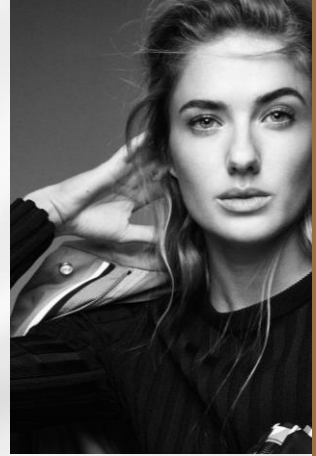

ANNUAL SHAREHOLDERS' MEETING

May 24



HUGO BOSS

2022

—
DANIEL
GRIEDER

CHIEF EXECUTIVE OFFICER

HUGO BOSS

THANK YOU



THANK YOU
THANK YOU
THANK YOU
THANK YOU
K YOU
K YOU
K YOU
K YOU
K YOU
K YOU

HUGO BOSS

AGENDA

"CLAIM 5"
STRATEGY

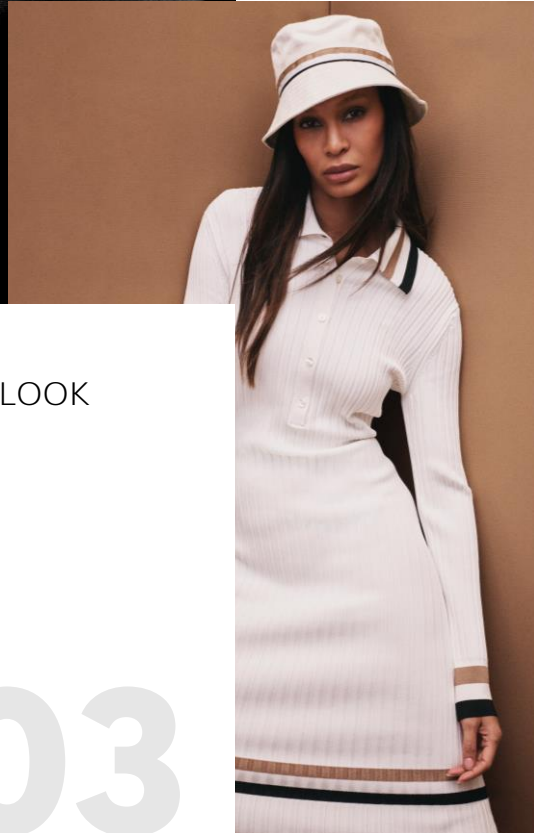
01

BUSINESS
PERFORMANCE
2021

02

OUTLOOK
2022

03



WE 
SUPPORT

HUGO BOSS



1924

Foundation



1950

First men's
suit



1970

Establish-
ment of
BOSS



1984

Entry into
licensing
business



1993

Motorsport



1993

Establish-
ment of
HUGO



2000

Launch of
BOSS
Women



2008

Launch of
hugoboss.
com



2017

Inclusion in
DJSI WORLD



2021

"CLAIM 5"
strategy



PIONEERS IN FASHION



High global
brand
awareness

Premium
lifestyle
positioning

Diversified
business
model

Strong
distribution
network

Motivated
team

Healthy
financial
position

In-house
production

Focus on
sustainability

STRONG ASSETS



—
YET, IS HUGO BOSS
UNLOCKING ITS
FULL POTENTIAL?





BECOME THE PREMIUM
TECH-DRIVEN FASHION
PLATFORM WORLDWIDE

VISION

—
MISSION

WE LOVE FASHION,
WE CHANGE FASHION



HUGO BOSS



FINANCIAL
AMBITION
2025

4 € BN
GROUP SALES

12%
EBIT MARGIN

AMBITION

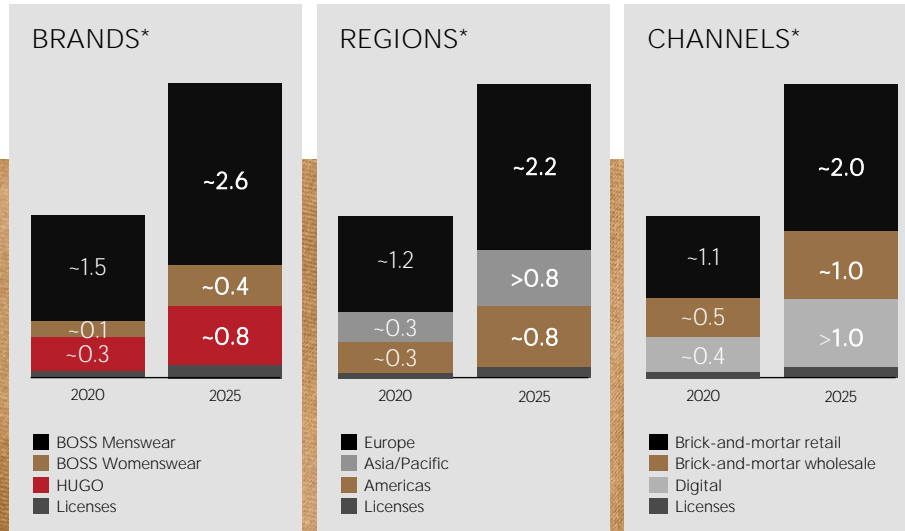
BECOME ONE OF
THE **TOP 100** GLOBAL
BRANDS



