

INVESTOR MEETING PRESENTATION

AUGUST – OCTOBER 2021



HUGO BOSS

AGENDA

- 1. Q2/2021 Results**
2. CLAIM 5 Strategy
3. Sustainability

HUGO BOSS

STRONG BUSINESS RECOVERY

continues in the second quarter 2021

GROUP SALES (IN EUR MILLION)

629

CURRENCY-ADJUSTED GROWTH

+133%

VS. Q2 2020

(4)%

VS. Q2 2019



EUROPE

INCL. MIDDLE EAST AND AFRICA

+130%

VS. Q2 2020

(4)%

VS. Q2 2019



AMERICAS

+416%

VS. Q2 2020

(5)%

VS. Q2 2019



ASIA/PACIFIC

+51%

VS. Q2 2020

(3)%

VS. Q2 2019



Top-line momentum accelerates
across all regions



RETAIL

+124% | **(5)%**
VS. Q2 2020 | VS. Q2 2019

- ▶ Recovery supported by higher store opening rate
- ▶ Vast majority of stores back in operation at the end of Q2

ONLINE

+27% | **+122%**
VS. Q2 2020 | VS. Q2 2019

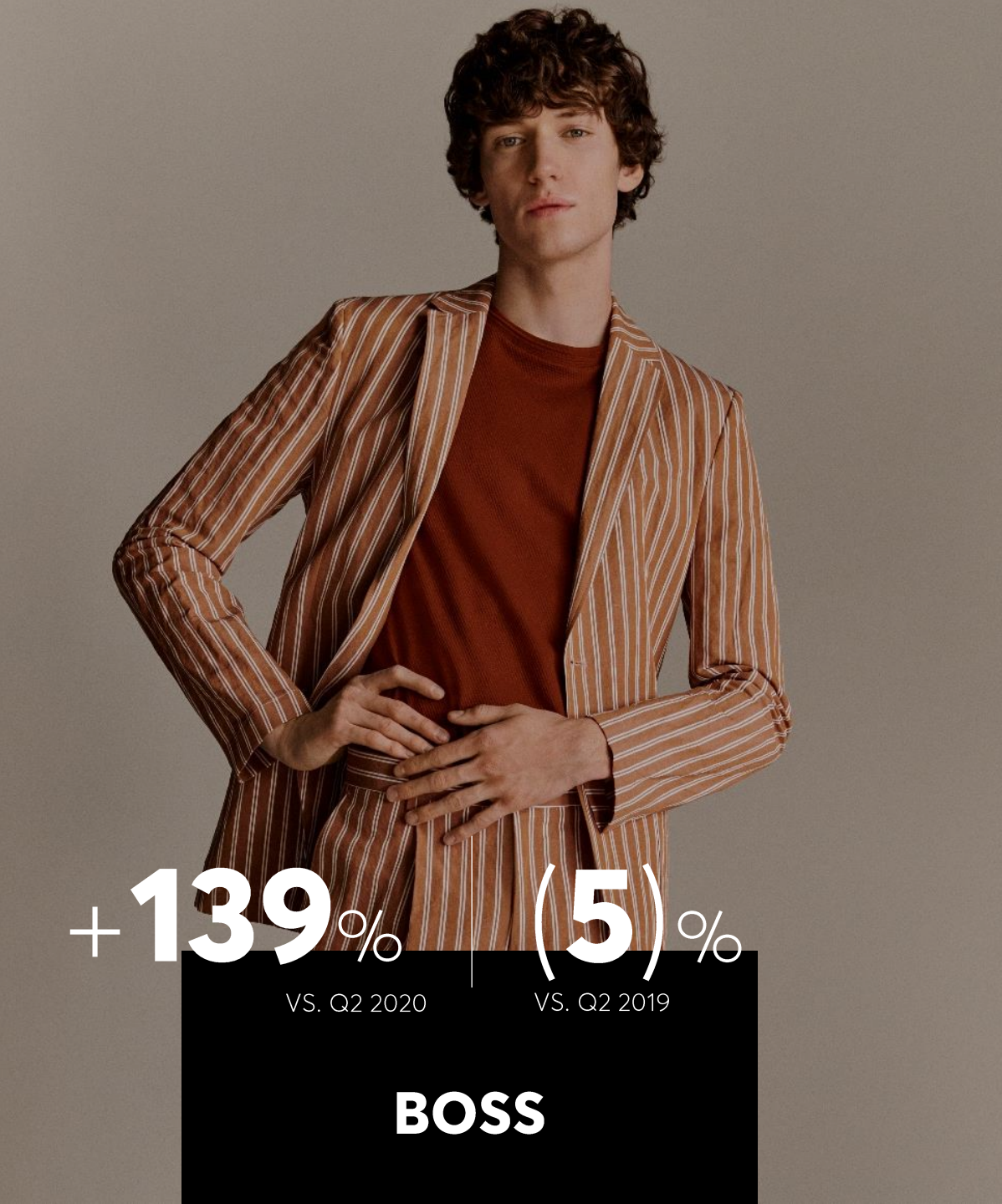
- ▶ Double-digit growth trajectory continues against strong comparison base

WHOLESALE

+170% | **(2)%**
VS. Q2 2020 | VS. Q2 2019

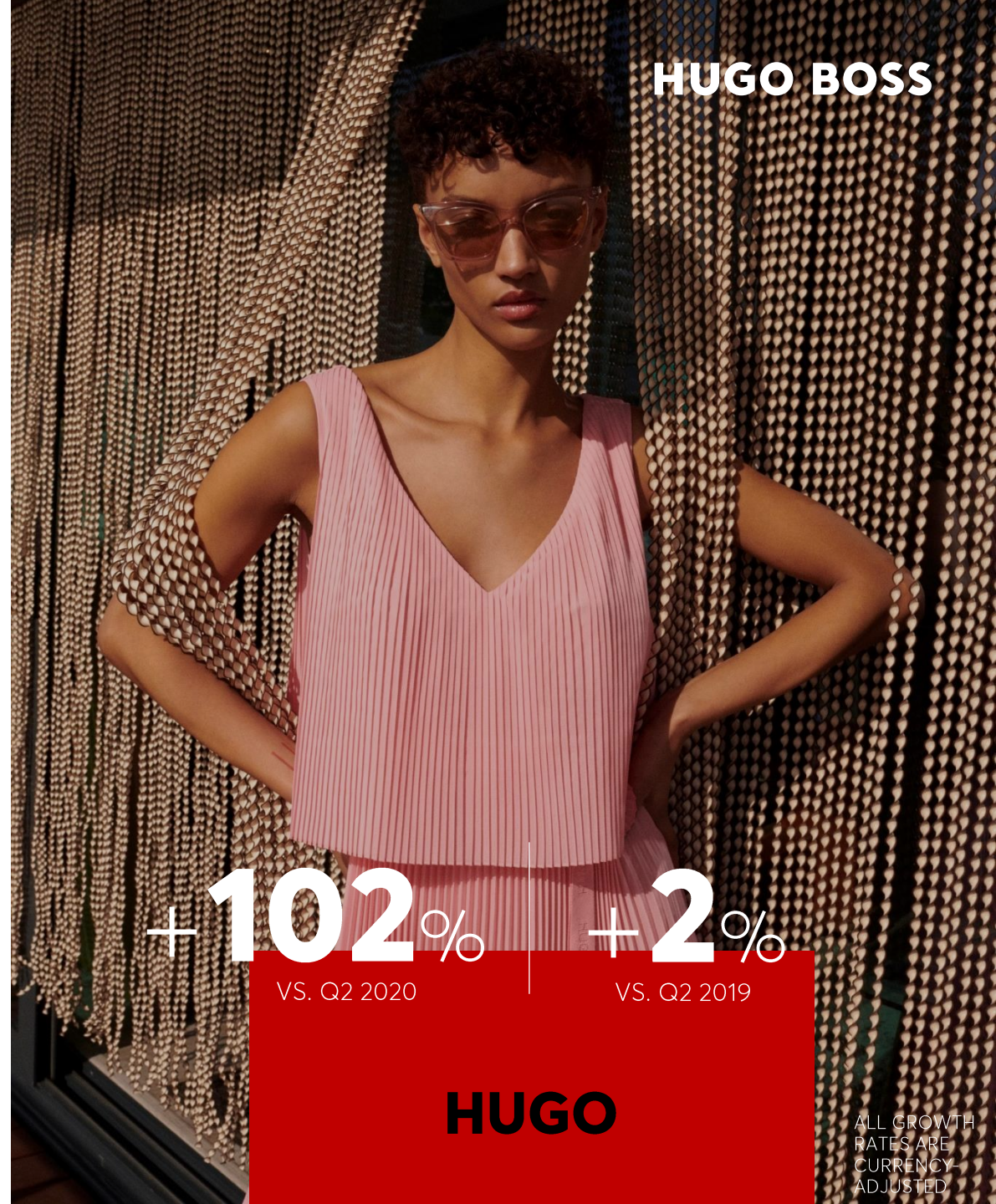
- ▶ Strong demand for upcoming collections
- ▶ Additional business with selected retailers

