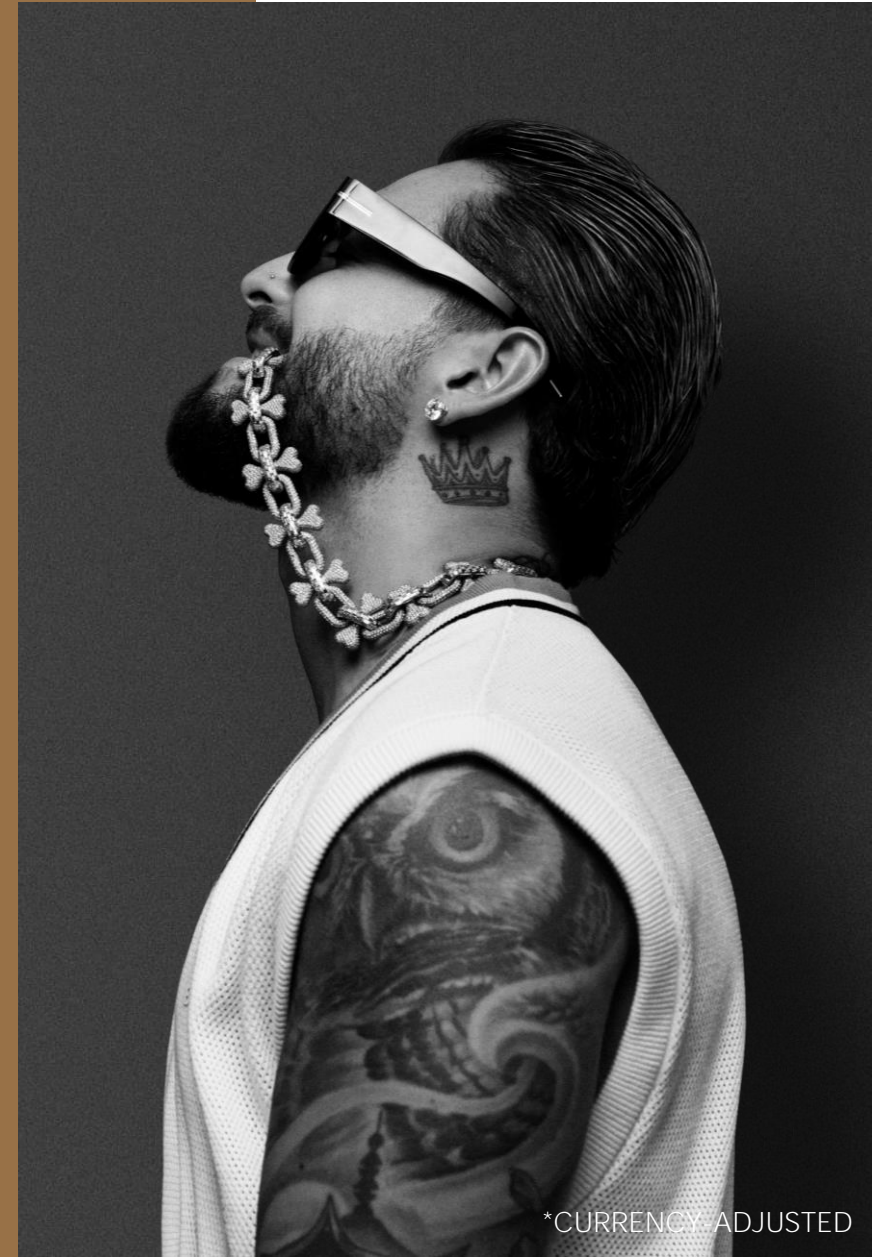
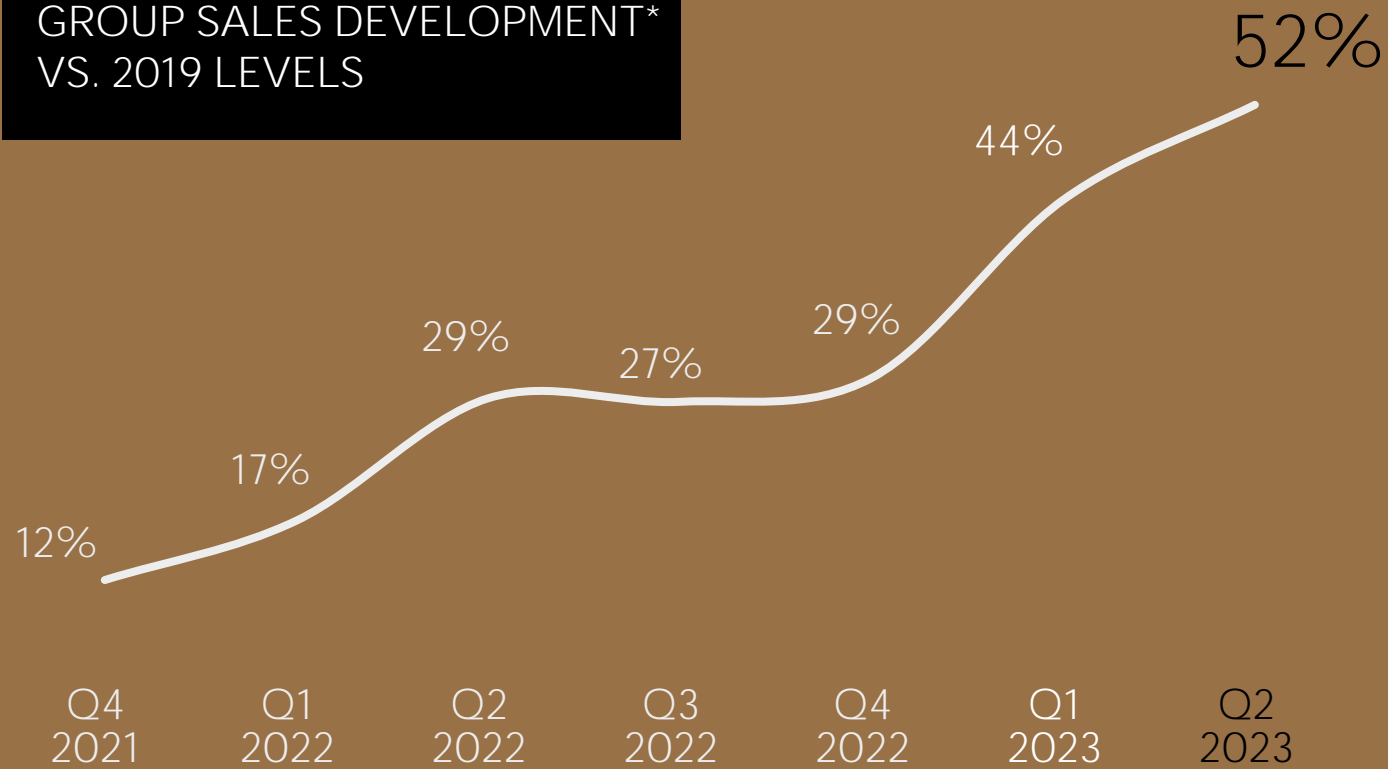
+21%