HUGO BOSS

BROAD-BASED GROWTH UNTIL 2025 ACROSS ALL BRANDS, REGIONS, AND CHANNELS

*IN EUR BILLION



"CLAIM 5" STRATEGY

HUGO BOSS

WHY

CONSUMER FIRST

1

2

3

4

5

WHAT

BOOST
BRANDS

PRODUCT
IS KING

LEAD IN
DIGITAL

REBALANCE
OMNI-
CHANNEL

ORGANIZE
FOR
GROWTH

SUSTAINABLE THROUGHOUT

HOW

RIGOROUS EXECUTION

EMPOWER PEOPLE AND TEAMS



CUSTOMER CENTRICITY IS KEY
TO WIN FANS FOR OUR BRANDS



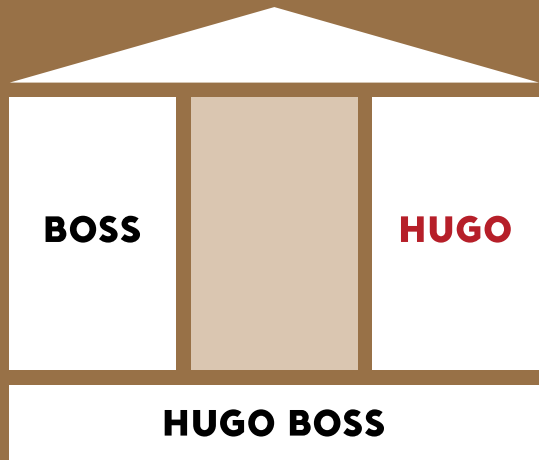
CONSUMER
ALWAYS VERY
FIRST

WE AIM
FOR FANS,
NOT JUST
CONSUMERS

BOOST BRANDS

CLAIM 1





BRAND PORTFOLIO STRATEGY

One HUGO BOSS
platform, currently
consisting of two strong
brands



HUGO

BOSS





BOSS

BE YOUR OWN

—
BE YOUR
OWN
BOSS

Launch of star-studded
BOSS campaign as part
of branding refresh



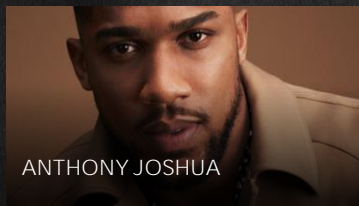
BOSS

YOUNG

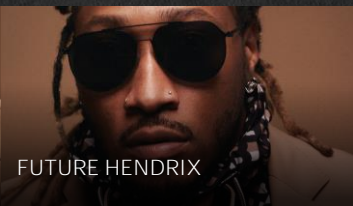
BOLD

MODERN

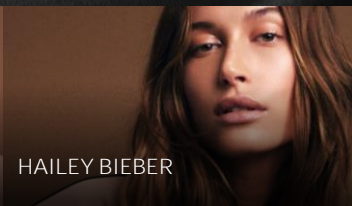
THE BOSS CREW



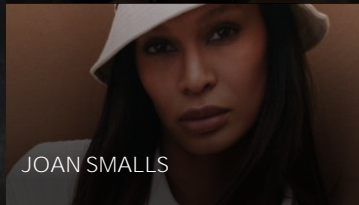
ANTHONY JOSHUA



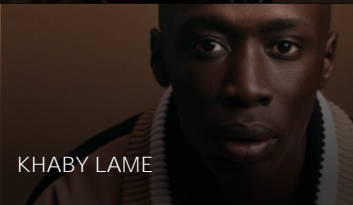
FUTURE HENDRIX



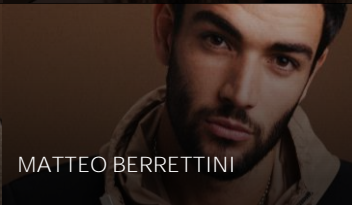
HAILEY BIEBER



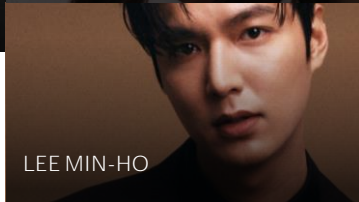
JOAN SMALLS



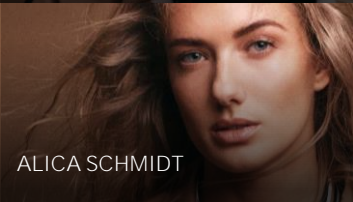
KHABY LAME



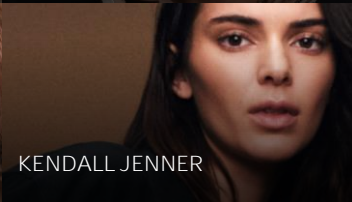
MATTEO BERRETTINI