Own online sales grow triple-digit on a two-year stack basis



+139% | **(5)%**
VS. Q2 2020 | VS. Q2 2019

BOSS



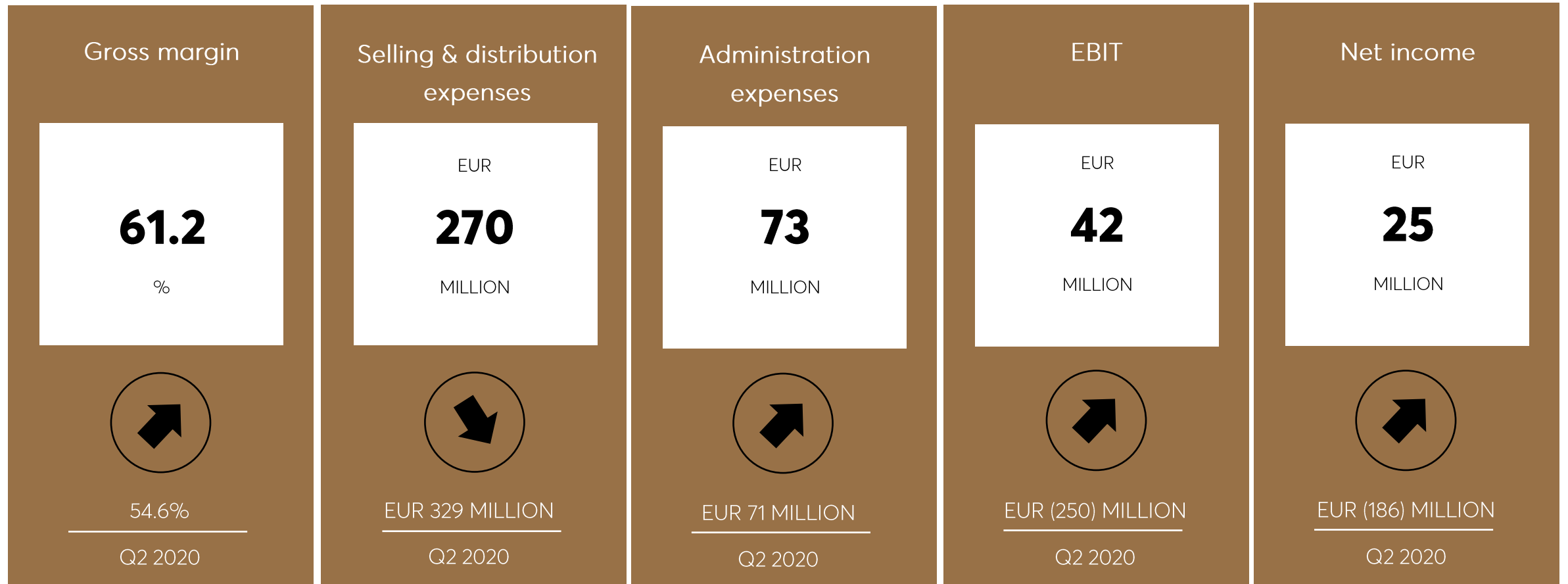
HUGO BOSS

+102% | **+2%**
VS. Q2 2020 | VS. Q2 2019

HUGO

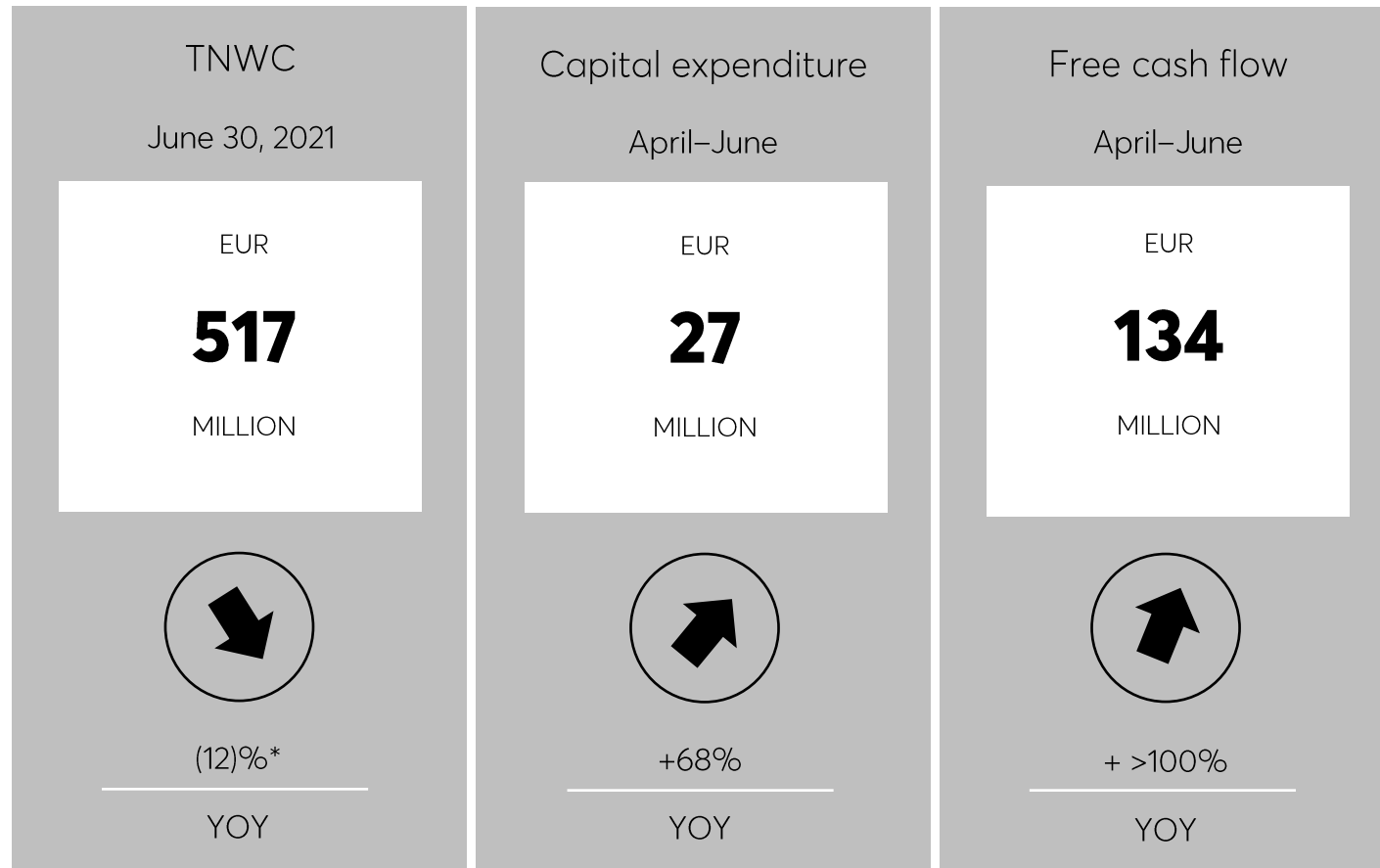
ALL GROWTH
RATES ARE
CURRENCY-
ADJUSTED

HUGO BOSS records significant **bottom-line improvements in Q2**



Free cash flow generation

returns to pre-pandemic levels



Inventories decreased 3%* reflecting ongoing tight management

Increase in **capital expenditure** related to optimization of store network and expansion of digital capabilities

Net financial liabilities decline 43% to EUR 138 million**

Outlook for the full year 2021

GROUP SALES
CURRENCY-ADJUSTED



INCREASE BETWEEN
30% AND **35%**

EBIT



BETWEEN EUR **125** MILLION
AND EUR **175** MILLION

TNWC
IN % OF SALES



IMPROVE TO A LEVEL OF
BETWEEN **21%** AND **23%**

CAPEX



EUR **100** MILLION AND
EUR **130** MILLION



AGENDA

1. Q2/2021 Results
- 2. CLAIM 5 Strategy**
3. Sustainability

HUGO BOSS



HUGO BOSS

**BECOME THE
PREMIUM TECH-
DRIVEN FASHION
PLATFORM
WORLDWIDE.**

THE VISION



**WE LOVE
FASHION,
WE CHANGE
FASHION**

THE MISSION

€4 BILLION IN 2025
€5 BILLION IN 2026+
BECOME ONE OF THE
TOP-100 GLOBAL BRANDS

THE AMBITION

CLAIM 5 STRATEGY

WHY

CONSUMER FIRST

1

2

3

4

5

WHAT

**BOOST
BRANDS**

**PRODUCT
IS KING**

**LEAD IN
DIGITAL**

**REBALANCE
OMNICHANNEL**

**ORGANIZE
FOR GROWTH**

SUSTAINABLE THROUGHOUT

HOW

RIGOROUS EXECUTION

EMPOWER PEOPLE AND TEAMS

CLAIM

- ▶ **OUR POSITION IN
THE CONSUMERS'
MINDS**

HUGO BOSS

HUGO BOSS

CONSUMER
ALWAYS VERY FIRST

WE AIM FOR FANS,
NOT JUST CONSUMERS





**DRIVE
PURCHASES**
ACCESS

**BUILD
LOYALTY**
AUTHENTICITY

**BUILD
AWARENESS**
DESIRABILITY

**CONSUMER/
FANS**

**BUILD
RELATIONSHIPS**
VALUE

**ENGAGE
CONSUMERS**
EXCLUSIVITY

**INCENTIVE
TO INTERACT**
REWARDS

CLAIM

▶ **BOOST
BRANDS**

HUGO BOSS



BRAND PORTFOLIO STRATEGY

ONE HUGO BOSS PLATFORM
WITH TWO BRANDS AND THE
POSSIBILITY TO ADD MORE
BUSINESSES TO IT

- ▶ Balanced and strong **brand portfolio**
- ▶ BOSS and HUGO as **2 lifestyle stories**
- ▶ **Premium lifestyle positioning**

BRAND ARCHITECTURE FOR BOSS AND HUGO

BOSS MENSWEAR

CAMEL
(Exclusive, Made in Germany, Made to Measure)



BLACK
(Business & Smart Casual)



ORANGE
(Casual)



GREEN
(Athleisure)



THE NEW
BRAND
IDENTITY
BOSS



BOSS WOMENSWEAR



THE NEW
BRAND
IDENTITY
BOSS
WOMENS-
WEAR



BOSS KIDS



HUGO MENSWEAR & WOMENSWEAR



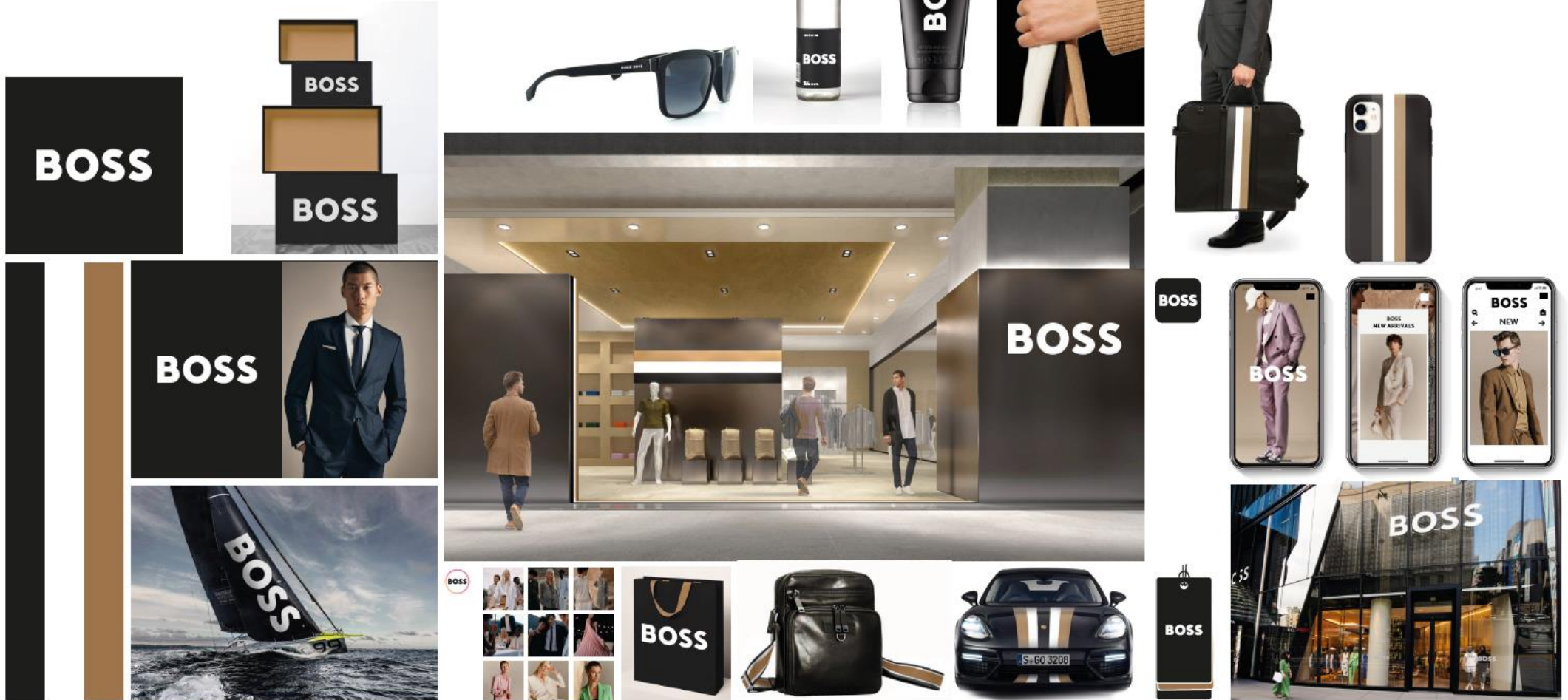
THE NEW
BRAND
IDENTITY
HUGO



BRAND IMPERATIVES FOR BOSS & HUGO

- ▶ Exploit full potential among **younger consumers**
- ▶ Foster **clear individual brand image** for BOSS and HUGO
- ▶ Leverage **innovation and sustainability** to strengthen brand relevance
- ▶ **Data and performance-driven** marketing approach
- ▶ Push **omnichannel** strategy globally