VS. Q2 2022



EXECUTION OF "CLAIM 5" ACCELERATES TOP-LINE GROWTH

GROUP SALES DEVELOPMENT*
VS. 2019 LEVELS



*CURRENCY ADJUSTED

DOUBLE-DIGIT SALES TRAJECTORY CONTINUES ACROSS ALL BRANDS



MENSWEAR

VS. Q2 2022

+18%*

WOMENSWEAR

VS. Q2 2022

+32%*

HUGO

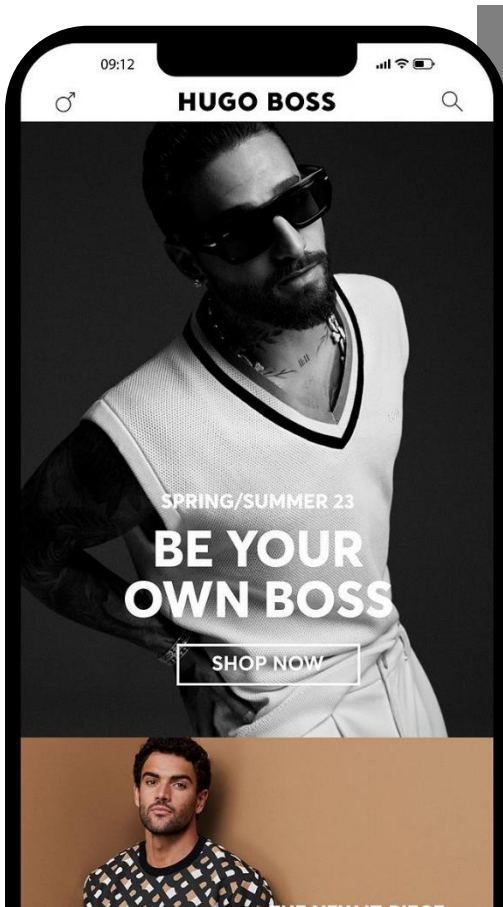
VS. Q2 2022

+21%*



*CURRENCY-ADJUSTED

BROAD-BASED MOMENTUM CONTINUES ACROSS ALL CONSUMER TOUCHPOINTS



DIGITAL

+30%*

VS. Q2 2022



hugoboss.com and digital partner business with double-digit growth

WHOLESALE

+17%*

VS. Q2 2022



Ongoing robust demand from wholesale partners around the globe

RETAIL

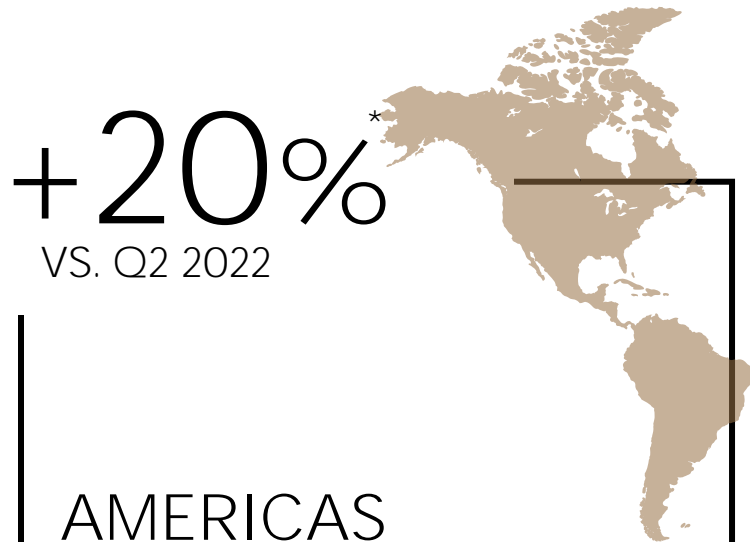