LEE MIN-HO

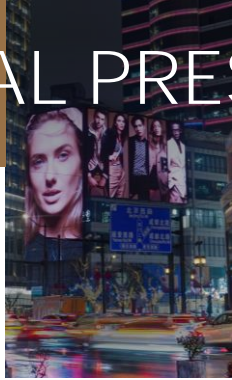


ALICA SCHMIDT



KENDALL JENNER

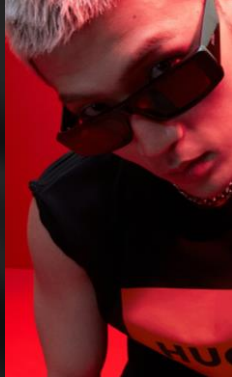
STRONG GLOBAL PRESENCE



—
EXCITEMENT
GOES WAY
BEYOND SOCIAL
MEDIA

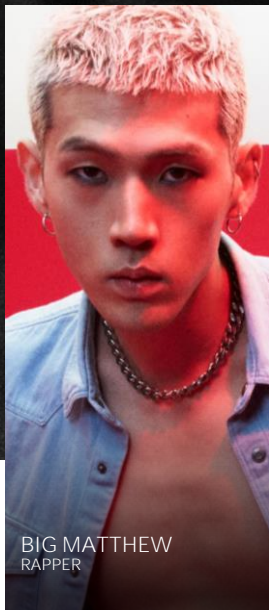
—
HOW
DO YOU
HUGO

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



HUGO

THE HUGO CREW



BIG MATTHEW
RAPPER



MADDIE ZIEGLER
DANCER



SAINT JHN
RAPPER



ADUT AKECH
TOP MODEL

HUGO BOSS

BRANDING REFRESH
LEADS TO RECORD-BREAKING
RESULTS ON SOCIAL MEDIA

~24 BN

Impressions within 3 months

~1 BN

Social engagements within 3 months

BRANDING REFRESH

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

BOSS



New logo

BOSS monogram

Iconic color palette

BOSS

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



OFFICE



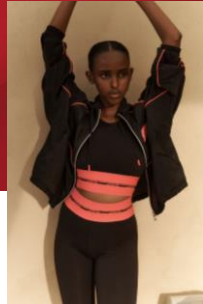
CELEBRATE



LEISURE



DISCOVER



SPORT

New logo

Iconic colors

HUGO monogram

NEW HUGO BRANDING INCORPORATED FOR SPRING/ SUMMER 2022

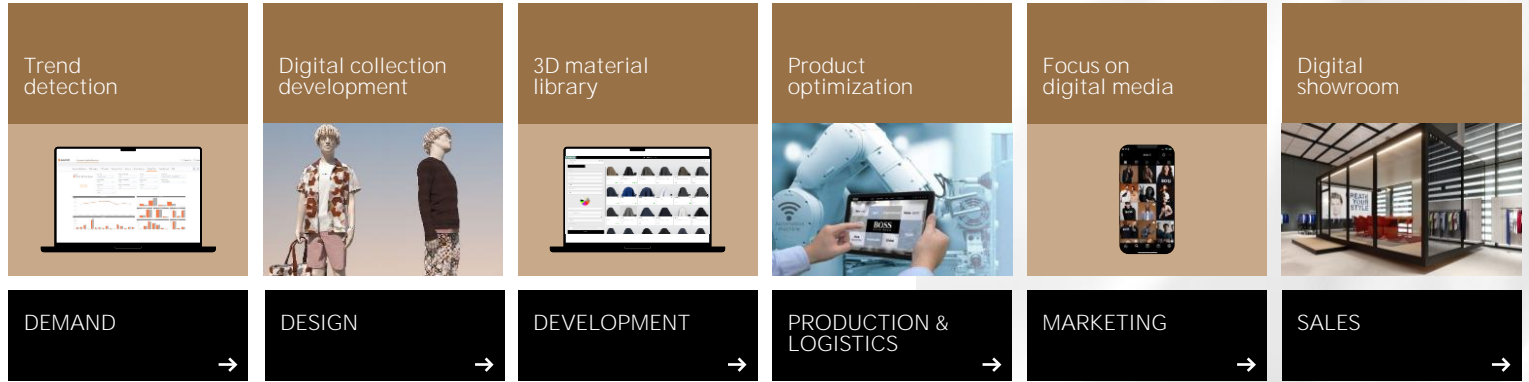
HUGO



LEAD IN DIGITAL

CLAIM 3





ORGANIZATION →

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

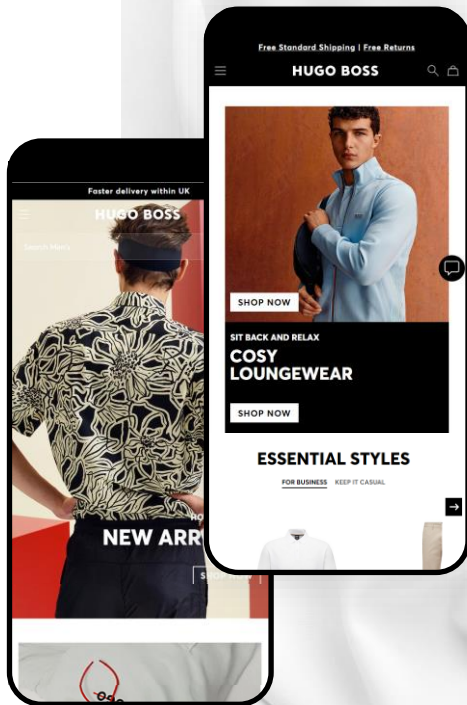
New
look & feel



First-class
e-com experience



Clear mobile-first
approach