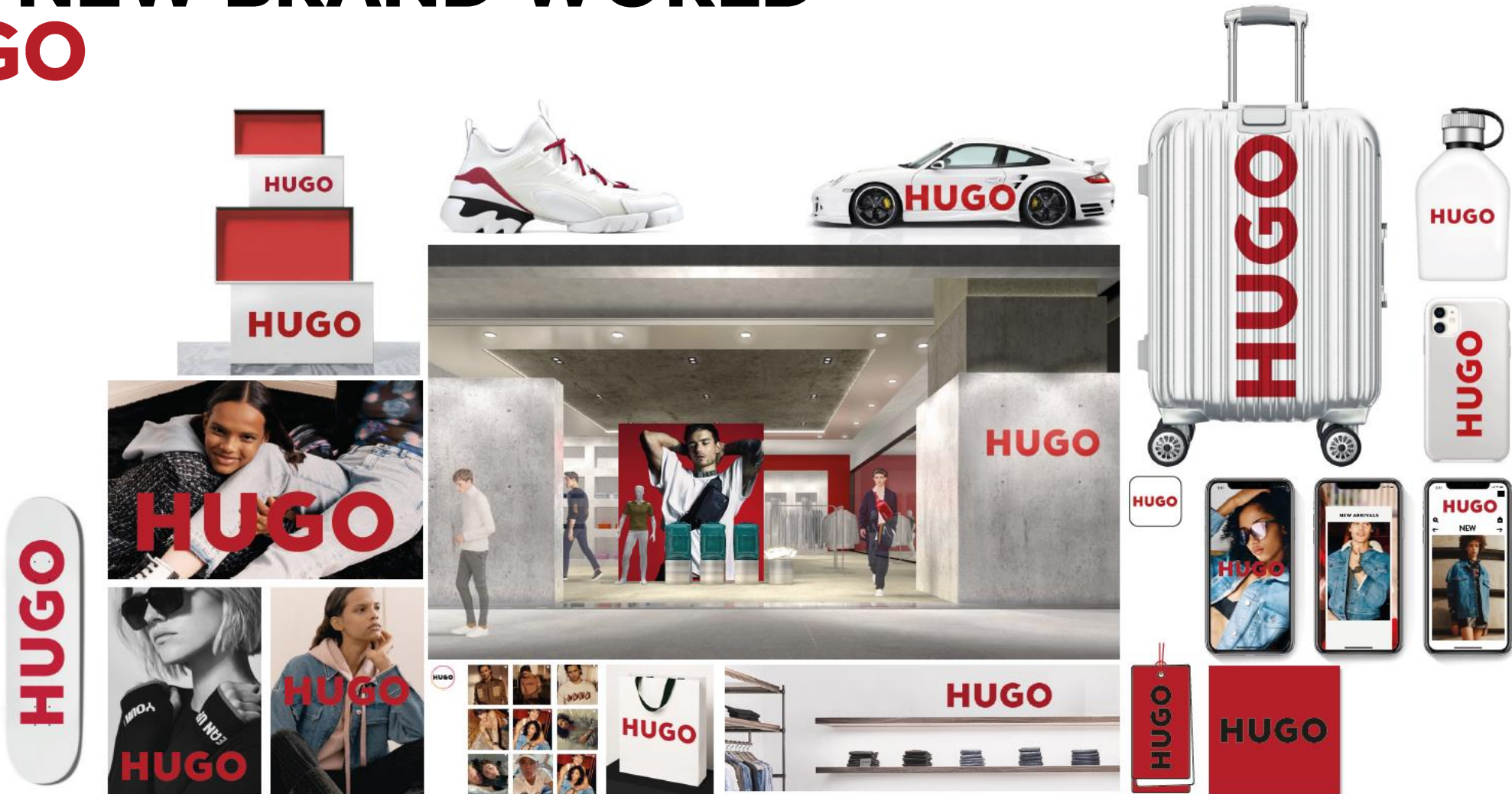
THE NEW BRAND WORLD BOSS MENSWEAR



THE NEW BRAND WORLD BOSS WOMENSWEAR



THE NEW BRAND WORLD HUGO



**THE ATTITUDE
OF A BOSS
TODAY**

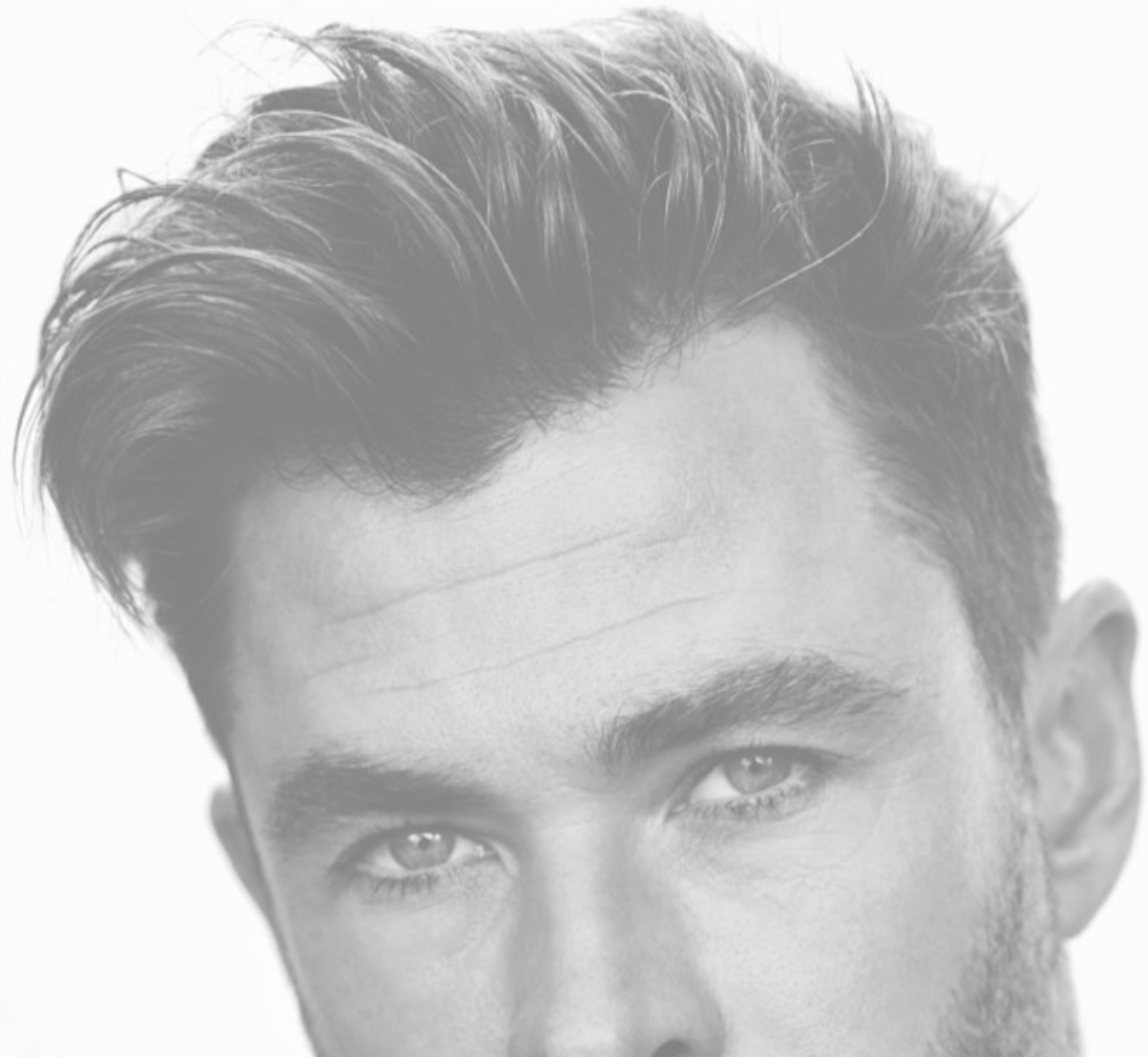


BOSS

**IT'S
WRITING
YOUR
OWN
RULES.**



**IT'S
CHASING
YOUR
OWN
DREAMS.**



**IT'S
FINDING
YOUR
OWN
PURPOSE.**



BOSS

**IT'S LIVING
LIFE ON
YOUR
OWN
TERMS.**



BOSS

**IT'S BEING
WHATEVER
YOU WANT
TO BE.**



BOSS

BE YOUR OWN

**THE MINDSET
OF A BOSS
TODAY**

CONFIDENT
YET CURIOUS



BOSS



INDEPENDENT
BUT STILL
INSPIRED
BY OTHERS

RISK-
TAKER
**CHANGE-
MAKER**



OVERALL STRATEGY BOSS MENSWEAR

- ▶ **Foster brand positioning** in premium/affordable luxury segment
- ▶ Dress consumers for every occasion **24/7** to enhance perception as a lifestyle brand
- ▶ **Emotionalize the brand** to attract additional & younger consumers
- ▶ **Push digital channels** to drive brand vitality; rebalance wholesale vs retail

2025

~ € 2.6B

AMBITION

2020

€ 1.5B

OVERALL STRATEGY BOSS WOMENSWEAR

- ▶ **Drive brand strength** among female consumers
- ▶ **Increase visibility** across all consumer touchpoints
- ▶ Establish BOSS womenswear as a **24/7 brand**, capturing all wearing occasions
- ▶ **Focus on digital** and grow physical presence in key cities

2025

~ € **0.4B**

AMBITION

2020

€ **0.1B**

HUGO
HUGO
HUGO

**THE ATTITUDE
FOR HUGO.**

HUGO
HUGO
HUGO



**YOU'RE A
GO-GETTER.
YOU GO
YOUR OWN
WAY.**



HUGO

**REBEL
AND RULE-
BREAKER.**



**WHATEVER
YOU DO,
YOU GO
ALL OUT.**



HUGO

HUGO FOR THE GLORY

HUGO



**HUGO
YOUR
OWN
WAY**



HUGO FOR IT



OVERALL STRATEGY HUGO

- ▶ Become the **first brand touchpoint** for younger consumers
- ▶ Build **HUGO brand power** by focusing on brand values & a clear differentiation
- ▶ **Grasp growth opportunity** by balancing contemporary and commercial items
- ▶ **Focus on digital** and drive geographical expansion in metropolitan areas

2025

~ € **0.8B**

AMBITION

2020

€ **0.3B**

MARKETING STRATEGY

- ▶ Step up in **marketing investments** and increase marketing efficiency
- ▶ Recognize BOSS and HUGO as **'digital citizens'**
- ▶ Ensure **every consumer touchpoint** is working in alignment
- ▶ Content that extends beyond advertising to become **part of culture**
- ▶ Communication leading with **purpose and values**
- ▶ **Create a hype** among consumers with exceptional **collaborations**



HUGO BOSS

BOSS X SPORT
BOSS X ADVENTURE
BOSS X TEAMS
BOSS X TRAVEL
BOSS X CULTURE

COLLABS

HUGO X SPORT
HUGO X MERCH

CLAIM

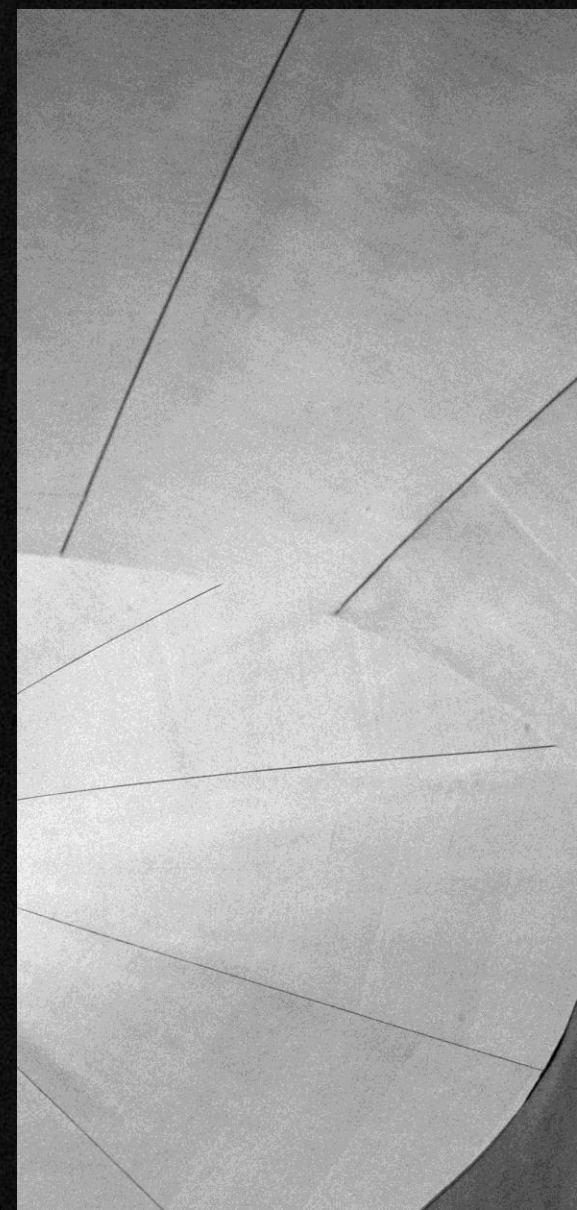
▶ **PRODUCT
IS KING**

HUGO BOSS

HUGO BOSS

24/7
BRAND

DRESS **ALL AGES**
FROM **HEAD TO TOE**
FOR **EVERY OCCASION**



HIGH PRODUCT VALUE AND COMPETITIVE PRICING

**ENSURE
PREMIUM
QUALITY IN ALL
OUR PRODUCTS**

**CLEAR
POINT OF
DIFFERENCE
IN ALL OUR
PRODUCTS**

**COMPREHENSIVE
FUNCTIONALITY
AS AN
INNOVATION
DRIVER**

**SUSTAINABILITY
AS FUTURE
VALUE ACROSS
PRODUCT
PORTFOLIO**

**OFFER
ATTRACTIVE
PRICE-VALUE
PROPOSITION**

01

02

03

04

05

THE PRODUCT MATRIX

FOCUS LABEL	THE FOUNDATION		STAY RELEVANT			INSPIRE	GRASP OPPORTUNITY		
LABEL	CORE	BASIC	CAPSULE	COLLABS	QUICK RESPONSE	SEASONAL/ FASHION	JEANS	SPORTS/ UW+SWIM	FW/ ACC
BOSS	✓	✓	✓	✓	✓	✓	✓	✓	✓
BOSS	✓	✓	✓	✓	✓	✓	✓	✓	✓
HUGO	✓	✓	✓	✓	✓	✓	✓	✓	✓

~ 40%



BESTSELLERS

~ 20%



CREATE A BUZZ

~ 20%



INSPIRATIONAL

~ 20%



GROWTH POTENTIAL

THE PRODUCT STRATEGY

Quality, casual chic, and restrained elegance paired with understatement refined with a pinch of luxury.



**FROM TAILORED
TO MODERN
INNOVATIVE
LIFESTYLE**

**PRODUCTS TO
WEAR 24/7 FROM
MORNING TO
EVENING**

**CASUALIZATION
AND COMFORT
ARE KEY**

THE PRODUCT STRATEGY

A broad range of commercial and contemporary pieces reflecting the authentic and unconventional HUGO style.



FIRST BRAND TOUCHPOINT FOR YOUNGER CONSUMERS

SHARPEN THE PRODUCT RANGE BASED ON OWN BRAND IDENTITY

INCREASE SPEED AND SEIZE OPPORTUNITIES

CLAIM

▶ **LEAD IN
DIGITAL**

HUGO BOSS

OUR ROADMAP TOWARDS BECOMING AUGMENTED

THE ANALYTICS ROADMAP & KEY DELIVERABLES

HUGO BOSS

01

GET THE BASICS RIGHT

02

CREATE NEW AND ACTIONABLE INSIGHTS

03

APPLY AI & MACHINE LEARNING

Single consolidated data platform ...