+17%*

VS. Q2 2022



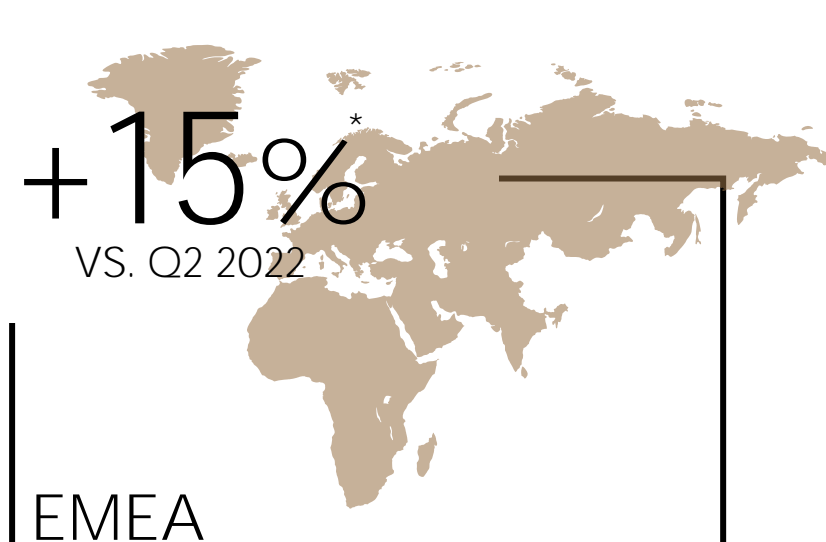
Double-digit store productivity improvements driven by rollout of store concept

DOUBLE-DIGIT SALES GROWTH CONTINUES ACROSS ALL REGIONS



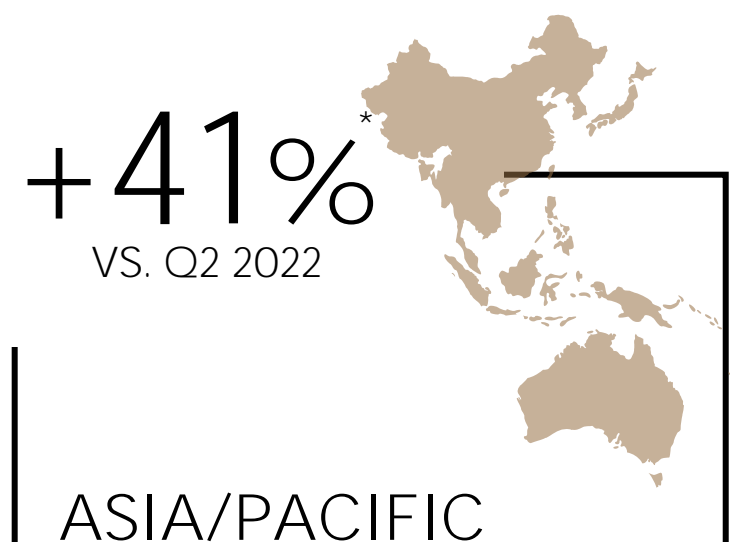
Broad-based momentum with double-digit growth across all markets

U.S. market up 16% with all consumer touchpoints contributing to growth



Double-digit improvements in key European markets such as Germany (+19%) and France (+15%)

Ongoing strong momentum in the Middle East

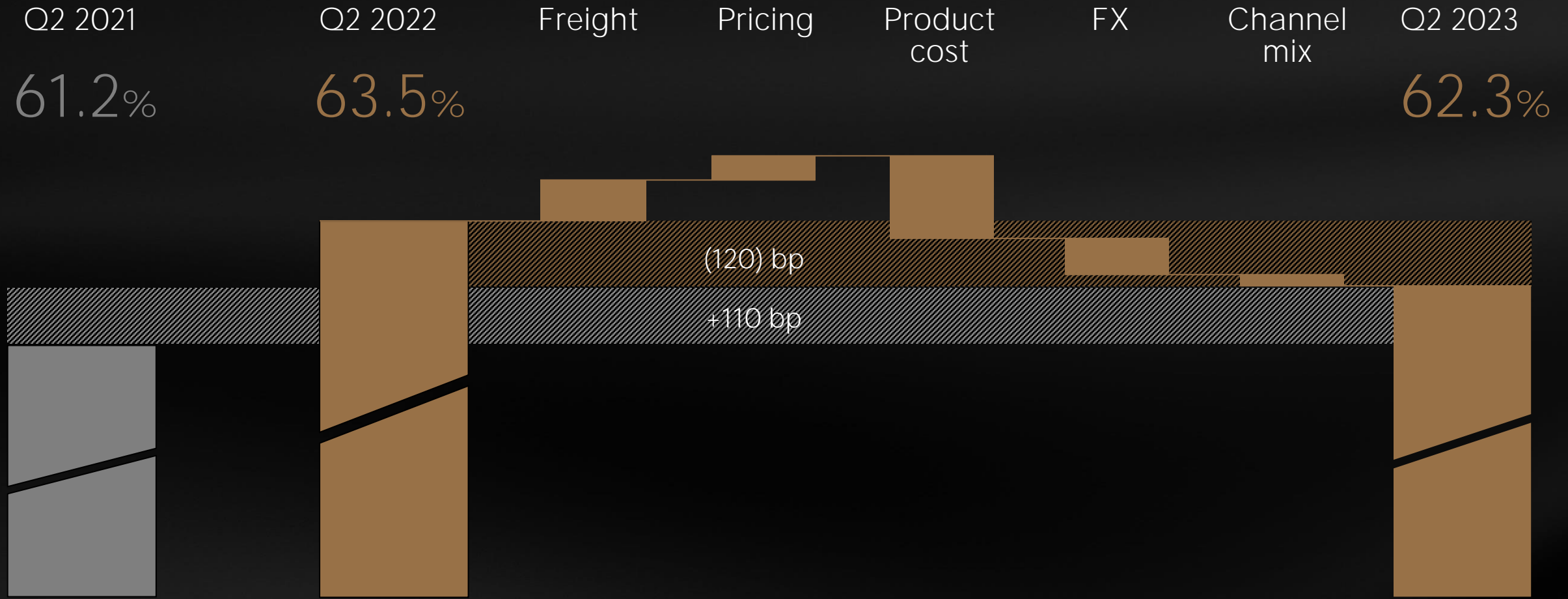


Business recovery in China (+56%) continues, supported by strong growth in Hong Kong and Macau