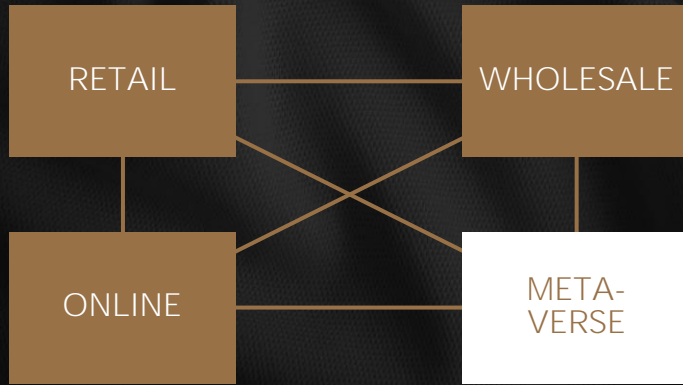
HUGO BOSS

REBALANCE OMNICHANNEL

CLAIM 4



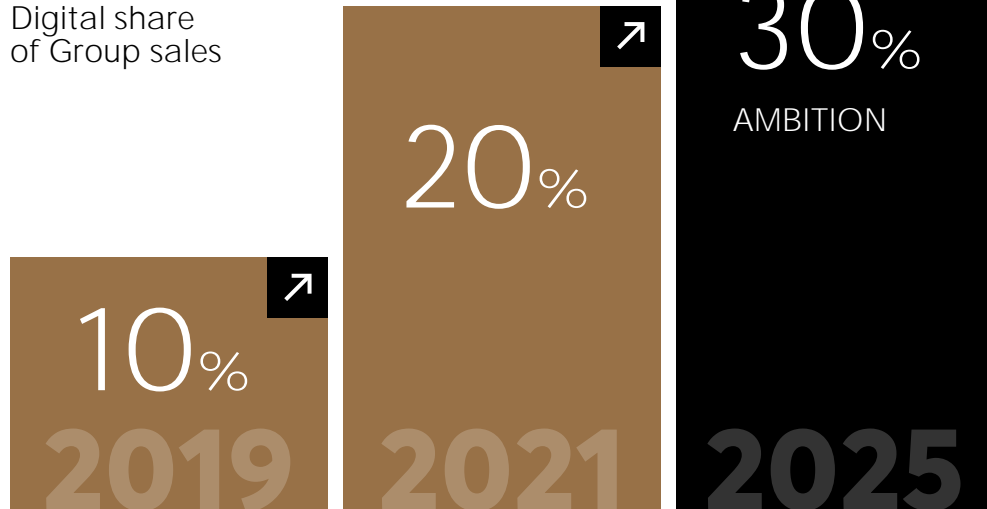
—
WE MOVE TO WHERE
CONSUMERS EXPECT
US TO BE



HUGO BOSS

—
EXPLOITING THE
POTENTIAL ACROSS
ALL DIGITAL FORMATS

Digital share
of Group sales



BRINGING RETAIL EXPERIENCE TO THE NEXT LEVEL

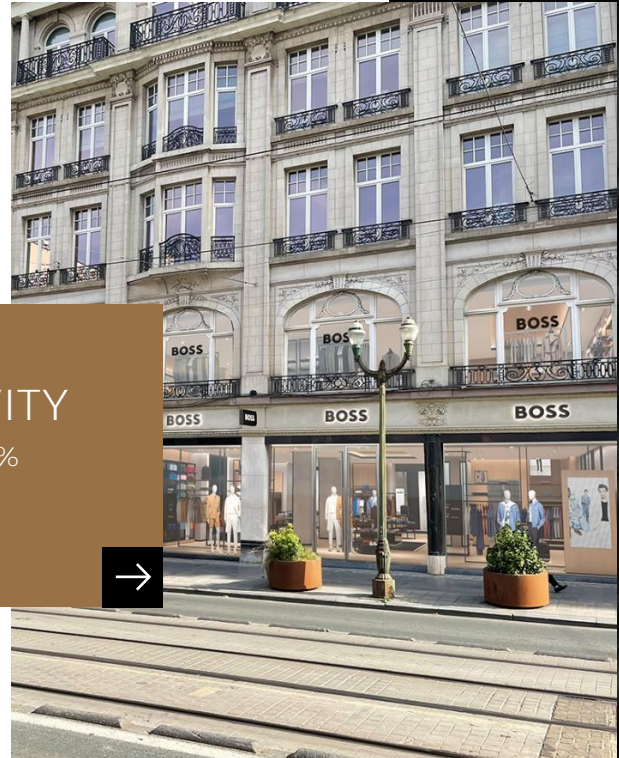
NEW LOOK & FEEL

Bringing the branding refresh
to life in stores



SALES PRODUCTIVITY

Improvement by +3%
per year targeted



Lotte Main
SEOUL



Westfield Centro
OBERHAUSEN



Mall of Emirates
DUBAI



HUGO



>100 STORES TO BE
REFRESHED IN 2022

ROLL-OUT OF NEW STORE CONCEPT
IN FULL SWING

HUGO BOSS

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



SHORTER
CREATION TRACKS

>90%

Digitally developed
products by 2025

~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

WHY

CONSUMER FIRST

1

2

3

4

5

WHAT

BOOST
BRANDS

PRODUCT
IS KING

LEAD IN
DIGITAL

REBALANCE
OMNI-
CHANNEL

ORGANIZE
FOR
GROWTH

SUSTAINABLE THROUGHOUT

HOW

RIGOROUS EXECUTION

EMPOWER PEOPLE AND TEAMS

HUGO BOSS





DELIVER
MEASURABLE
IMPACT

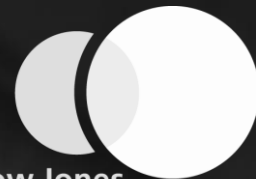
STRONG
COMMITMENT TO
SUSTAINABILITY



ENTHUSE
CONSUMERS

—
SUSTAINABILITY
ACHIEVEMENT

Dow Jones Sustainability Index (DJSI)



