

1

TO OUR  
SHAREHOLDERS

2

COMBINED  
MANAGEMENT REPORT

3

CORPORATE  
GOVERNANCE

4

CONSOLIDATED  
FINANCIAL STATEMENTS

5

ADDITIONAL  
INFORMATION

**HUGO BOSS**  
Annual Report 2025

# CHAPTER 3

# CORPORATE GOVERNANCE

171  
CORPORATE GOVERNANCE  
AND THE CORPORATE  
GOVERNANCE STATEMENT

183  
COMPENSATION REPORT

214  
LEGAL DISCLOSURES



# CORPORATE GOVERNANCE AND THE CORPORATE GOVERNANCE STATEMENT

Good corporate governance as a key factor for long-term business success

Close and continuous dialog between Managing Board and Supervisory Board

Managing Board and Supervisory Board issue declaration of compliance

**Good corporate governance** is an integral part of HUGO BOSS and a guiding principle encompassing all areas of our business. It is a key factor for long-term success and sustainable value creation. The Managing Board and Supervisory Board are committed to ensuring the Company's continuity while promoting responsible, transparent, and forward-looking corporate governance. In doing so, HUGO BOSS aims to live up to, and further strengthen, the trust placed in the Company by its employees, shareholders, business partners, and the public.

In fiscal year 2025, the Managing Board and Supervisory Board dealt in detail with compliance with the requirements of the German Corporate Governance Code (GCGC) and, as a result, issued the **Declaration of Compliance** dated December 2025. It is included at the end of this chapter and, like previous declarations of compliance, published on the corporate website. HUGO BOSS complies with all recommendations of GCGC as amended on April 28, 2022, published in the "Bundesanzeiger" [German Federal Gazette] on June 27, 2022.

The **Corporate Governance Statement** (pursuant to Sec. 289f and Sec. 315d HGB ["Handelsgesetzbuch": German Commercial Code]) contains, among other things, the declaration of compliance, disclosures on corporate governance practices, and a description of the working methods of the Managing Board and the Supervisory Board. It is also available at [cgs.hugoboss.com](https://cgs.hugoboss.com).

## Corporate governance practices

As an international company, HUGO BOSS is aware of its corporate responsibility vis-à-vis employees, society, and the environment. In this context, **responsible corporate action** is an important prerequisite for ensuring competitiveness and long-term business success. Consequently, HUGO BOSS not only places the highest demands on innovation and product quality, but also integrates environmental and social considerations across its value chain. With sustainability being an integral part of its business activities, the Company's **Sustainability Strategy** is built on five pillars that aim to drive change within the fashion industry, underpinned by a strong environmental, social, and governance (ESG) foundation. At all times, HUGO BOSS is committed to complying with applicable regulatory frameworks and adhering to its internal guidelines to the fullest extent possible. > [Group Strategy](#), > [Sustainability Strategy](#), > [Combined Non-financial Statement](#)

## Corporate compliance

HUGO BOSS operates in a large number of countries and therefore in different legal frameworks. At HUGO BOSS, **corporate compliance** is a key responsibility of the Managing Board, comprising measures to ensure adherence to statutory and other legal requirements, internal corporate policies, and codices. This includes, among other things, data protection, antitrust and anti-corruption regulations, as well as the provisions of capital market law. HUGO BOSS expects all employees to act in a legally impeccable manner at all times in their day-to-day work.

The **Compliance & Human Rights Officer** reports to the General Counsel, who holds the role of Chief Compliance Officer, and supports the Managing Board in monitoring effective compliance management. Together with the compliance officers in the Group companies, the Compliance & Human Rights Officer ensures that the compliance program is implemented and continuously developed throughout the Group. The Audit Committee is regularly informed about the activities of the Compliance department.

HUGO BOSS defines Group-wide principles of conduct in a **Code of Conduct** and related Group policies, providing a clear framework to ensure the legality of employee conduct. The focus is placed on regulations governing compliant conduct, including competition and antitrust law, the avoidance of conflicts of interest, the appropriate handling of company information, data protection, fair working conditions and respectful treatment, as well as anti-corruption. Employees are continuously familiarized with the requirements of the Code of Conduct and the Group policies through regular **e-learning programs** for all employees with computer access, as well as topic-specific **face-to-face training sessions**. HUGO BOSS does not tolerate any form of deliberate misconduct or persistent violations of the Code of Conduct and the Group policies.