Sustained double-digit growth in South East Asia & Pacific

*CURRENCY-ADJUSTED

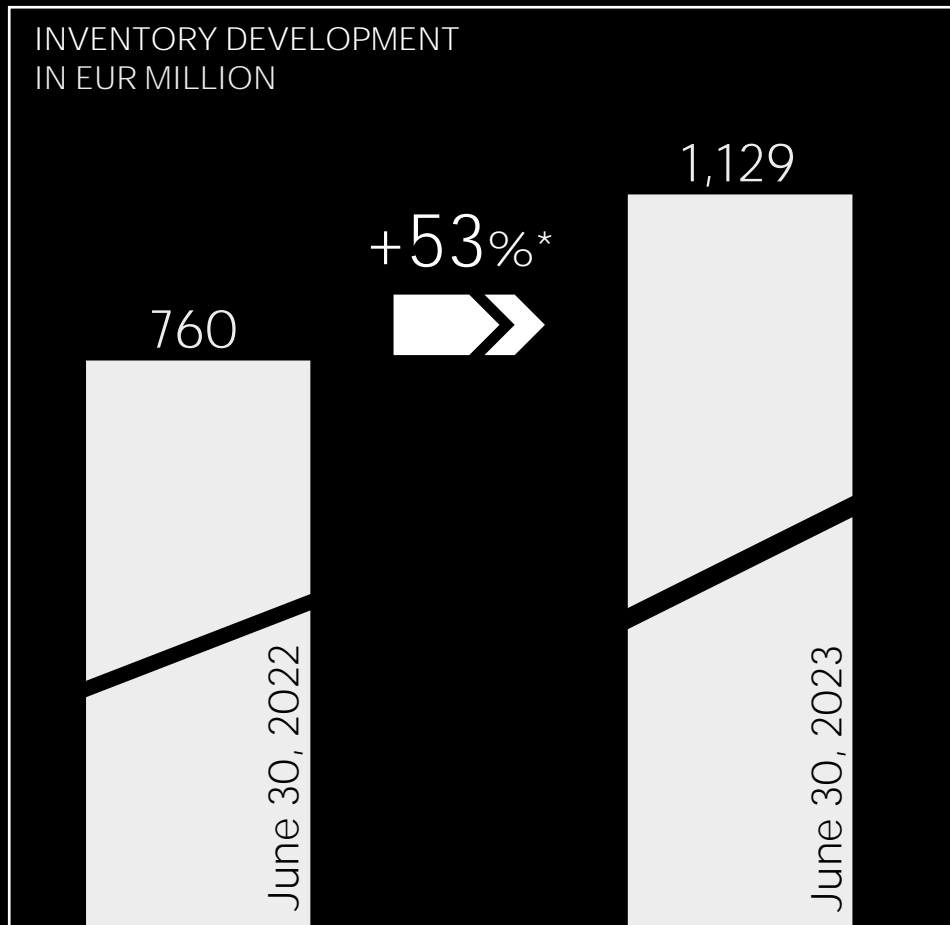
GROSS MARGIN DECLINE MAINLY ATTRIBUTABLE TO PRODUCT COSTS, CURRENCY EFFECTS, AND CHANNEL MIX



ROBUST BOTTOM-LINE IMPROVEMENTS IN Q2 DESPITE ONGOING INVESTMENTS

	Q2 2023	CHANGE
GROSS MARGIN DEVELOPMENT ALSO REFLECTS STRONG PRIOR-YEAR COMPARISON BASE	62.3%	(120) BP
OPERATING EXPENSES (IN % OF SALES) LEVERAGE DRIVEN BY FURTHER EFFICIENCY GAINS IN B&M RETAIL	50.5%	(160) BP
EBIT INCREASE MAINLY DUE TO STRONG TOP-LINE PERFORMANCE	121 EUR MILLION	+21%
EBIT MARGIN EXPANSION REFLECTS OPERATING LEVERAGE DESPITE ONGOING INVESTMENTS	11.8%	+40 BP
NET INCOME (ATTRIBUTABLE TO SHAREHOLDERS) IMPROVEMENT SUPPORTED BY LOWER NET FINANCIAL EXPENSES	78 EUR MILLION	+30%

INVENTORIES TO SUPPORT FUTURE TOP-LINE GROWTH



*CURRENCY-ADJUSTED

Composition of inventories remains healthy
and of high quality

Reduction of core merchandise buy-in to support
inventory development during remainder of 2023

Gradual normalization of inventories anticipated,
starting in the second half of 2023



INVENTORIES TO IMPROVE TO A LEVEL
<20% OF GROUP SALES BY 2025

INCREASE IN INVENTORIES AND HIGHER CAPEX WEIGHS ON FREE CASH FLOW DEVELOPMENT

JUNE 30, 2023
TNWC
(IN % OF SALES)

17.9%

+410 BP

Higher inventory position partly offset by increase in trade payables

APRIL-JUNE 2023
CAPITAL
EXPENDITURE

66

EUR MILLION

+56%

Step-up reflects ongoing investments in store network and digitalization

APRIL-JUNE 2023
FREE
CASH FLOW

60

EUR MILLION

(39)%

Improvements in EBIT partly offset by increase in inventories and step-up in capex