Dow Jones
Sustainability Indexes

5TH TIME
IN A
ROW

2ND BEST SCORE IN THE
TEXTILE, APPAREL, AND
LUXURY SEGMENTS

WORLD

HUGO BOSS

—
FOR A
SUSTAINABLE
FUTURE

HUGO BOSS

NO PLANET
NO FASHION



WE LOVE
FASHION,
WE CHANGE
FASHION

—

HUGO BOSS

STRATEGIC
PARTNERSHIP
WITH HEIQ AEONIQ



Replace
polyester
through cellulosic
yarn



Push
circularity



Bind carbon from
the atmosphere



I
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



HUGO BOSS

A WINNING CULTURE
& STRONG VALUES

ENTREPRENEURIAL SPIRIT

PERSONAL OWNERSHIP

TEAM MENTALITY

SIMPLICITY & QUALITY

YOUTHFUL SPIRIT

TRUST

TRANSPARENCY AND TRUST
AS FUNDAMENTALS OF
OUR SUCCESS



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

~2 € BN

2021

2025

FREE CASH FLOW DEVELOPMENT
(INCL. IFRS 16)

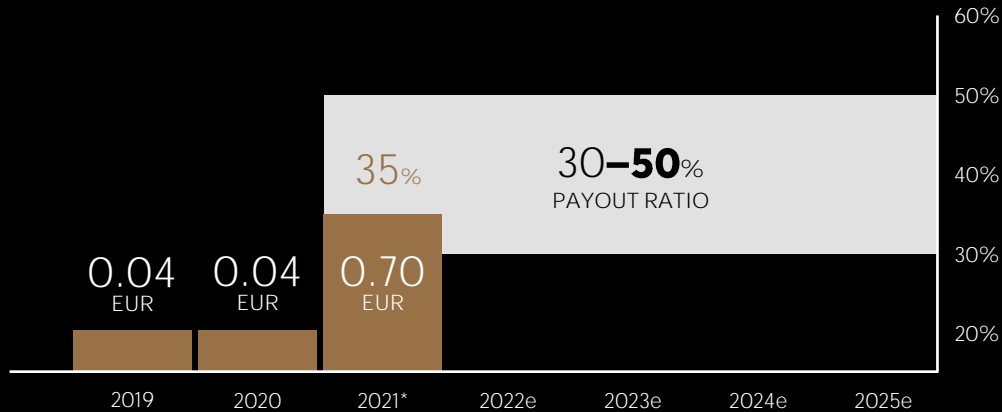
Investments into
organic growth

Attractive dividend
with a payout ratio
of 30-50%

Strategic investments
to strengthen business

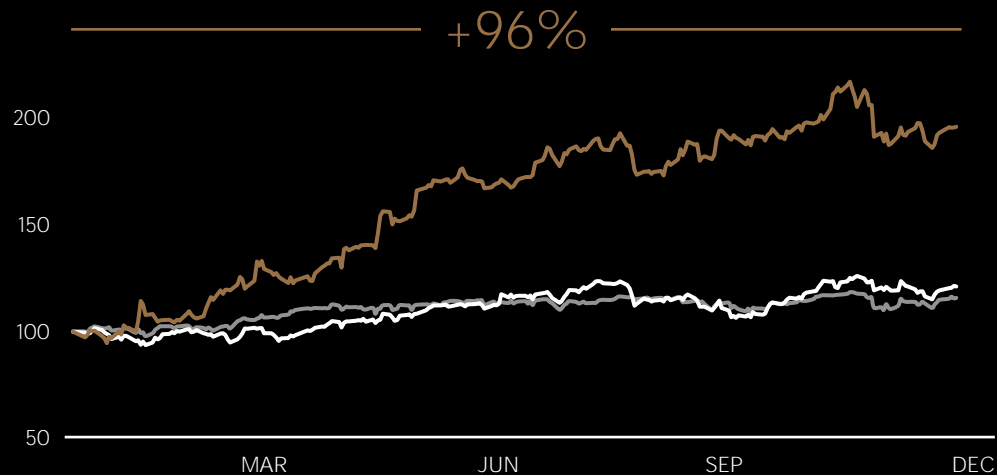
— ATTRACTIVE DIVIDEND POLICY

HUGO BOSS



*DIVIDEND PROPOSAL.

HUGO BOSS SHARE OUTPERFORMS MAJOR INDICES



December 31, 2021

53.50 EUR

HUGO BOSS

DAX

MSCI World

(INDEX: DECEMBER 31, 2020 = 100)

—
THE
TIME
IS NOW.