... providing us with a single source of truth

CEO Dashboard

CSO Dashboard

AI-based pricing and markdown recommendation

AI-based product rationalization & development

DYNAMIC PRICING

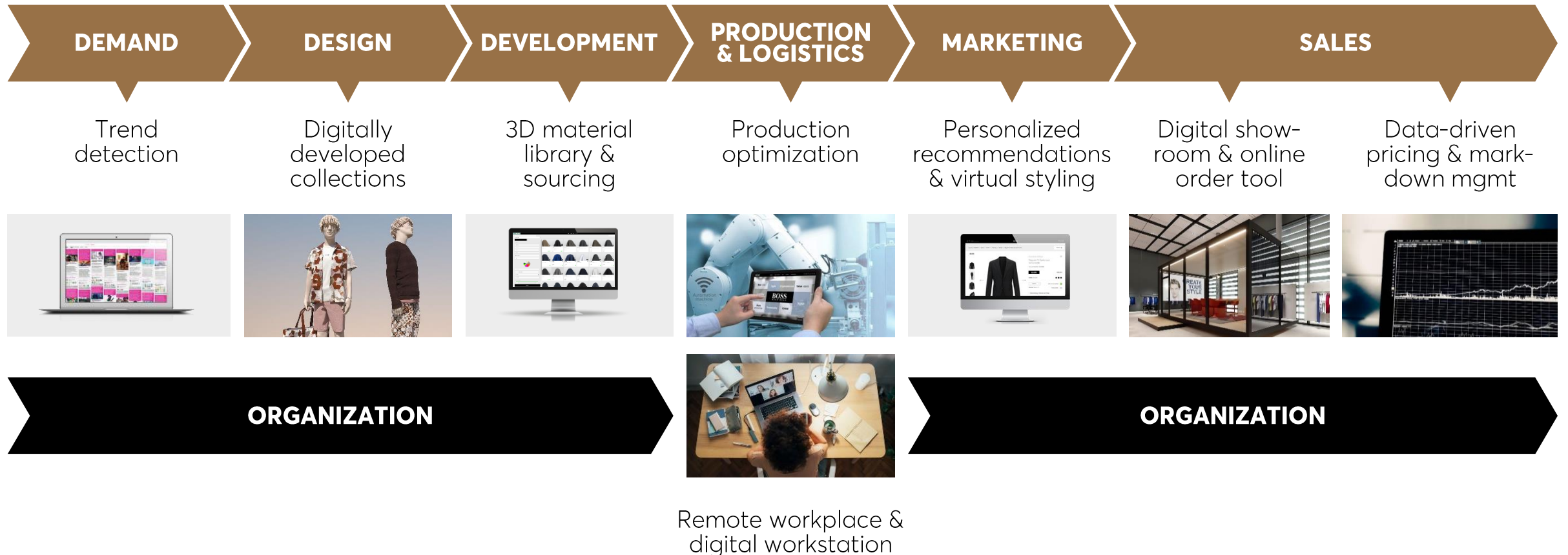
Marketing Dashboard

Store Performance Dashboard

DIGITAL STRATEGY ALONG THE VALUE CHAIN

MULTIPLE MEASURES WITH FOCUS ON SPEED, PERSONALIZATION AND COSTS

HUGO BOSS



THE DIGITAL CAMPUS



METZINGEN

FRONT END

Consumer-facing
Product-orientated
Strategy and decision
making on every aspect

METZINGEN

**HUGO
BOSS**

BACK END

Analytical, technical, and
executional capacity and
capability

PORTO

**DIGITAL
CAMPUS**

CLAIM

▶ **REBALANCE
OMNICHANNEL**

HUGO BOSS

HUGO BOSS OMNICHANNEL JOURNEY

CLICK AND COLLECT
ORDER FROM STORE
RETURN & REPLACE
FIND IN STORE

WHAT'S IN PLACE!

CONNECTED RETAIL
PARTNER PROGRAMS
FRANCHISE INTEGRATION
VIRTUAL SELLING
SHIP FROM STORE
DIGITAL JOURNEY IN STORES
NEW WAYS OF CONSUMER INTERACTION

WHAT'S NEXT!

EXPLOIT DIGITAL

ACTIONS

- Refresh of hugoboss.com
- Complete roll-out of hugoboss.com
- Follow **mobile-first approach**
- Boost **digital partner business**
- Realize **best-in-class customer journey**
- Drive **omnichannel sales**



ENABLERS

- Use **analytics insights** for optimization of product and sales
- Enable **data-driven decision-making**
- Leverage **best-in-class CRM**



2025

> € **1.0**B

AMBITION

2020

€ **0.4**B

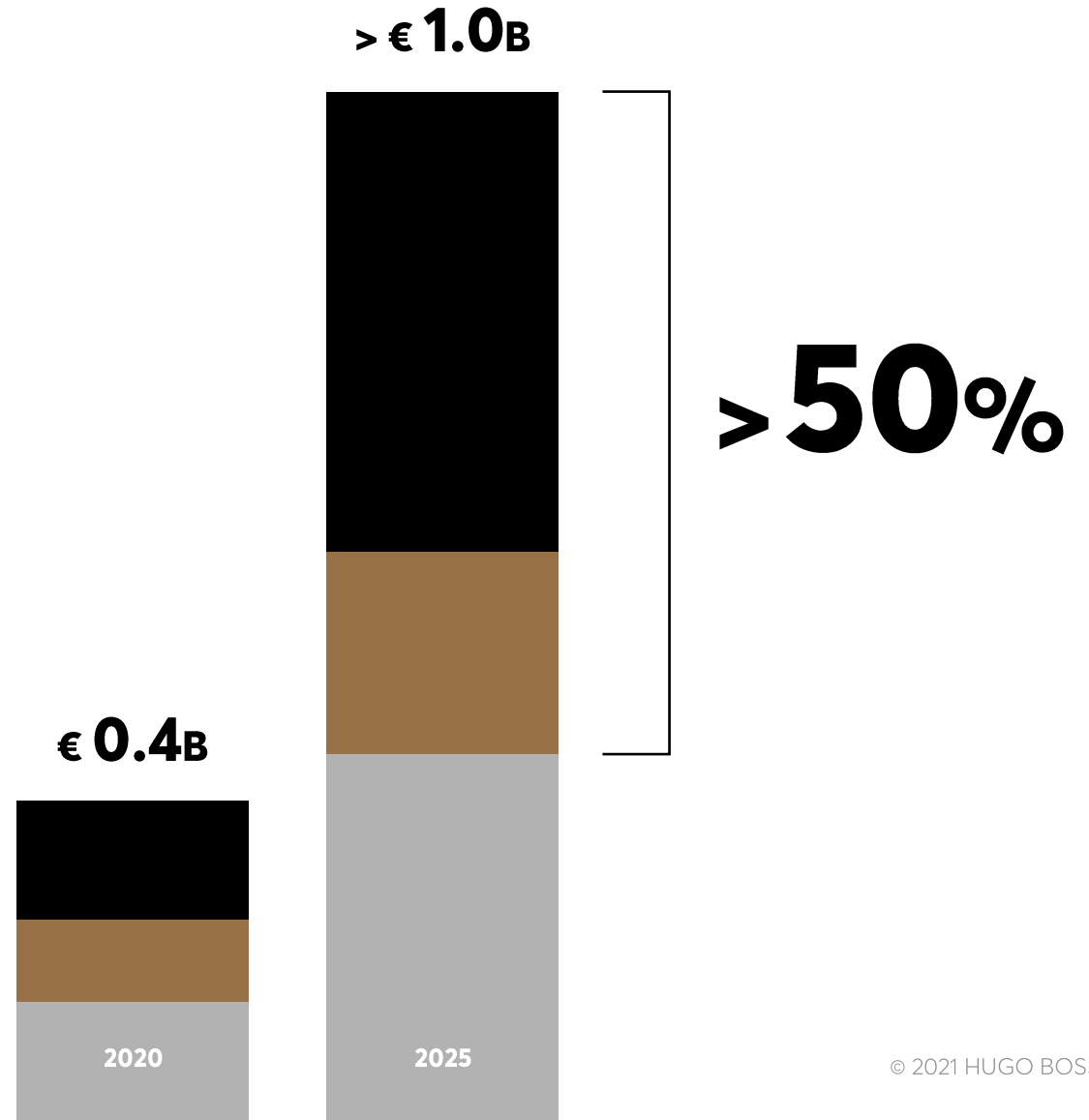
BOOST DIGITAL PARTNER BUSINESS

Partner business to represent
more than 50% of digital sales

Drive **traffic and relevance** for BOSS
and HUGO on partner websites

Flexible and scalable **business model**
on partner-by-partner basis

■ WHS.com ■ CON.com ■ HB.com



UNLEASH FULL RETAIL POTENTIAL

ACTIONS

Refresh **retail network**
Foster **experience** per sqm
Optimize **retail footprint**
Keep **outlet sales** share
at ~ 20%
Increase **productivity**
by ~ 3% p.a.



ENABLERS

Dedicated
store excellence
management
Defined **digital journey**
in our stores
Investment in **new**
store concept



2025

~ € **2.0**B

AMBITION

2020

€ **1.1**B

RECLAIM WHOLESALE

ACTIONS

Product and price value is key
Regain **market share** in
important categories
Strengthen relationship
with key partners
Implement **digital sales**
organization
Roll out new **digital showroom**



ENABLERS

Improved **brand**
positioning and
focused offer
Elevate relationships
based on **customer and**
product insights



2025

~ € **1.0**B

AMBITION

2020

€ **0.5**B

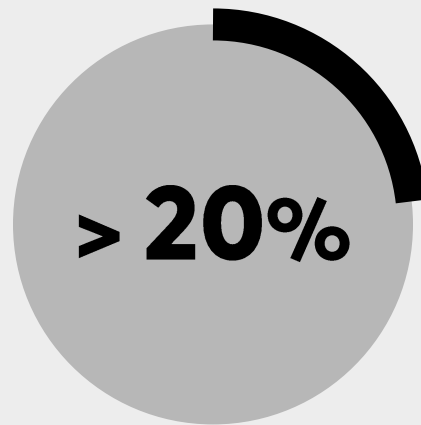
CLAIM

▶ **ORGANIZE
FOR GROWTH**

HUGO BOSS

**LOW
TEENS
GROWTH**

CAGR
2019-2025



SALES SHARE 2025

HUGO BOSS

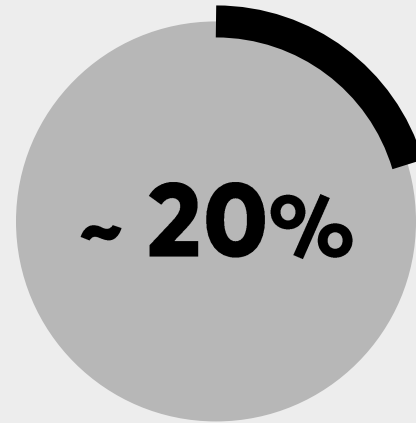
**EXPAND
FOOTPRINT
IN ASIA/
PACIFIC**

- ▶ Further strengthen brand positioning
- ▶ Step up game in physical retail
- ▶ Boost digital business
- ▶ Strongly expand travel business



MID- SINGLE-DIGIT GROWTH

CAGR
2019-2025



SALES SHARE 2025

HUGO BOSS

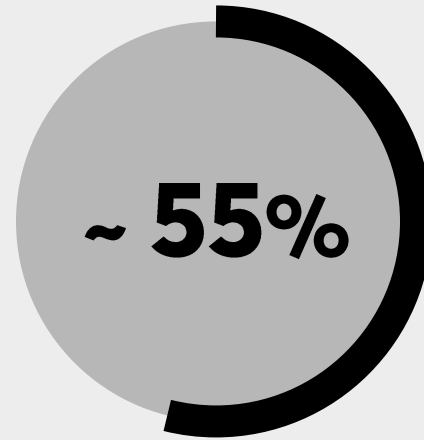
ACCELERATE GROWTH IN THE AMERICAS



- ▶ Accelerate 24/7 brand image
- ▶ Leverage casualization trend
- ▶ Optimize store network
- ▶ Exploit wholesale opportunities

**LOW TO MID-
SINGLE-DIGIT
GROWTH**

CAGR
2019-2025



SALES SHARE 2025

HUGO BOSS

**FOSTER
LEADING
POSITION IN
EUROPE***



*incl. Middle East and Africa.