Employees may seek support and advice on matters concerning legal conduct from their supervisors or the Compliance department. As an additional reporting channel, HUGO BOSS has established a Group-wide **ombudsperson system**. Employees, suppliers, and trading partners may contact an external ombudsperson confidentially, and if needed, anonymously in the event of indications of fraud, infringements of antitrust law, or breaches of compliance guidelines. The ombudsperson's contact details are available to all employees via the Company's intranet and on the corporate website. The same applies to the **HUGO BOSS Speak Up Channel**, which likewise enables confidential and anonymous reporting of misconduct and criminal offenses. Further details on whistleblower protection and the handling of reports are set out in the **Whistleblowing Policy** on the corporate website and intranet. > **Combined Non-financial Statement, Governance**

## Capital market communication

HUGO BOSS reports regularly, comprehensively, and in a timely manner on its business development, operational and financial performance, as well as material changes within the Group. **Investor Relations activities** include regular dialog with institutional investors, financial analysts, and private shareholders. As part of the **annual and quarterly financial results releases**, audio or videoconference calls are held for financial analysts and institutional investors to provide detailed insights into the Group's operational and financial performance. The Group's strategy and key strategic developments are also presented and discussed in detail at a **Capital Markets Day** on a regular basis. In addition to dedicated events for private investors, the **Annual General Meeting** provides a further opportunity to obtain comprehensive information about the Company's performance. All key information and financial releases, such as press releases, voting rights notifications, financial reports, the financial calendar, and presentations of roadshows and conferences, are published on the **corporate website**. > [group.hugoboss.com](https://group.hugoboss.com)

## Cooperation, composition, and activities of the Managing Board and Supervisory Board

The management structure of HUGO BOSS is derived from the requirements of German corporate law. As a German stock corporation, HUGO BOSS AG has a **dual management and control structure**. The Managing Board is responsible for the Group strategy and Group management. The Supervisory Board advises the Managing Board and monitors its management activities.

The Managing Board and Supervisory Board cooperate closely in the best interest of the Group. The common objective is to **sustainably increase the enterprise value of HUGO BOSS**. The Managing Board regularly informs the Supervisory Board, in a timely manner, of all matters of relevance to the Group, including strategy, planning, business development, risk position, changes in the risk situation, and compliance. Deviations from targets and budgets are explained in detail to the Supervisory Board and its committees. The Group's strategic direction and ongoing development are also aligned and discussed with the Supervisory Board.

In making decisions and in performing their duties for HUGO BOSS, members of the Managing Board and Supervisory Board are required to act solely in the interest of the Company and must not pursue their personal interests or grant other persons unjustified advantages. **No conflicts of interest** of members of the Managing Board or Supervisory Board were reported in fiscal year 2025. The mandates held by the Managing Board and Supervisory Board members in statutory supervisory boards or comparable domestic and foreign oversight committees of business enterprises are listed in the notes to the consolidated financial statements. > **Notes to the Consolidated Financial Statements, Additional Disclosures on the Members of the Supervisory Board and the Managing Board**

## The Managing Board

The Managing Board of HUGO BOSS consists of the Chairman of the Managing Board and the members of the Managing Board with equal rights and their respective areas of responsibility. At the end of fiscal year 2025, the Managing Board comprised **three members**.

The HUGO BOSS Group is managed by the Managing Board of the parent company, HUGO BOSS AG, in which all of the Group management functions are bundled. The **Managing Board's core duties** include the development and successful execution of the Group strategy, corporate finance, risk management (including the implementation and monitoring of the risk management and internal control system), decisions on the collections, product sourcing, and management of the global distribution network. In addition, the Managing Board is responsible for preparing the annual, consolidated, and interim financial statements, and for representing the Company to the media and the capital market.