HUGO BOSS

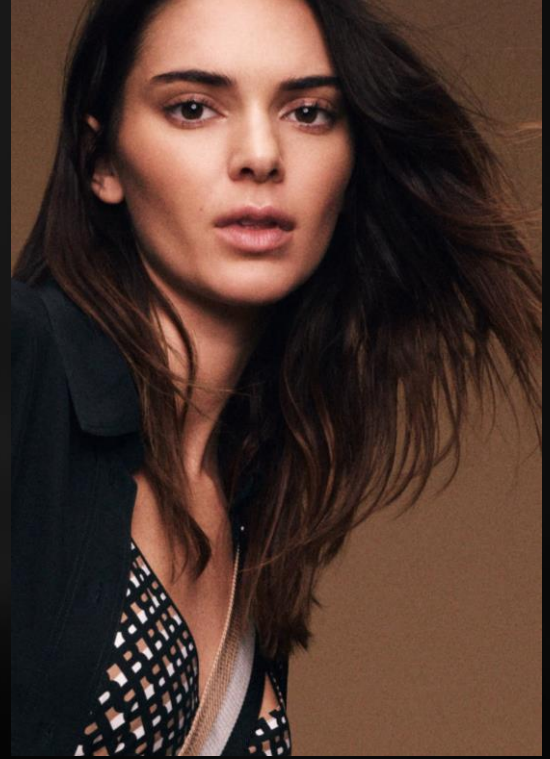
SS
SS
SS
SS
SS
SS
SS
SS
SS
SS

—
YVES
MÜLLER

CHIEF FINANCIAL OFFICER

HUGO BOSS

BUSINESS PERFORMANCE 2021



HUGO BOSS ACHIEVES STRONG COMEBACK IN 2021

Significant top-
and bottom-line
improvements



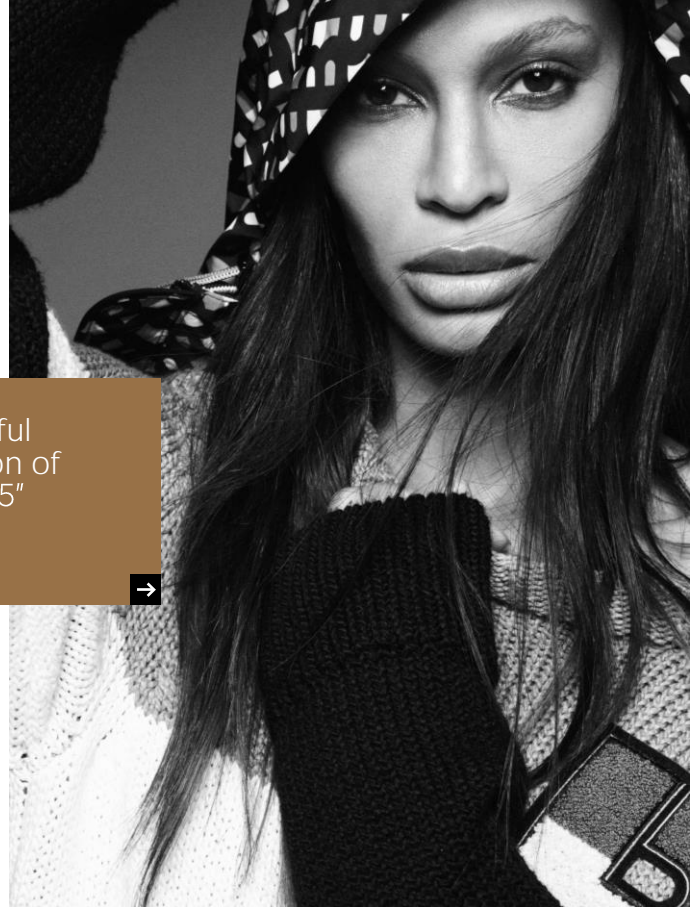
Strong
free cash flow
generation



Successful
execution of
"CLAIM 5"



2021



2,786

EUR MILLION
GROUP SALES

+43%

VS 2020*

(1)%

VS 2019*

228

EUR MILLION
OPERATING PROFIT
(EBIT)