HUGO BOSS

- ▶ Reclaim wholesale
- ▶ Lead in key product categories
- ▶ Refresh store fleet
- ▶ Exploit online opportunity

KEY TRANSFORMATION AREAS TO BUILD THE PLATFORM FOR SPEED & GROWTH

**MODULAR &
DIGITAL
CREATION**

> 90% OF
PRODUCTS
CREATED
DIGITALLY



**SHORTER
CREATION
TRACKS**

~ 30%
REDUCTION
OF E2E
LEAD TIMES



**FLEXIBLE
PRODUCTION
& LOGISTICS
NETWORK**

KEEP 2025
UNIT COGS
AT 2019 LEVEL



**SUPPLY
CHAIN'S
DIGITAL TWIN**

> 90% ON-TIME
AVAILABILITY

TRANSFORMATION AREAS LEADING TO FASTER AND MORE EFFICIENT OPERATIONS ACTIVITIES



Increased E2E
transparency



Faster
response
to in-season
trends



Reduced
excess
inventory



Increased
resilience



Contained
cost of
goods sold

CLAIM

▶ **SUSTAINABLE
THROUGHOUT**

HUGO BOSS

BALANCING IMPACT WITH CONSUMER ENGAGEMENT



DELIVER
MEASURABLE
IMPACT



**ENTHUSE
CONSUMERS**

TO CONTRIBUTE TO
OUR VISION

PRODUCT



~ 40%

SHARE OF
RESPONSIBLE STYLES* IN
SPRING/SUMMER 2022

* RESPONSIBLE styles contain at least 60% more sustainable raw materials in line with our RESPONSIBLE Product Policy while meeting further strict environmental and social requirements for processing, transport and packaging.

OUR VISION TOWARDS A TRULY CIRCULAR BUSINESS MODEL



01

TODAY

REPURPOSE
RECYCLE
(OPEN LOOP)

02

SHORT-TERM

REPAIR
RESALE
COLLECT &
DISCHARGE

03

LONG-TERM

RECYCLE
(CLOSED LOOP)
BIODEGRADATION

▶ **8 OUT OF 10 PRODUCTS WILL BE CIRCULAR BY 2030**

PLANET

2030

CLIMATE-
NEUTRALITY
WITHIN OUR
OWN AREA OF
RESPONSIBILITY

2045

CLIMATE-
NEUTRALITY
THROUGHOUT
WHOLE VALUE
CHAIN

MEASURES TO REACH **NET ZERO**

ENERGY EFFICIENCY ENERGY CONSUMPTION

- ▶ Optimize transport & logistics
- ▶ Use of efficient technologies

RENEWABLE ENERGY

- ▶ Own photovoltaic systems
- ▶ Certified green electricity

COMPENSATION

- ▶ Compensation through CO₂ reduction projects

WE ARE WILD FOR THE PLANET

BEHAVE AS

**CORPORATE
CITIZEN**

COLLABORATE WITH

**STRONG
PARTNERS**

CREATE

**CAPSULE
COLLECTIONS**



FINANCIAL AMBITION 2025

HUGO BOSS

**EXECUTION
OF CLAIM 5
TO IMPACT
FINANCIAL
AMBITION**

ACCELERATION IN TOP-LINE GROWTH	PRODUCT INVESTMENTS TO FUEL PRICE-VALUE PROPOSITION
INVESTMENTS IN BRAND AND DIGITAL CAPABILITIES	REFRESH OF STORE PORTFOLIO