HUGO BOSS AGAIN RAISES OUTLOOK FOR FULL YEAR 2023

2023

2023

2023

2023

2023



SALES OUTLOOK

Strong top-line momentum in H1/2023 adds further confidence for remainder of 2023



Several brand, product, and distribution initiatives planned for H2/2023

Broad-based growth across all brands, regions, and channels expected in fiscal year 2023

INCREASE OF ~10%

OLD 2023E

~4.0

EUR BILLION

+12% TO +15%

NEW 2023E



4.1 TO 4.2

EUR BILLION

EBIT OUTLOOK

Robust improvements in EBIT expected, driven by strong top-line growth in fiscal year 2023

Further investments into the business to ensure ongoing successful execution of "CLAIM 5"

At least stable gross margin and further efficiency gains to support bottom-line development



+10% TO +20%

OLD 2023E

370 TO 400

EUR MILLION

+20% TO +25%

NEW 2023E



400 TO 420

EUR MILLION

FINANCIAL CALENDAR & INVESTOR RELATIONS CONTACT

NOVEMBER

2

2023

THIRD QUARTER
RESULTS

CHRISTIAN STÖHR

VICE PRESIDENT INVESTOR RELATIONS
E-MAIL Christian_stoehr@hugoboss.com
PHONE +49 7123 94 80903

—

GENERAL INFORMATION

BASED ON FY 2022

HUGO BOSS AT A GLANCE

3.7
EUR BILLION
SALES

335
EUR MILLION
EBIT

9.2%
EBIT
MARGIN

166
EUR MILLION
FREE CASH
FLOW

132
COUNTRIES

~17,000
EMPLOYEES

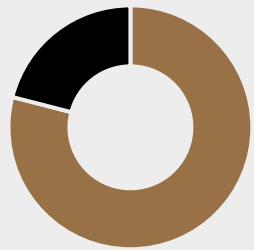
~20%
SHARE OF
DIGITAL SALES

7,400
POINTS
OF SALE

2022

SALES BY BRAND 2022

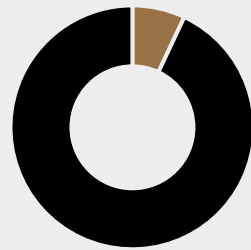
BOSS
MENSWEAR



79%
of Sales

2,868
EUR MILLION

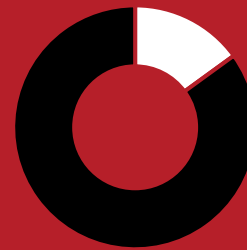
BOSS
WOMENSWEAR



7%
of Sales

239
EUR MILLION

HUGO

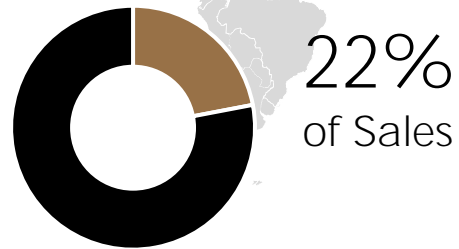


15%
of Sales

545
EUR MILLION

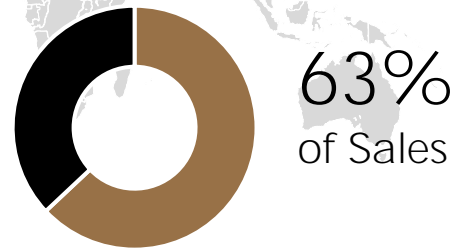
HUGO BOSS GLOBAL MARKET PRESENCE

AMERICAS



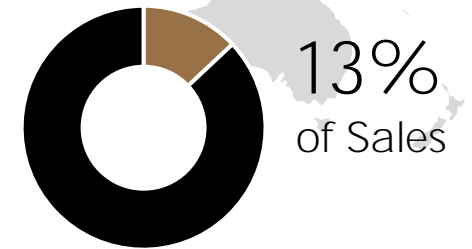
789 EUR million Sales
~1,800 Points of sale
106 Freestanding retail stores
13% Employees