2021 RESULTS
EXCEED GUIDANCE

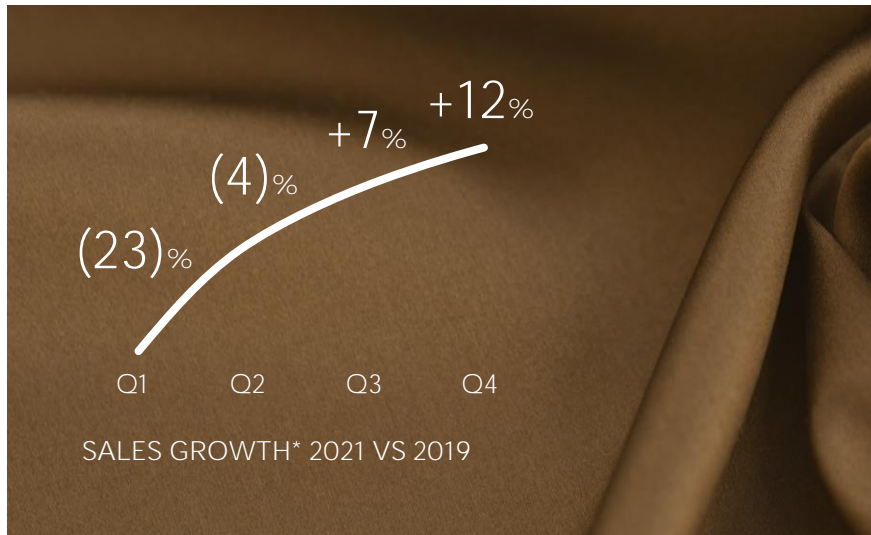
* CURRENCY-ADJUSTED

TOP LINE WITH STRONG ACCELERATION IN 2021

Business recovery supported by improvement in general consumer sentiment

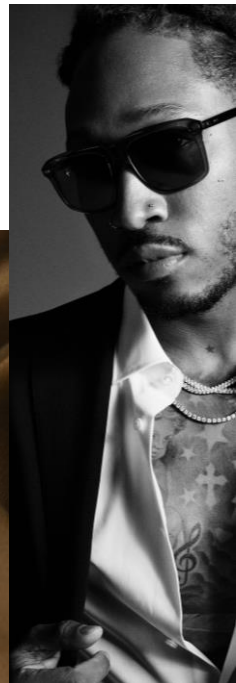
Successful execution of "CLAIM 5" accelerates business performance