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

TOP-LINE AMBITION 2025

**GROUP
SALES**

€4B
BY 2025

**GROUP
SALES
GROWTH**

6%

CAGR
2019 - 2025

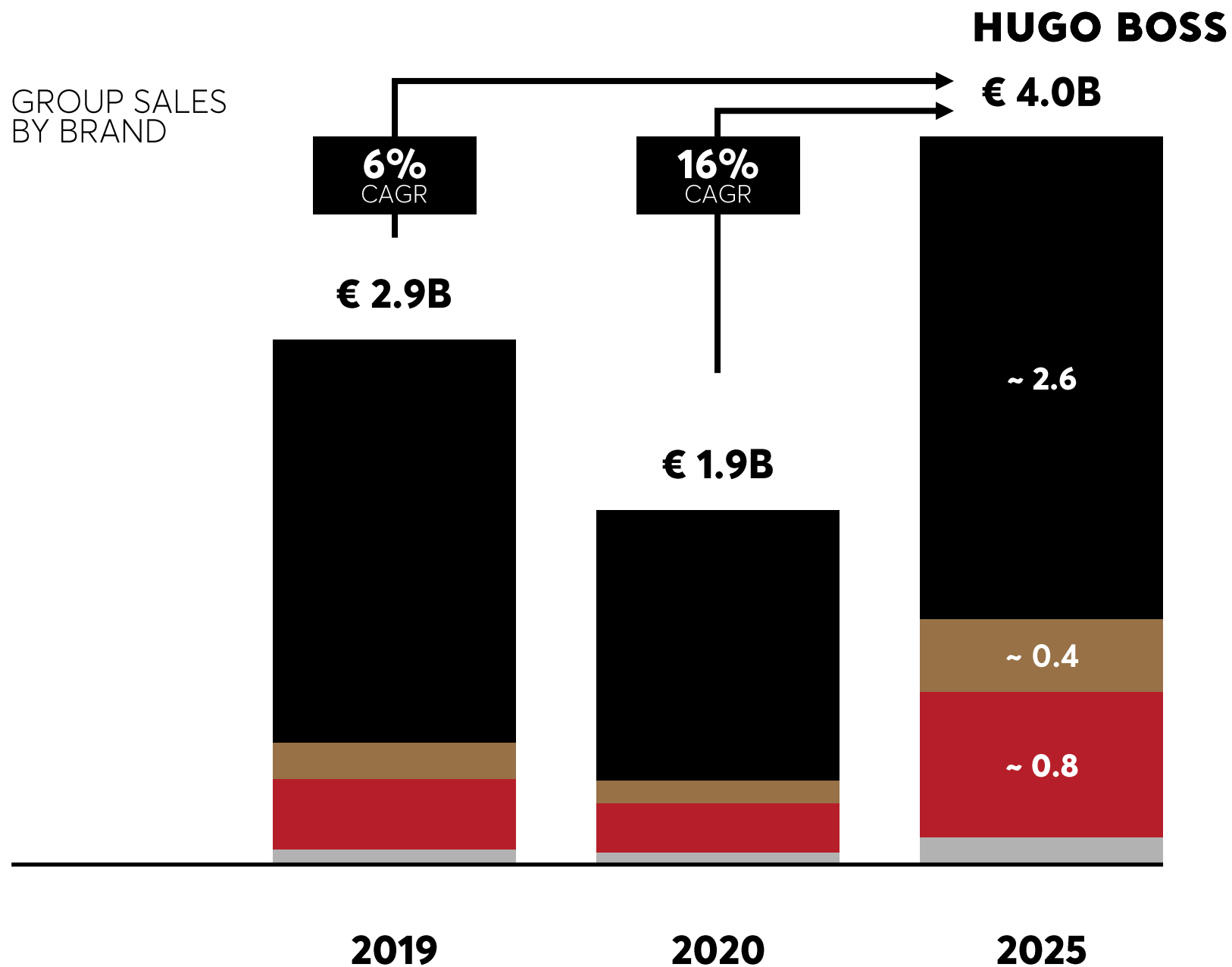
16%

CAGR
2020 - 2025

GROWTH AMBITION BY BRAND

- BOSS Menswear
- BOSS Womenswear
- HUGO
- Licenses

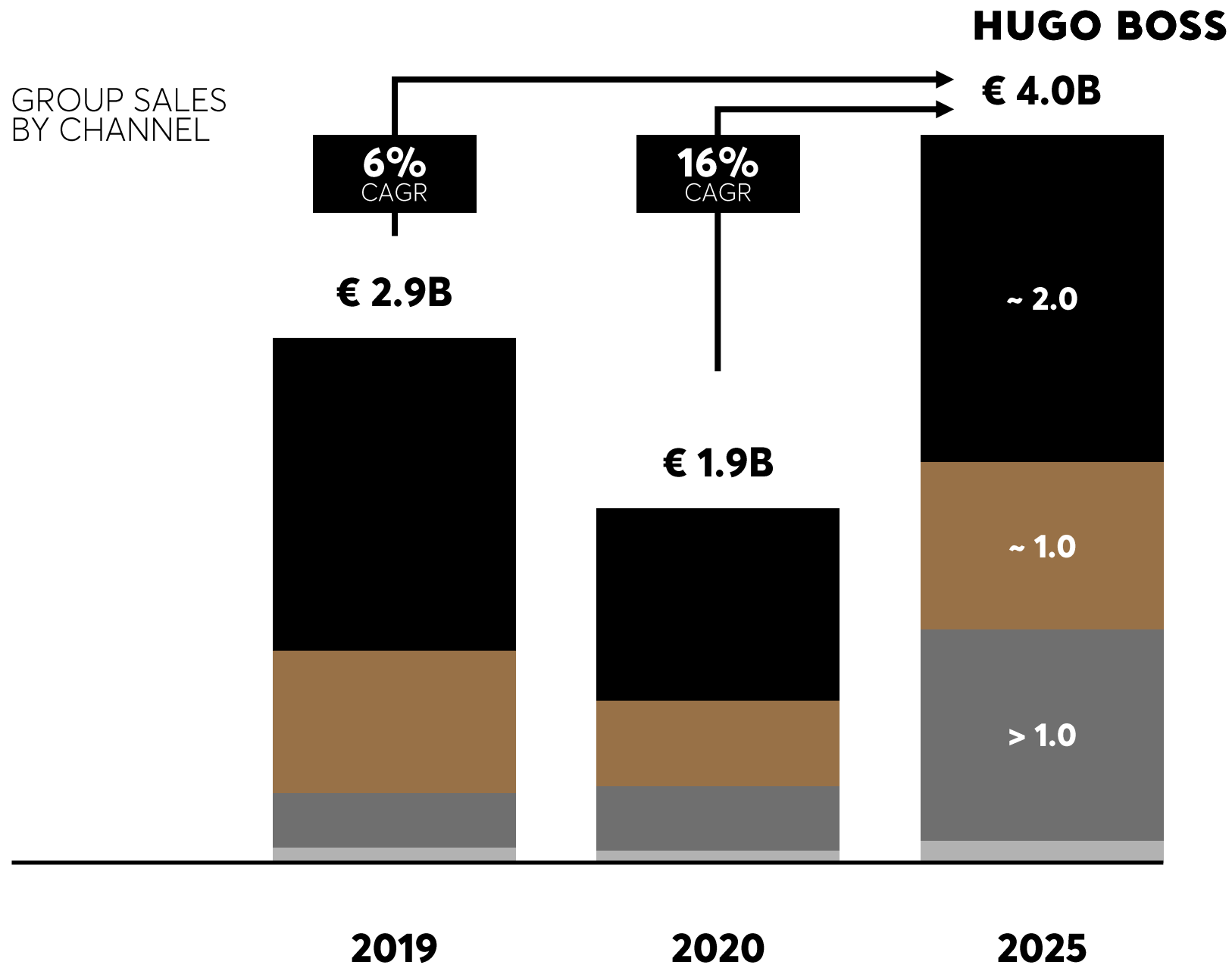
GROUP SALES
BY BRAND



GROWTH AMBITION BY CHANNEL

- Retail B&M
- Wholesale B&M
- Digital
- Licenses

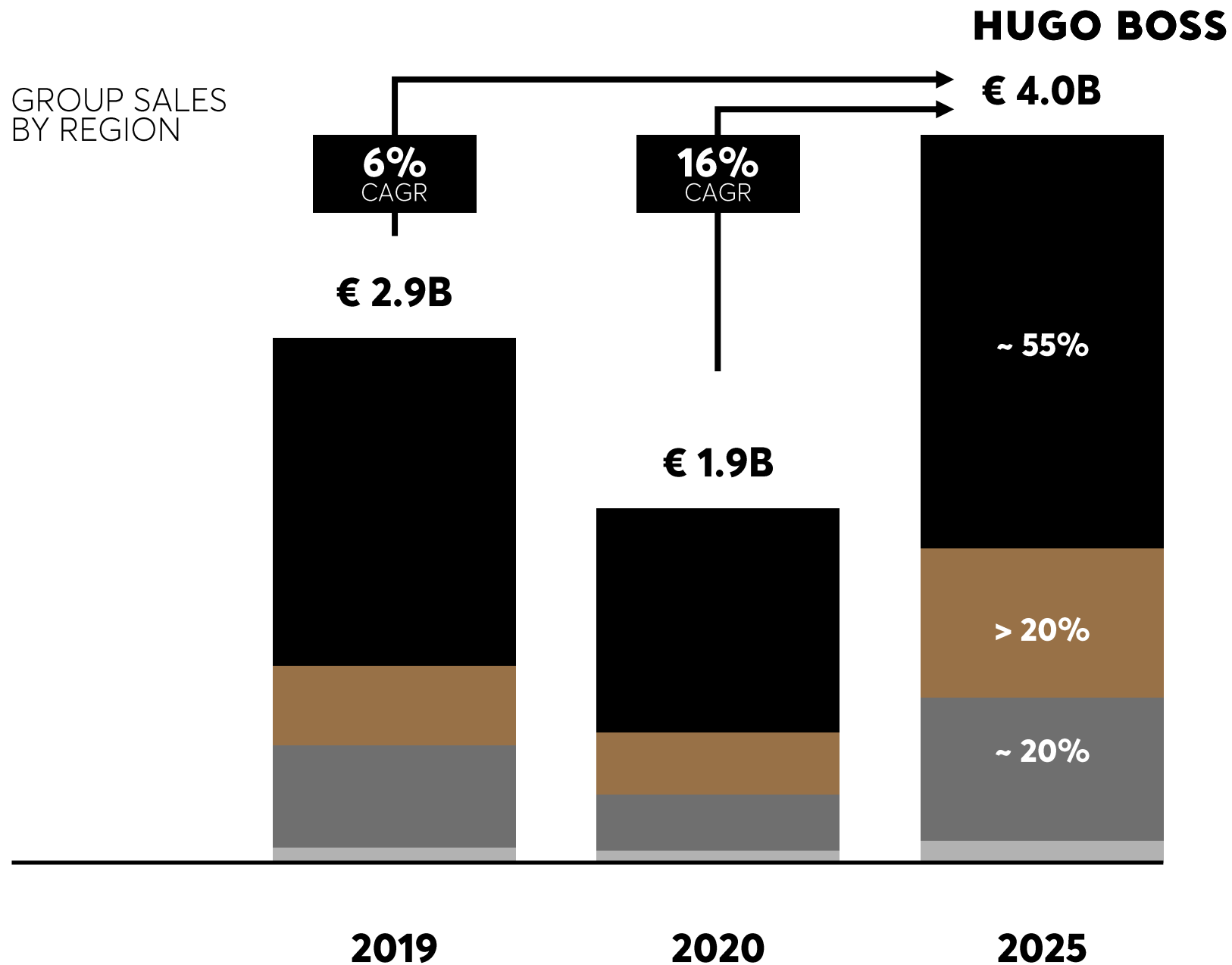
GROUP SALES
BY CHANNEL



GROWTH AMBITION BY REGION

- Europe
- Asia/Pacific
- Americas
- Licenses

GROUP SALES
BY REGION



BOTTOM-LINE AMBITION 2025

EBIT
MARGIN

~ **12%**

BY 2025

EBIT
GROWTH

6%

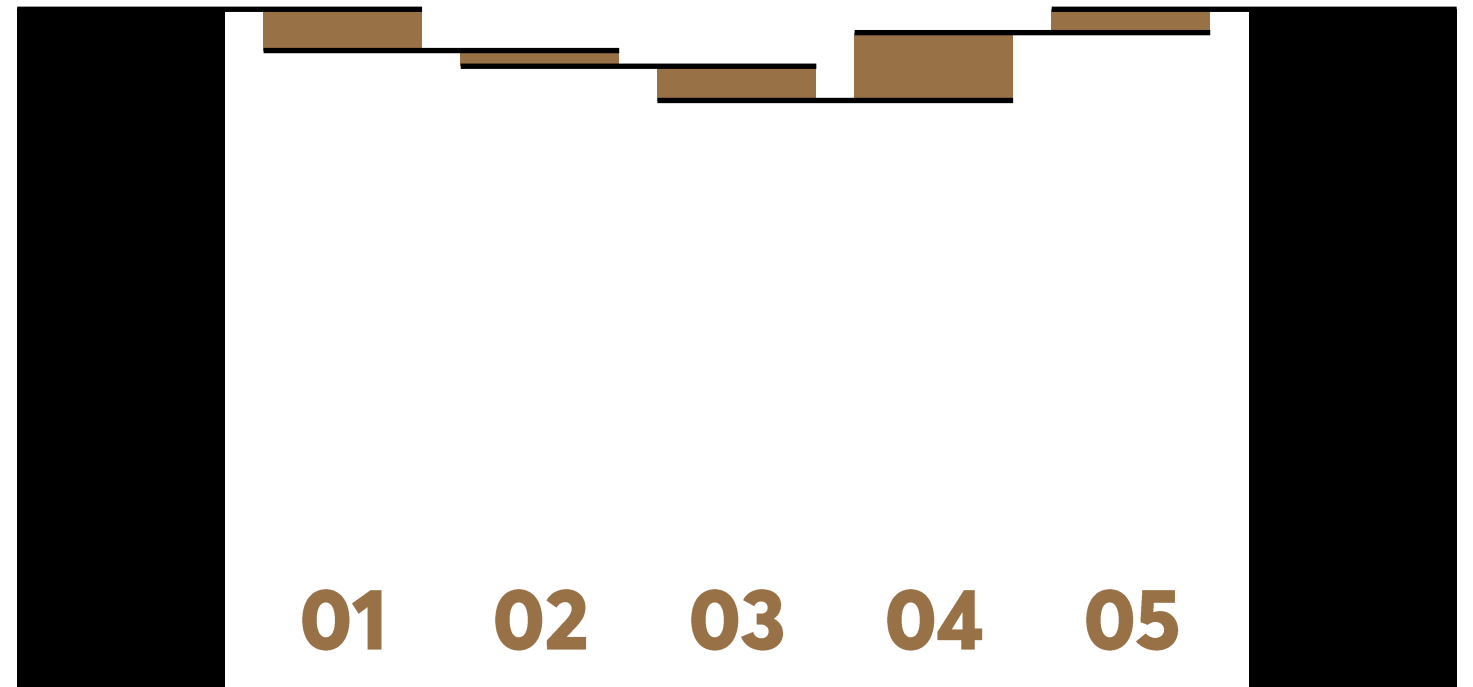
CAGR
2019 - 2025

BOTTOM-LINE DEVELOPMENT

EFFICIENCY GAINS TO COMPENSATE FOR INVESTMENTS

12%

~ 12%



OPERATING MARGIN (IN % OF GROUP SALES)

Operating margin 2019

Gross margin

Brand investments

Digital investments

Store network optimization

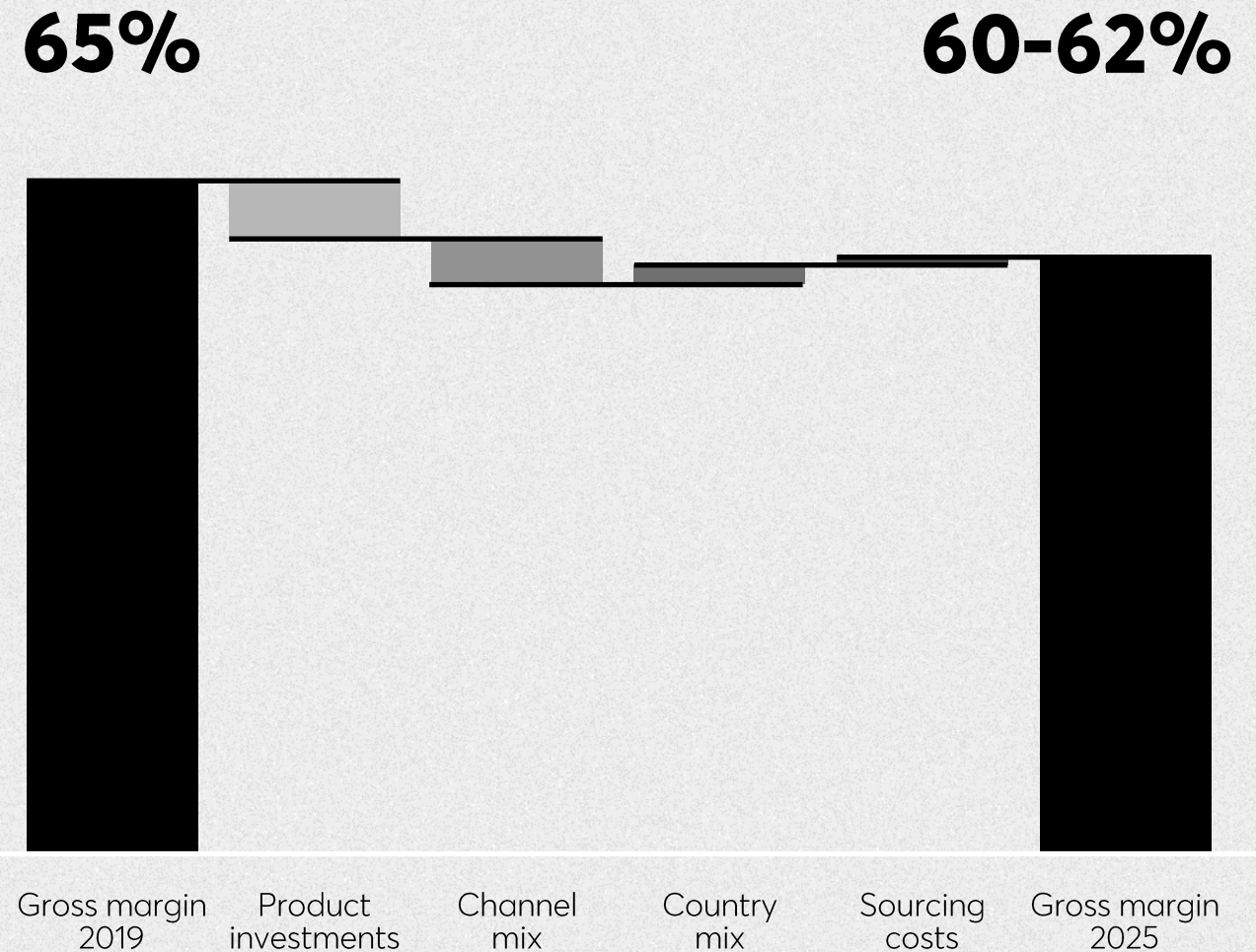
Operating overhead leverage

Operating margin 2025

GROSS MARGIN DEVELOPMENT

PRODUCT INVESTMENTS TO FURTHER OPTIMIZE THE PRICE-VALUE PROPOSITION

GROSS MARGIN (IN % OF GROUP SALES)