EMEA



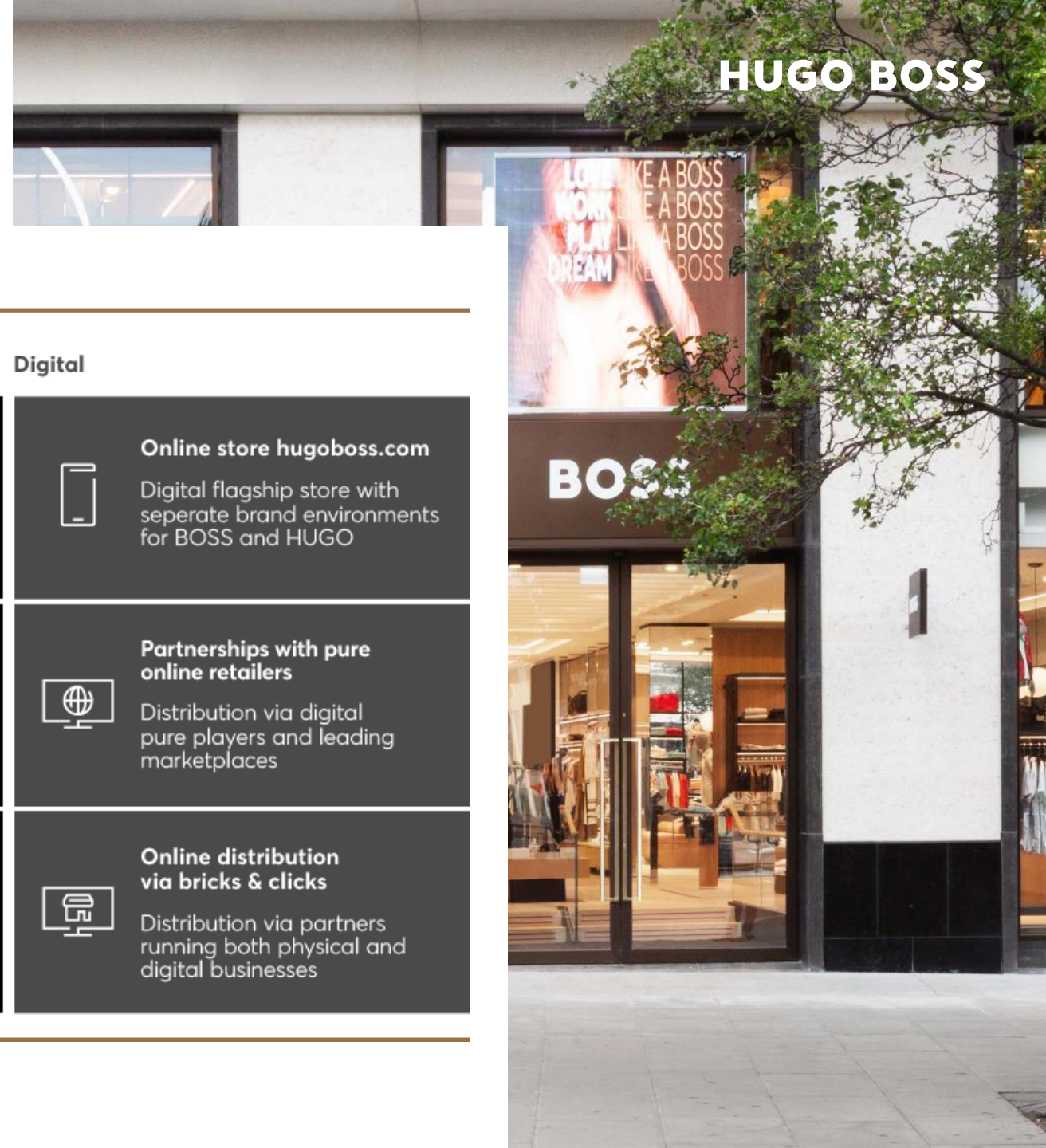
2,303 EUR million Sales
~5,050 Points of sale
212 Freestanding retail stores
74% Employees

ASIA/PACIFIC



467 EUR million Sales
~550 Points of sale
152 Freestanding retail stores
13% Employees










DISTRIBUTION CHANNELS



Brick-and-mortar retail

Brick-and-mortar wholesale

Digital

 <p>Freestanding stores Freestanding stores operated by the Group in prime locations</p>	 <p>Multi-brand points of sale General selling space in multi-brand stores</p>	 <p>Online store hugoboss.com Digital flagship store with separate brand environments for BOSS and HUGO</p>
 <p>Shop-in-shops Shops operated by the Group on retail space of partners</p>	 <p>Shop-in-shops BOSS and HUGO shops operated by partners</p>	 <p>Partnerships with pure online retailers Distribution via digital pure players and leading marketplaces</p>
 <p>Factory outlets Sale of prior season's merchandise in specialist stores in high-traffic peripheral zones</p>	 <p>Franchise business Freestanding BOSS and HUGO stores operated by partners</p>	 <p>Online distribution via bricks & clicks Distribution via partners running both physical and digital businesses</p>

SALES BY DISTRIBUTION CHANNEL

SALES BY DISTRIBUTION CHANNEL (in EUR million)

	2022	In % of sales	2021	In % of sales	Change in %	Currency-adjusted change in %
Brick-and-mortar retail	2,016	55	1,512	54	33	29
Brick-and-mortar wholesale	895	25	647	23	38	33
Digital	648	18	549	20	18	15
Licenses	92	3	77	3	19	19
Total	3,651	100	2,786	100	31	27

RETAIL STORE NETWORK

NUMBER OF OWN RETAIL POINTS OF SALES

2022	EMEA	Americas	Asia/Pacific	Total
Number of own retail points of sale	581	383	352	1,316
Thereof freestanding retail stores	212	106	152	470
2021				
Number of own retail points of sale	579	310	339	1,228
Thereof freestanding retail stores	206	98	147	451

TOTAL
NUMBER OF
RETAIL POINTS
OF SALE

1,316

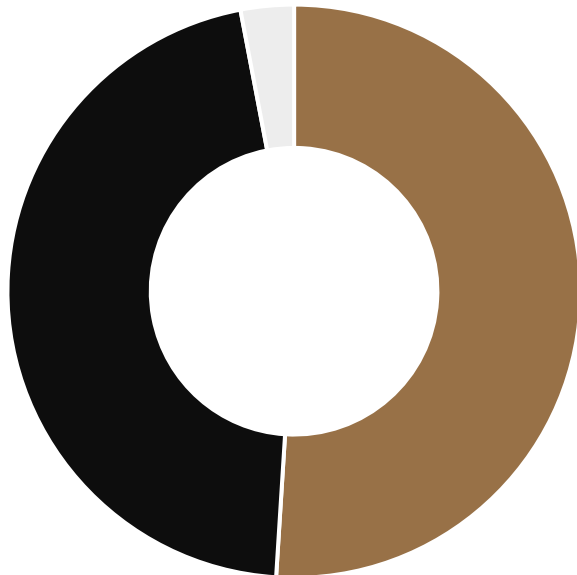
INCLUDING FREE-
STANDING STORES,
SHOP-IN-SHOPS AND
OUTLETS