The **bylaws** of the Managing Board govern the internal organization of the Managing Board, in particular the allocation of duties among its members as well as the procedure for adopting resolutions. The bylaws also define the disclosure and reporting duties as well as all matters requiring the approval of the Supervisory Board. The bylaws of the Managing Board are available on the corporate website. > [group.hugoboss.com](https://group.hugoboss.com)

The Supervisory Board pays attention to diversity in the composition of the Managing Board (**diversity concept for the Managing Board**). Diversity among the Managing Board's members serves to ensure the Company's long-term success. The Supervisory Board takes account of several aspects in the composition of the Managing Board, including:

- Members of the Managing Board should have long-standing management experience.
- Members of the Managing Board should have an international background (i.e., individuals who possess experience gained outside Germany due to current or past activities and/or who hold non-German citizenship).
- As many different educational and professional backgrounds as possible should be represented in the Managing Board.
- In addition to the legally required qualifications, the Managing Board should have members with knowledge of branding, supply chain, and distribution.
- To ensure long-term succession planning, the Managing Board should have a good balance of ages among its members.
- The Supervisory Board is pursuing the target of having at least one woman on the Managing Board by December 31, 2028, at the latest.
- Members of the Managing Board may not, as a rule, be older than 60 years of age when they are appointed.

Decisions on the specific **composition of the Managing Board** are made by the Supervisory Board in the interest of the Company and consider all circumstances of the individual case. With the exception for the target for the proportion of women on the Managing Board, the aforementioned composition targets were achieved throughout the reporting period.

The Supervisory Board strives to ensure an appropriate representation of women on the Managing Board. However, when making personnel decisions, the Supervisory Board pays particular attention to maintaining business continuity and continuing the successful cooperation with and within the existing Managing Board. At the same time, the Supervisory Board does not consider it justified to intervene in the composition of the existing Managing Board solely to achieve the target. Pursuant to Sec. 111 (5) AktG ["Aktiengesetz": German Stock Corporation Act], the Supervisory Board has set the **target of having at least one woman on the Managing Board** of the Company by no later than December 31, 2028.

The GCGC stipulates that the Managing Board shall pay attention to **diversity** when filling senior management positions within the Company and, in particular, shall strive for appropriate consideration of women. The Managing Board of HUGO BOSS is committed to this objective. It has paid attention to workforce diversity in the past and will continue to do so in the future. Pursuant to Sec. 76 (4) AktG, the Managing Board set the target of achieving a proportion of women of at least 40% in top management positions (first management level below the Managing Board), and at least 50% at the second management level below the Managing Board for the reference period up to December 31, 2025. As of December 31, 2025, the **proportion of women in top management amounted to 24%**, while the **proportion at the second management level below the Managing Board was 43%** (December 31, 2024: 27% and 44%, respectively). Accordingly, both targets were not met by the end of the reference period.

Following the end of the previous target period, both targets were subject to a comprehensive review in 2025. As a result, the **Managing Board extended the reference period up to December 31, 2030**, while maintaining the existing targets of at least 40% at the top management level and at least 50% at the second management level. HUGO BOSS remains committed to increasing the representation of women in leadership positions and will continue to implement measures to support progress toward these targets. However, positions are filled solely based on the qualifications of applicants, even if this results in a proportion of women below the defined target. > **Combined Non-financial Statement, Own Workforce**

Together with the Managing Board, the Supervisory Board is responsible for **long-term succession planning** for the Managing Board. In this context, the Supervisory Board takes into account the target for the proportion of women on the Managing Board, the criteria set out in the diversity concept for the Managing Board, as well as the requirements of the AktG and GCGC. Respecting the specific qualification requirements and the aforementioned criteria, the Personnel Committee develops an ideal profile, on the basis of which it compiles a shortlist of suitable candidates. Interviews are then conducted with these candidates before a recommendation is submitted to the Supervisory Board for approval. When developing the requirement profiles and selecting candidates, the Supervisory Board is supported, where appropriate, by external consultants.

## The Supervisory Board

HUGO BOSS attaches great importance both to the **competencies** and **independence** of the Supervisory Board members as well as to **diversity** in the composition of the Supervisory Board. The members of the Supervisory Board of HUGO BOSS have the necessary knowledge, skills, and professional experience to duly perform their duties.

In accordance with the recommendation in Sec. C.1 GCGC, the Supervisory Board adopted a **Supervisory Board competency profile** and set specific targets for its **composition**. Accordingly, the Supervisory Board should include at least two members with an international background. In fiscal year 2025, the Supervisory Board had two members who were nationals of countries other than Germany. In addition, several Supervisory Board members with German nationality have international professional experience. Furthermore, none of the members may have any potential conflicts of interest. **No conflicts of interest** of members of the Supervisory Board were reported in fiscal year 2025. None of the current members of the Supervisory Board previously held a Managing Board position within the Company. There were also no advisory or other service agreements in place between members of the Supervisory Board and the Company in the reporting year. In addition, no member of the Supervisory Board should be older than 69 years at the time of election. However, the Supervisory Board has not set a standard limit for the length of membership of the Supervisory Board. HUGO BOSS is of the opinion that a predefined length of membership is not appropriate, as the Company also benefits from the expertise of long-standing Supervisory Board members.