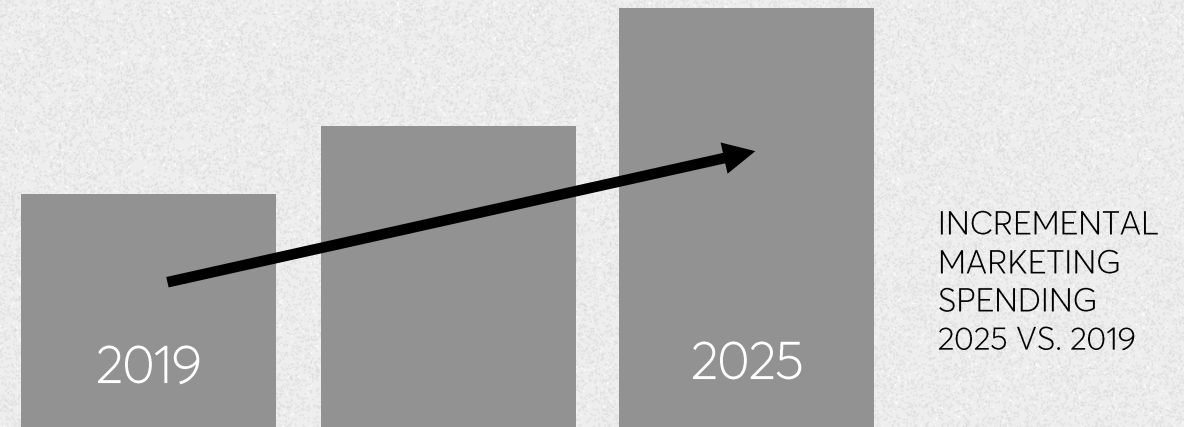


STEP-UP IN BRAND INVESTMENTS



AREAS OF INCREMENTAL MARKETING SPENDING

> €100M



2019 ~ 6% OF GROUP SALES

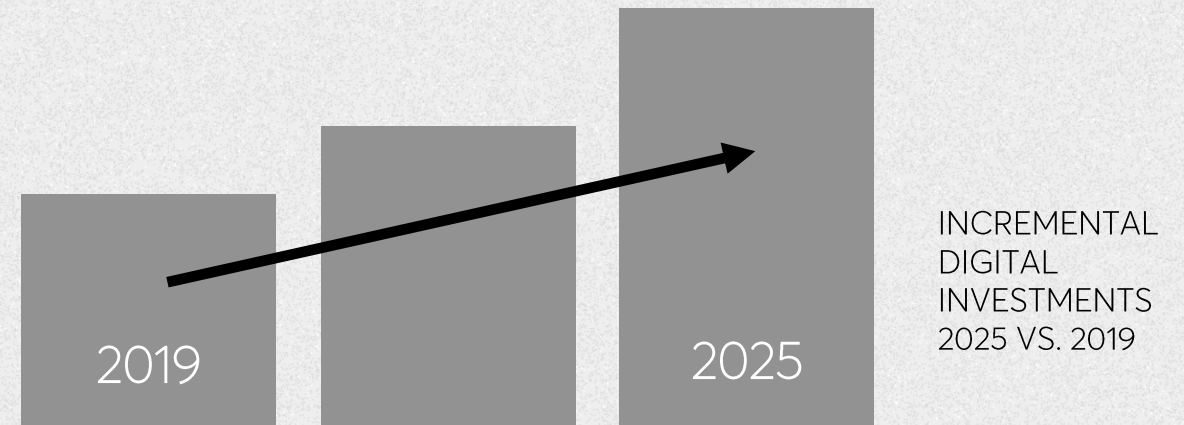
2025 ~ 7-8% OF GROUP SALES

▶ > 100 BPS VS 2019

STEP-UP IN DIGITAL INVESTMENTS

- ▶ Online business
- ▶ Digital campus
- ▶ IT capabilities

> € **150**M



2019

~ **4%** OF GROUP SALES

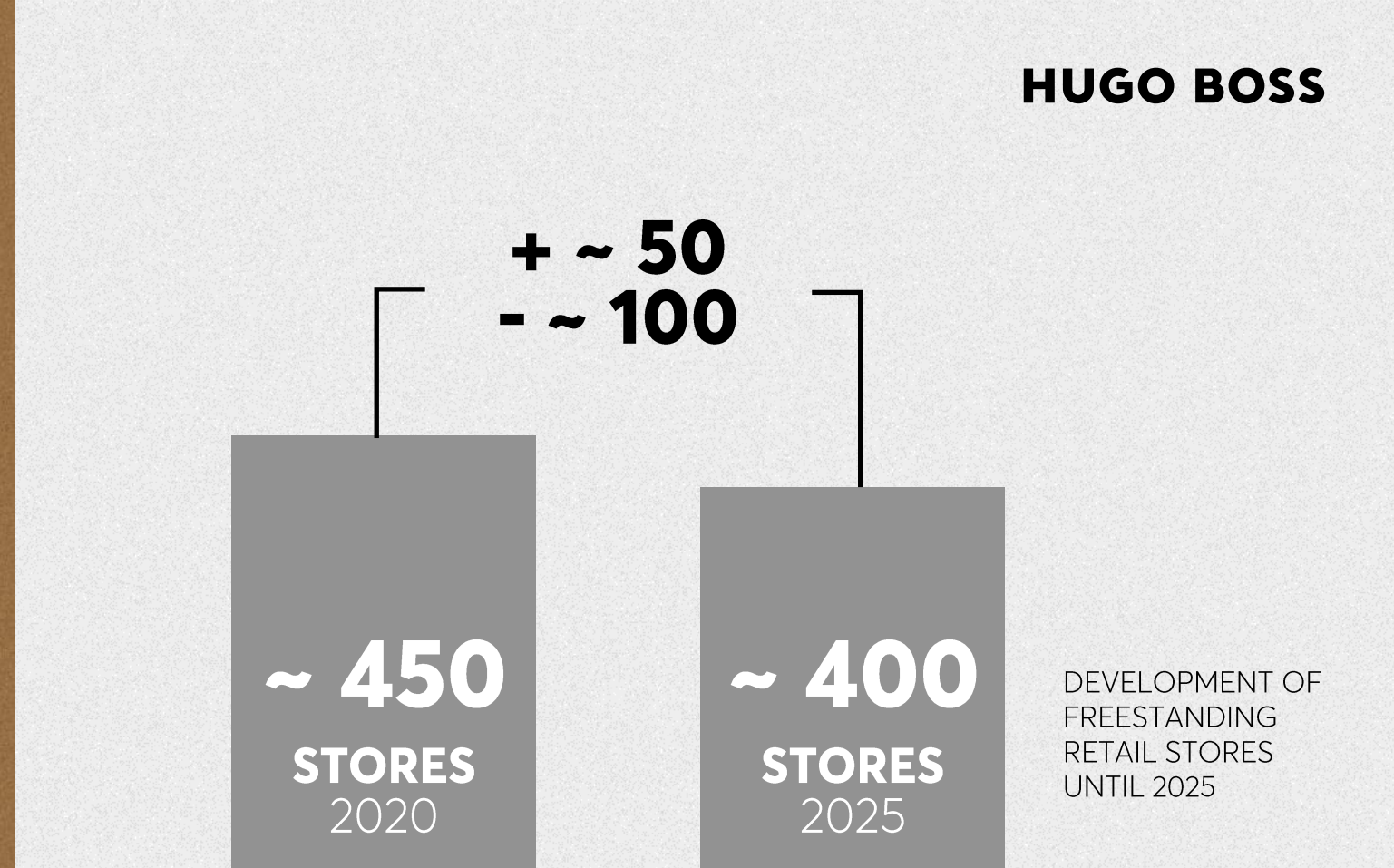
2025

~ **8%** OF GROUP SALES

▶ ~ 400 BPS VS 2019

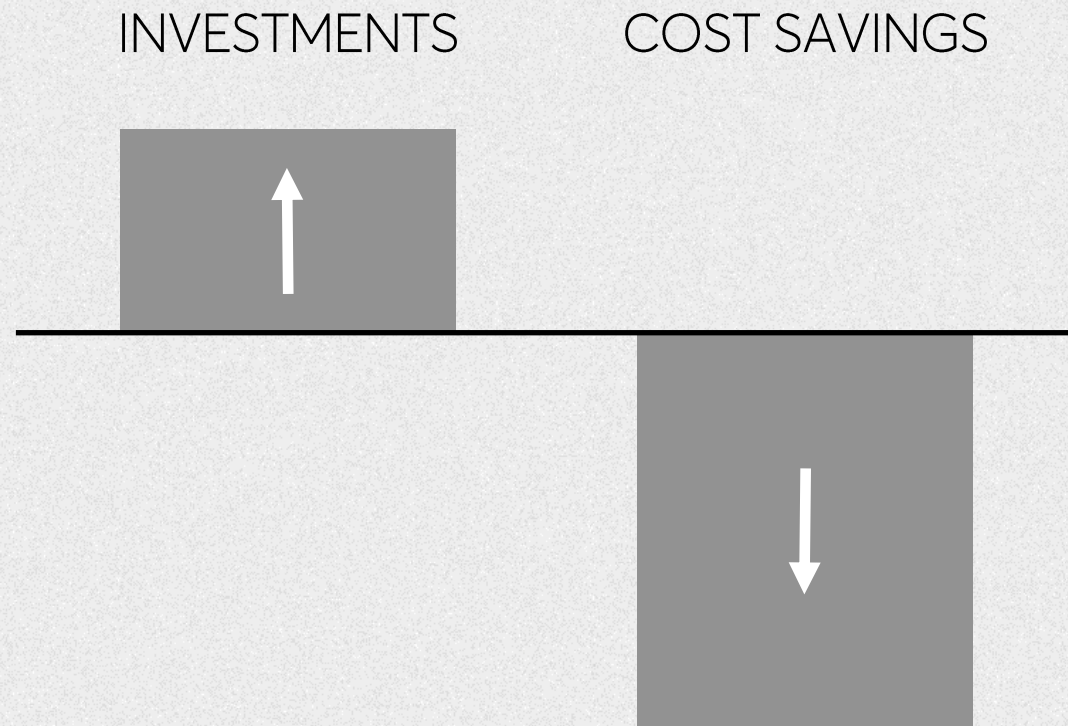
STORE NETWORK OPTIMIZATION

- ▶ Store closings/relocations
- ▶ Rightsizing of stores
- ▶ Renegotiation of contracts



OPERATING OVERHEAD LEVERAGE

- ▶ Push digitalization
- ▶ Roll out shared services
- ▶ Lean organizational setup