SOURCING FOOTPRINT

WELL BALANCED REGIONAL SOURCING & PRODUCTION MIX

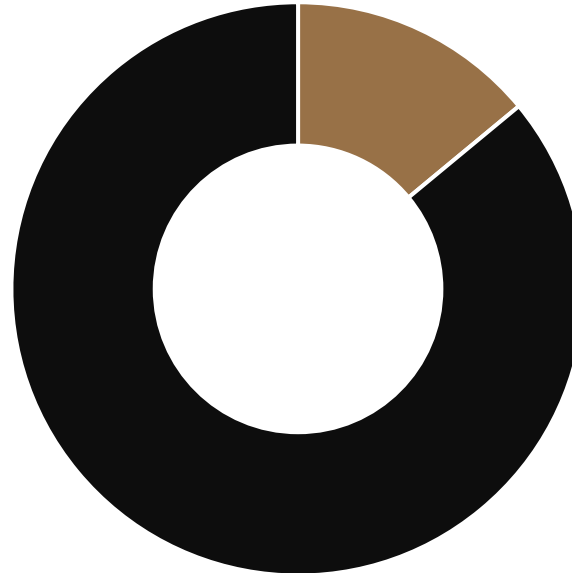
REGIONALLY BALANCED
STRATEGIC SOURCING MIX

EMEA 46% Americas 3% Asia 51%



OWN PRODUCTION COMPLEMENTS
THIRD-PARTY SOURCING ACTIVITIES

External Sourcing 86% Own Production 14%

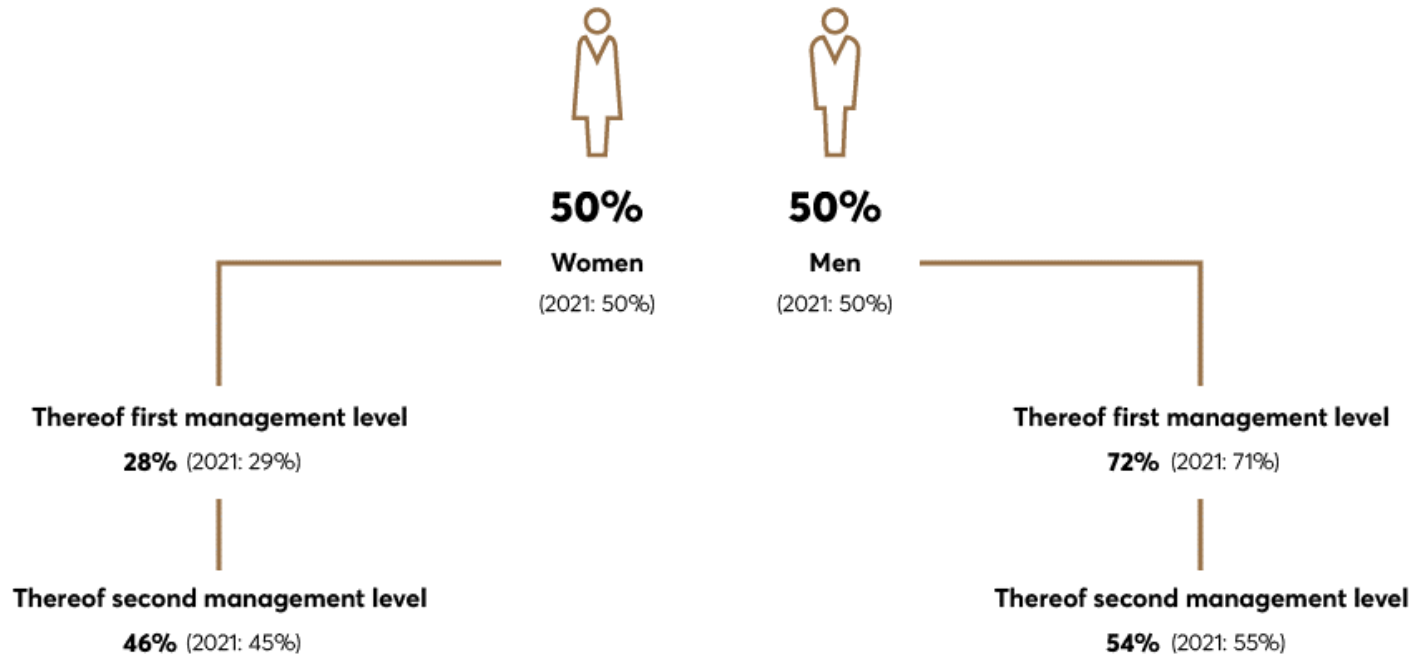


12%

Izmir, Turkey
(Largest single
source of production)

STRONG ORGANIZATIONAL SET-UP

EMPLOYEES IN MANAGEMENT (2022)



EMPLOYEE SATISFACTION

78%

CONDUCTED ANNUALLY WITH GREAT PLACE TO WORK® GERMANY



COMPENSATION SYSTEM

STRONGLY SUPPORTING LONG-TERM TARGETS

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:

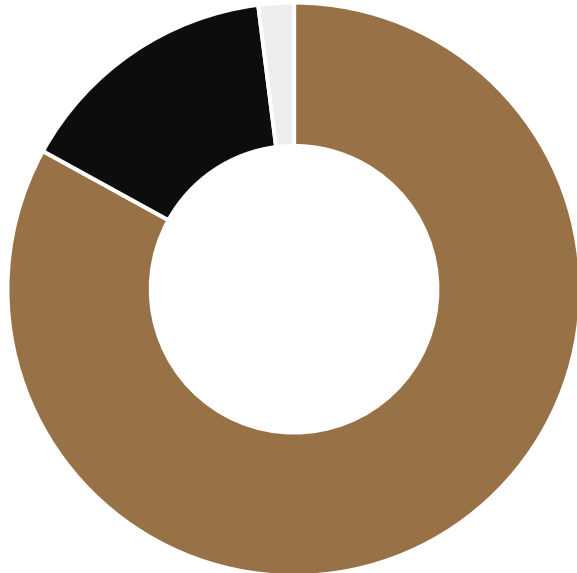
- The successful execution of the group strategy
- The value creation and long-term development
- The increase of employee satisfaction and trust
- The achievement of ambitious sustainably goals