Strong growth across all brands, regions, and channels



SALES GROWTH* 2021 VS 2019

* CURRENCY-ADJUSTED



BOSS

MENSWEAR

+42%
VS 2020*

(2)%
VS 2019*

WOMENSWEAR

+46%
VS 2020*

(6)%
VS 2019*

HUGO

+45%
VS 2020*

+6%
VS 2019*

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

* CURRENCY-ADJUSTED



+41%
VS 2020*

(2)%
VS 2019*



AMERICAS

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

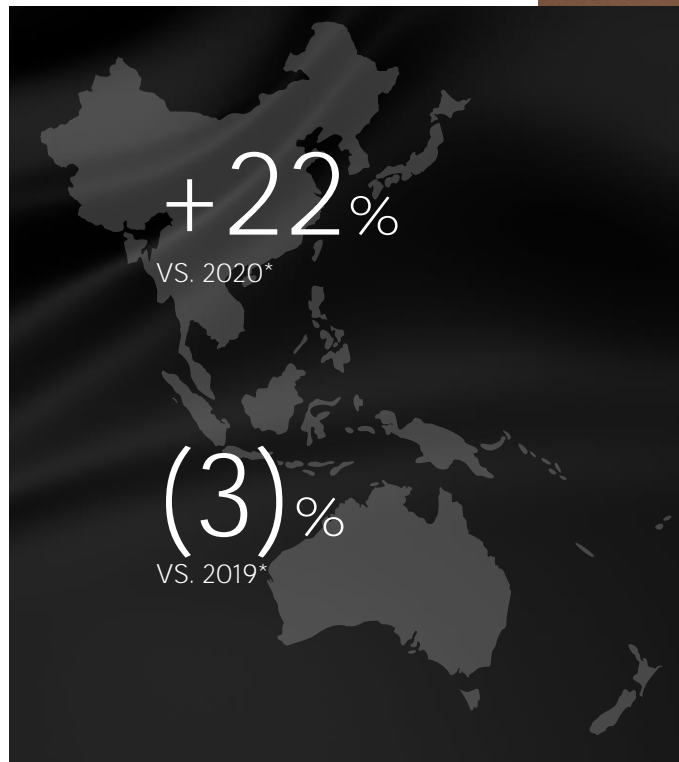
ASIA/ PACIFIC

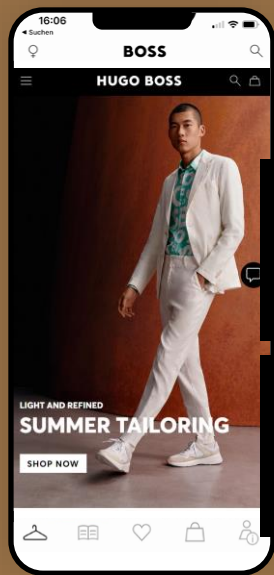
General upward trend
continues

Robust local demand fuels
growth in China

Temporary store closures
weigh on business in
various markets

* CURRENCY-ADJUSTED





+55%
VS 2020*

+85%
VS 2019*

DIGITAL

Digital sales share
reaches 20%

Double-digit growth across
all channels and regions

* CURRENCY-ADJUSTED



+43%
VS 2020*

(9)%
VS 2019*

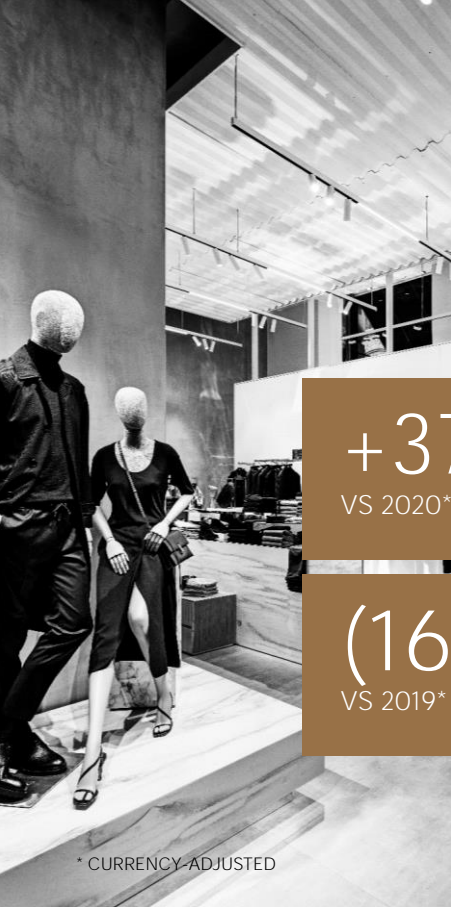
BRICK-AND-MORTAR RETAIL

Return to double digit growth
vs. 2019 in the second half of
the year

Robust local demand
particularly in Europe and
the Americas

* CURRENCY-ADJUSTED





+37%

VS 2020*

(16)%

VS 2019*

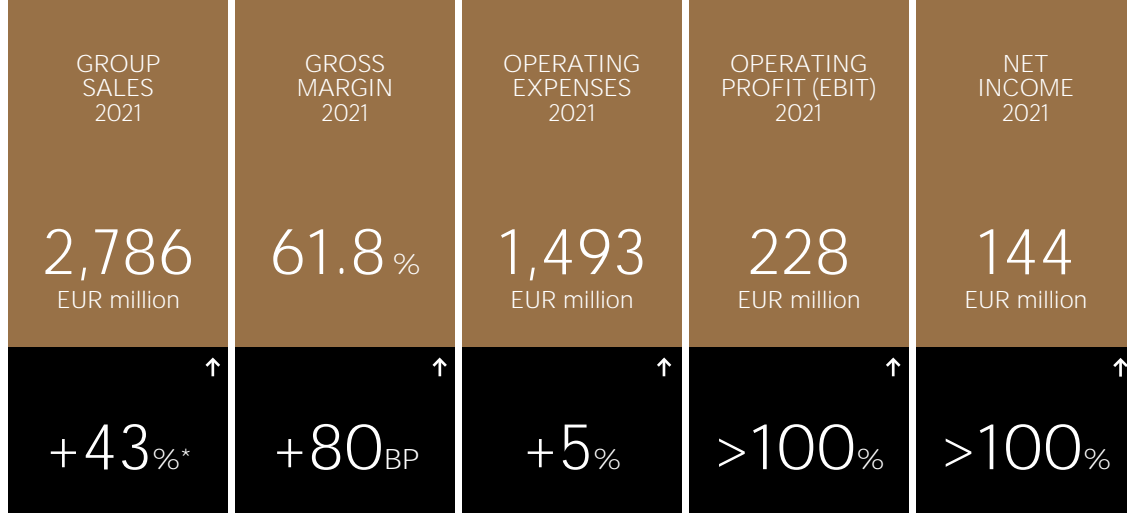
BRICK-AND-MORTAR WHOLESALE

Strong demand of partners
for BOSS and HUGO
collections

Successful strategy
execution to provide
further tailwind

* CURRENCY-ADJUSTED





SIGNIFICANT IMPROVEMENT IN OPERATING PROFIT

* CURRENCY-ADJUSTED

2021
FREE CASH
FLOW

559

EUR million

>100%



—
FREE
CASH FLOW
HITS RECORD
LEVEL

DEC. 31, 2021
NET FINANCIAL
POSITION*

167

EUR million

>100%



—
HUGO BOSS
"CASH RICH"
FOR THE
FIRST TIME

FREE CASH FLOW x3

—
OUTLOOK
2022



UPDATE
ON UKRAINE
AND RUSSIA



HUGO BOSS

—
FURTHER TOP- AND
BOTTOM-LINE IMPROVEMENTS
IN THE FIRST QUARTER

GROUP SALES
EUR 772 MILLION

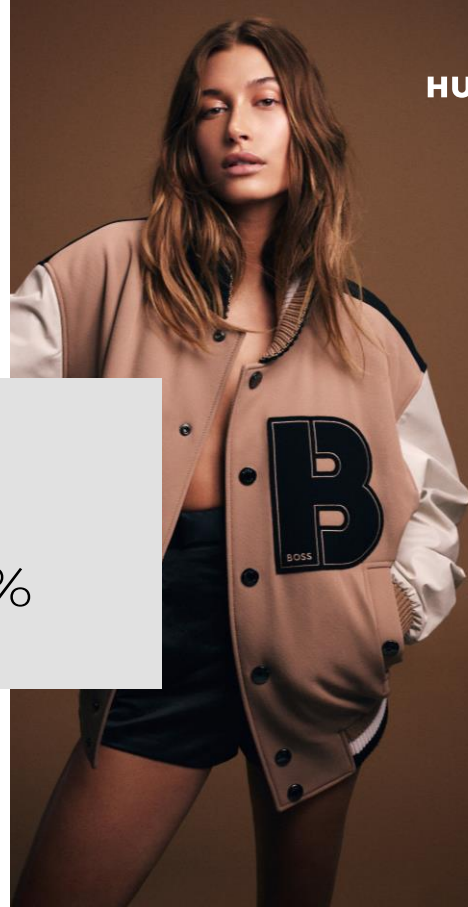
+52%*

* CURRENCY-ADJUSTED

EBIT
EUR 40 MILLION

>100%

Q1 2022





SALES OUTLOOK

Sales to reach
new record levels
in 2022

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





— EBIT OUTLOOK

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



2022