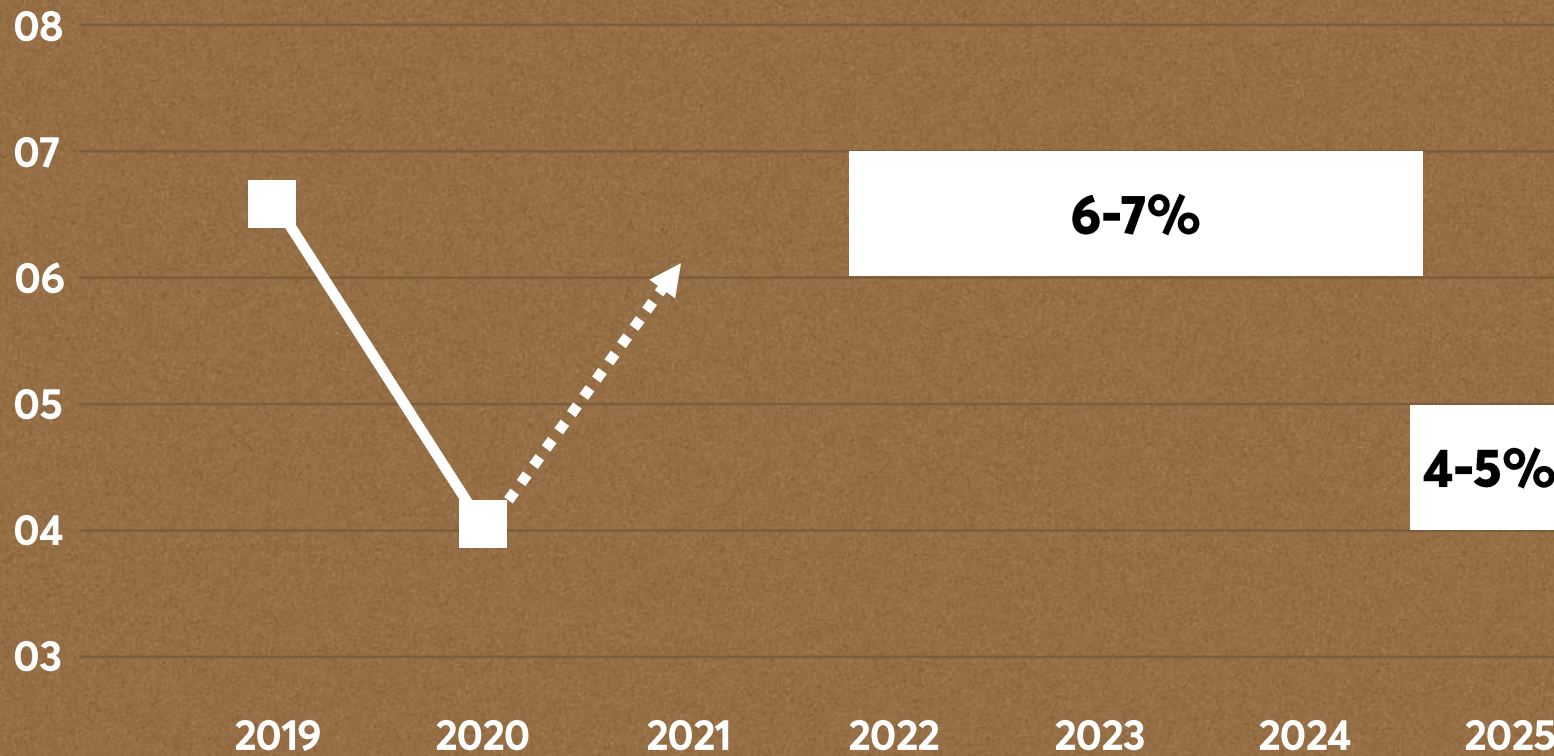


2019 ~ **16%** OF GROUP SALES

2025 ~ **14%** OF GROUP SALES

▶ ~ (200) BPS VS 2019

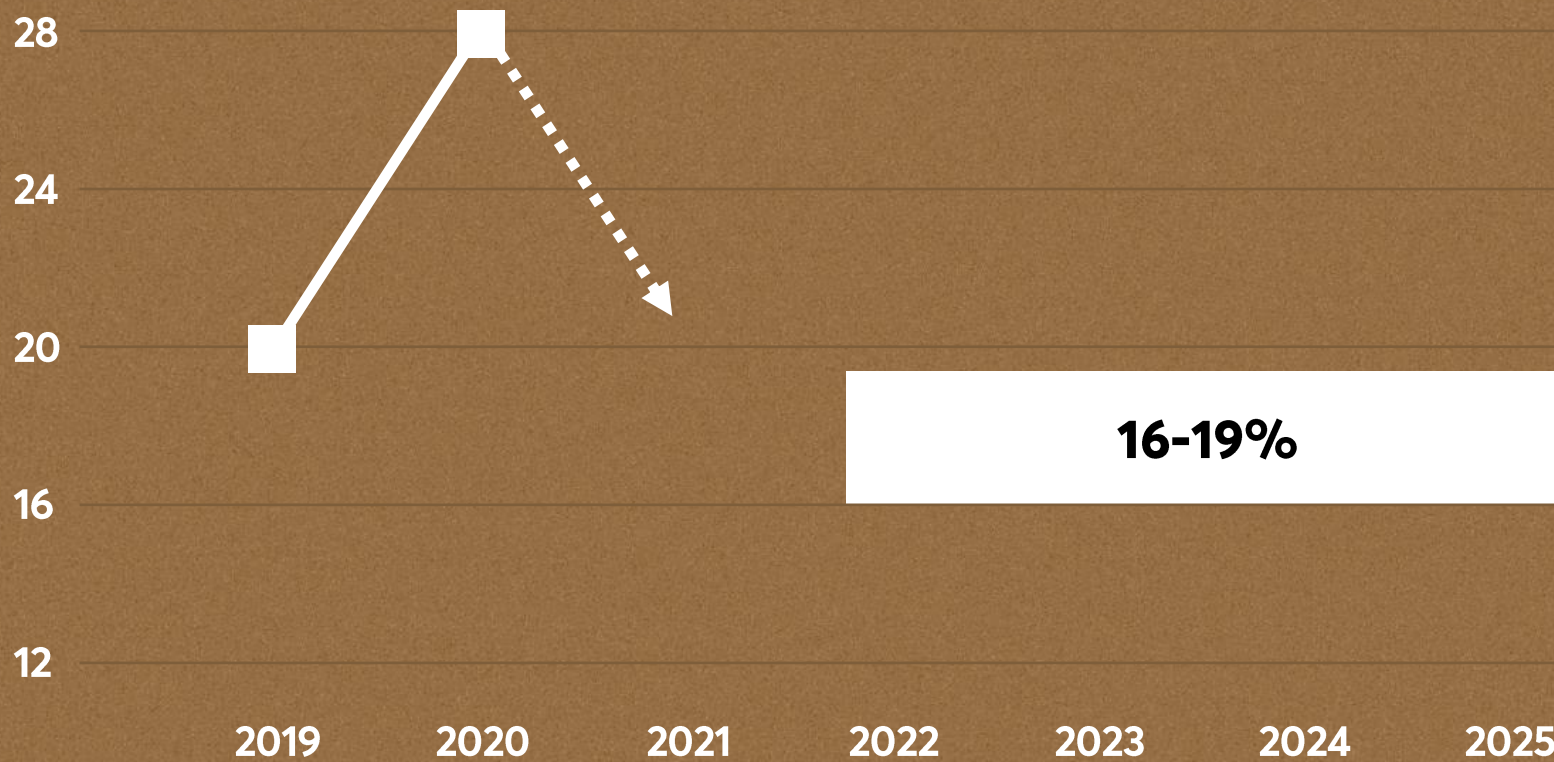
CAPITAL EXPENDITURE



CAPITAL EXPENDITURE (IN % OF GROUP SALES)

**4 OUT OF 5
STORES
TO BE
REFRESHED
BETWEEN
2022-24**

OPTIMIZATION OF TNWC



TNWC (IN % OF GROUP SALES)

**IMPROVING
AVERAGE
INVENTORY
TURN
TO 2.0X**

2019: 1.6x

CASH-GENERATIVE BUSINESS MODEL



FREE CASH FLOW DEVELOPMENT
(INCL. IFRS 16)

**CLAIM 5
LEADING TO
STRONG FREE
CASH FLOW
GENERATION**

CLEAR PRIORITIZATION OF CASH USAGE

CAPITAL ALLOCATION FRAMEWORK

01 Reinvest for organic growth

INVESTMENTS

02 Progressive dividend

**PAYOUT RATIO
30-50%**

03 Strategic investments

M&A

04 Return excess liquidity to shareholders

**SPECIAL DIVIDEND
SHARE BUYBACK**

▶ **BALANCED
APPROACH
TO GROWTH
INVESTMENTS
AND SHARE-
HOLDER
RETURNS**

AGENDA

1. Q2/2021 Results
2. CLAIM 5 Strategy
- 3. Sustainability**

HUGO BOSS

SUSTAINABILITY

The aim of the company's sustainability activities is to ensure its long-term success through continuous improvement and anticipatory management of environmental, social as well as economic opportunities and risks.

CLEARLY DEFINED KPI'S TO MEASURE PROGRESS IN SUSTAINABILITY

ORGANIZATIONAL STRUCTURE

- ▶ Global sustainability department steering the topic
- ▶ Responsible managers for sustainability in different departments
- ▶ Continuous meetings with the Management Board to discuss targets and progress

STRONG PARTNERS

- ▶ Clear guidelines, policies and tools to ensure sustainable business practices
- ▶ Established data collection, and reporting processes
- ▶ Data management tools to track progress on targets

CAPSULE COLLECTIONS

- ▶ Clearly defined KPIs to measure improvement in sustainability
- ▶ Sustainability criteria as part of the long-term performance related compensation of the Managing Board
- ▶ Progress awarded by DJSI World and DJSI Europe inclusion



SUSTAINABILITY COMMITMENT INGRAINED IN THE CONCEPT

TODAY. TOMORROW. ALWAYS.

TODAY

TODAY STANDS FOR
THE MILESTONES
ACHIEVED SO FAR

TOMORROW

TOMORROW CONTAINS
THE CONCRETE GOALS
WE HAVE SET OURSELVES
FOR THE FUTURE

ALWAYS

ALWAYS ENCOMPASSES
OUR OVERALL
SUSTAINABILITY
PRINCIPLES

SUSTAINABILITY AT THE CORE OF EVERYTHING WE DO

PRODUCT

In addition to design, quality, and durability, our products meet high standards with regards to health, environmental, and animal welfare.

PEOPLE

Adherence to high social standards forms the basis for our relationships. A commitment to social welfare is an integral part of our corporate responsibility.

PLANET

We are committed to the introduction and further development of more environmentally and climate-friendly processes.

CLEAR OBJECTIVES & ROADMAP

ROBUST PROCESSES

RISK/CHANGE ANTICIPATION

EXTERNAL RECOGNITION OF OUR EFFORTS



TOP 3 in our industry
DJSI World



Member of **FTSE4GOOD**
for the fifth time in a row



With **Prime Status (C+PRIME)**
performing better
than industry average



Supplier Engagement Leader
2020

PRODUCT STRIVE FOR HIGHEST QUALITY AND LONGEVITY

ALWAYS. Our ongoing commitment to serve conscious customer segment:

Offering more sustainable products through the use of more sustainable materials while at the same time respecting animal welfare and ensuring product safety.



PRODUCT

TODAY.

~ **40%** SHARE OF RESPONSIBLE STYLES*
IN SPRING/SUMMER 2022

* RESPONSIBLE styles contain at least 60% more sustainable raw materials in line with our RESPONSIBLE Product Policy while meeting further strict environmental and social requirements for processing, transport and packaging.



PRODUCT

**PIÑATEX®
SNEAKER**

Pre-Fall 2018



**VEGAN
SUIT**

Spring/Summer 2020



HUGO BOSS

**HUGO X
LIAM PAYNE**

Pre-Spring 2021

PRODUCT TOMORROW. OUR MAIN GOALS BY 2025



SDGs

(Sustainable Development Goals of the United Nations)

MAIN GOAL

STATUS 2020



100% sustainably sourced cotton

86%



≥ 50% recycled synthetic fibers

10%



≥ 30% of offered styles are RESPONSIBLE*

15%



100% of plastic packaging out of recycled or sustainable sources

42%

*All products that contain at least 60% more sustainable raw materials will show the responsible label. Responsible styles also meet further environmental and social criteria regarding processing, transport, and packaging.

PEOPLE & SOCIETY

TAKING RESPONSIBILITY FOR THE PEOPLE WE WORK WITH

ALWAYS. Our ongoing commitment to motivate employees and take responsibility along the supply chain:

Assuming responsibility for employees and suppliers to ensure safe and healthy jobs. Developing together in long-term, trusting partnerships to ensure social compliance and reduce risks.



PEOPLE & SOCIETY

TODAY.

Started with the "Living wages" initiative as part of the Partnership for Sustainable Textiles with the aim to achieve collective solutions for living wages in countries of production

PEOPLE & SOCIETY

TOMORROW. OUR MAIN GOALS BY 2025



SDGs

(Sustainable Development Goals of the United Nations)

MAIN GOAL

STATUS 2020



75 % employee satisfaction according to the Great Place to Work® survey

72%



Share of at least 40% of women in the first and 50% of women in the second management level below the Managing Board

25%
45%



All goods sourced from suppliers with satisfying or better performance in social audits

96%



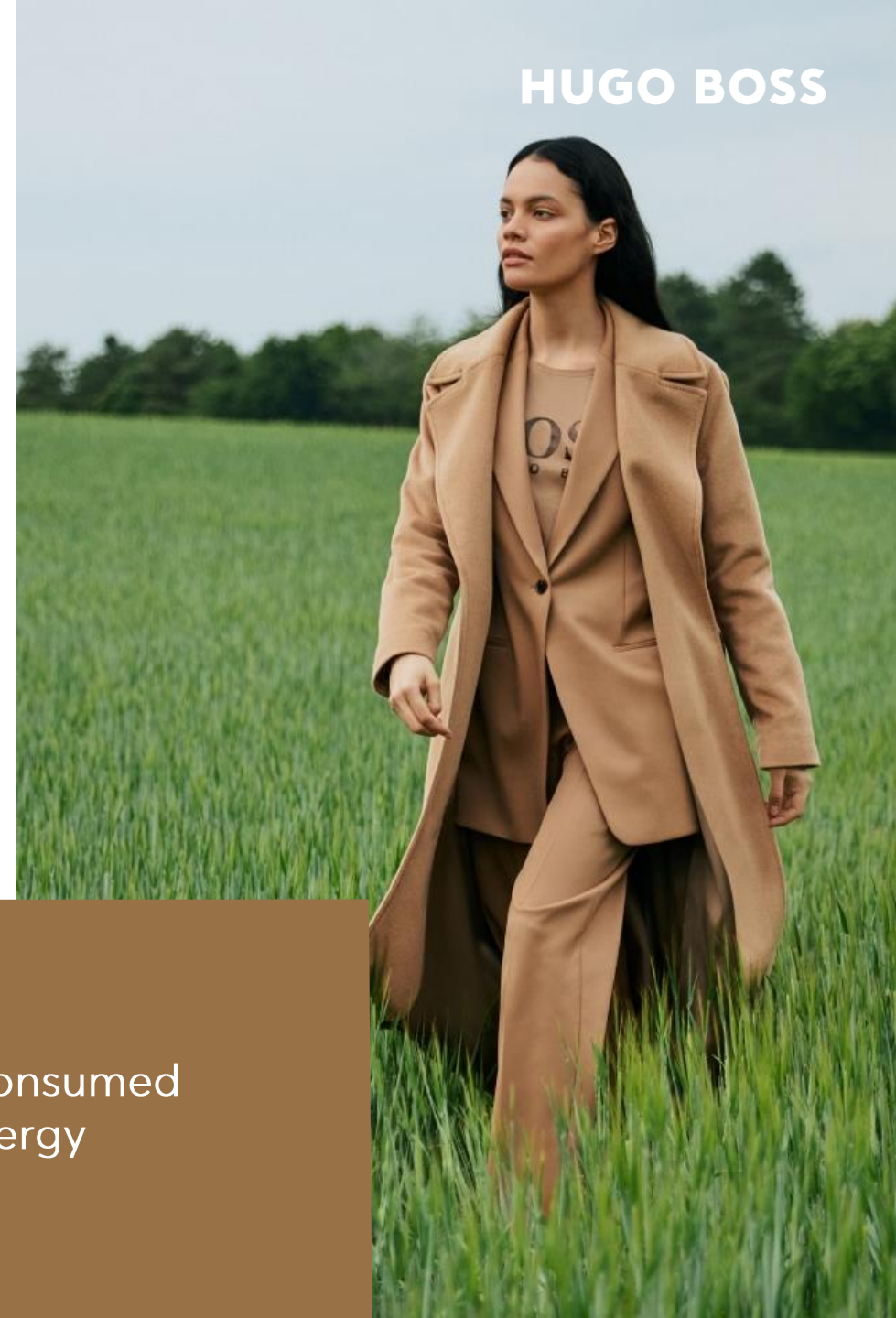
All directly contracted fabrics and trimmings suppliers are integrated in social compliance program

10%

ENVIRONMENT REDUCING OUR ENVIRONMENTAL IMPACT

ALWAYS. Our ongoing commitment to reduce our environmental impact while saving costs:

We continuously minimize our impacts on climate change, reduce the consumption of resources and use chemicals responsibly.



ENVIRONMENT

TODAY.

In 2020, more than half of the electricity consumed within the Group came from renewable energy sources.

ENVIRONMENT

TOMORROW. OUR MAIN GOALS



SDGs

(Sustainable Development Goals of the United Nations)

MAIN GOAL

STATUS 2020



Climate neutrality in the whole value chain until 2045



Climate neutrality in our own area of responsibility until 2030



Reduction of own water consumption (externally sourced water) in relation to Group sales by 40% compared with the base year 2016 until 2025

5%



100% of suppliers with high environmental impact comply with the HUGO BOSS environmental requirements until 2025

20%

FINANCIAL CALENDAR & INVESTOR RELATIONS CONTACT

NOVEMBER

4

2021

THIRD QUARTER RESULTS

2021

**CHRISTIAN
STÖHR**

**VICE PRESIDENT INVESTOR RELATIONS AND
CORPORATE COMMUNICATIONS**

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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.