PERFORMANCE-RELATED COMPENSATION SYSTEM

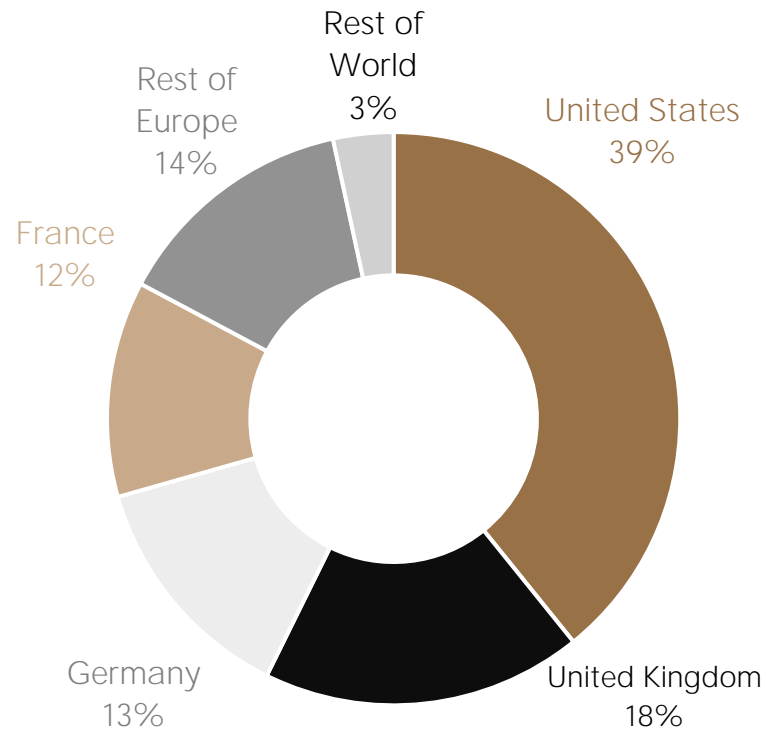
SHAREHOLDER STRUCTURE

SHAREHOLDER STRUCTURE
AS OF JUNE 30
(IN % OF SHARE CAPITAL)

PFC S.r.l./Zignago Holding S.p.A. 15%
Own shares 2%
Free float 83%



INSTITUTIONAL INVESTORS
(FREE FLOAT) BY REGION
AS OF JUNE 30 (IN %)



~40,000

TOTAL NUMBER OF
SHAREHOLDERS

~10%

OF SHARES HELD BY
PRIVATE SHAREHOLDERS

MULTI-YEAR-OVERVIEW SALES

	2022	2021	2020	2019	2018	2017
Sales (in EUR million)	3,651	2,786	1,946	2,884	2,796	2,733
Sales by brand						
BOSS Menswear	2,868	2,181	1,530	2,488	2,422	2,336
BOSS Womenswear	239	192	131			
HUGO	545	413	285	396	374	397
Sales by segments						
EMEA	2,303	1,742	1,231	1,803	1,736	1,681
Americas	789	543	308	560	574	577
Asia/Pacific	467	423	343	438	410	396
Licenses	92	77	64	84	76	79
Sales by distribution channel						
Brick-and-mortar retail	2,016	1,512	1,057	1,869	1,768	1,732
Brick-and-mortar wholesale	895	647	472	931	952	922
Digital	648	549	352	-	-	-
Licenses	92	77	64	84	76	79

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

	2022	2021	2020	2019	2018	2017
Results of operations (in EUR million)						
Gross profit	2,256	1,721	1,187	1,875	1,823	1,808
Gross margin in %	61.8	61.8	61.0	65.0	65.2	66.2
EBIT	335	228	(236)	344	347	341
EBIT margin in %	9.2	8.2	(12.1)	11.9	12.4	12.5
EBITDA	680	568	230	707	476	499
Net income attributable to equity holders of the parent company	209	137	(220)	205	236	231
Net assets and liability structure as of December 31 (in EUR million)						
Trade net working capital	613	376	491	528	537	459
Non-current assets	1,535	1,458	1,516	1,713	686	662
Equity	1,135	940	760	1,002	981	915
Equity ratio in %	36	34	30	35	53	53
Total assets	3,127	2,736	2,570	2,877	1,858	1,720
Financial position and dividend (in EUR million)						
Free cash flow	166	560	164	457	170	294
Net financial liabilities (as of December 31)	767	628	1,004	1,040	22	7
Capital expenditure	191	104	80	192	155	128
Depreciation/amortization	345	339	465	362	129	158
Total leverage (as of December 31) ¹⁰	1.1	1.1	(6.7)	0.2	0.0	0.0
Amount distributed ¹¹	69	48	3	3	186	183
Additional key figures						
Employees (as of December 31) ¹²	16,930	14,041	13,795	14,633	14,685	13,985
Personnel expenses (in EUR million)	794	627	570	640	629	604
Number of Group's own retail points of sale	1,316	1,228	1,157	1,113	1,092	1,139
Shares (in EUR)						
Earnings per share	3.04	1.99	(3.18)	2.97	3.42	3.35
Dividend per share ¹¹	1.00	0.70	0.04	0.04	2.70	2.65
Last share price (as of December 31)	54.16	53.50	27.29	43.26	53.92	70.94
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.

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.