The Supervisory Board has also defined a specific target regarding the number of **independent members** of the Supervisory Board within the meaning of GCGC. Accordingly, of the twelve members of the Supervisory Board, a total of at least nine members shall be independent. In addition to the six employee representatives, the four shareholder representatives Andreas Kurali, Iris Epple-Righi, Christina Rosenberg, and Stephan Sturm are to be regarded as independent within the meaning of the recommendation in Sec. C.6 GCGC.

The Supervisory Board also adopted the following additional composition targets, with the aid of which **diversity** on the Supervisory Board is to be achieved (**diversity and competency concept for the Supervisory Board**):

- The Supervisory Board should have at least two members with an international background (i.e., persons who possess experience gained outside Germany due to current or past activities and/or hold non-German citizenship).
- The Supervisory Board should have at least one member with expertise in the area of accounting and at least one member with expertise in the area of auditing.
- The Supervisory Board should have at least one member holding expertise in branding, supply chain, and/or national or international distribution matters.
- The Supervisory Board should have at least two members who are currently or formerly managers of another company.

- The Supervisory Board should have at least four members possessing extensive knowledge and expertise of the Company itself. This shall include expertise regarding sustainability matters relevant to the Company.
- Aside from the employee representatives, the Supervisory Board should have at least three members who are independent.

All composition targets were either reached or exceeded throughout the reporting period, with the **implementation status of the diversity and competency concept** being disclosed below.

#### IMPLEMENTATION STATUS OF THE DIVERSITY AND COMPETENCY CONCEPT FOR THE SUPERVISORY BOARD

Member	International experience	Expertise in accounting	Expertise in auditing	Expertise in branding, supply chain, and/or distribution	Current or former executive management experience at another company	Expertise in the Company's business model	Expertise in sustainability matters relevant to the Company	Independence
<b>Current Supervisory Board Members (from AGM 2025)</b>								
Stephan Sturm, Chairman	X	X	X	X	X	X	X	X
Sinan Piskin, Deputy Chairman						X	X	X
Iris Epple-Righi	X			X	X	X	X	X
Katharina Herzog	X	X	X			X	X	X
Dr. Claudia Hülsken					X	X	X	X
Andreas Kurali	X	X	X	X	X	X	X	X
Daniela Liburdi						X		X
Luca Marzotto	X	X	X	X	X	X	X	
Laura Micati						X		X
Michael Murray	X			X	X	X	X	
Tanja Silvana Nitschke					X	X	X	X
Christina Rosenberg	X			X	X	X	X	X
<b>Former Supervisory Board Members (until AGM 2025)</b>								
Hermann Waldemer, Chairman	X	X	X	X	X	X	X	X
Andreas Flach					X	X	X	X
Gaetano Marzotto	X	X	X	X	X	X	X	
Bernd Simbeck						X		X
Robin J. Stalker	X	X	X	X	X	X	X	X

Criterion met, based on a self-assessment by the Supervisory Board. An "X" means at least "good knowledge" based on existing qualifications, or the knowledge and experience acquired in the course of work as a member of the Supervisory Board.

The Supervisory Board currently comprises seven women, with the **gender quota** pursuant to Sec. 96 (2) AktG being met in total with five female representatives on the employee side and two female representatives on the shareholder side.

The Supervisory Board regularly reviews the **efficiency** of its activities. In fiscal year 2025, as in previous years, the assessment of the members of the Supervisory Board was obtained by means of a comprehensive questionnaire. The external evaluation of the completed questionnaires and the suggestions for improvement contained therein were analyzed and discussed in detail at the Supervisory Board meeting on December 2, 2025. The Supervisory Board drew an overall favorable conclusion.

The Supervisory Board has adopted **bylaws**, which, among other things, govern its duties and responsibilities as well as the procedures for convening, preparing, and chairing meetings and for passing resolutions. The bylaws of the Supervisory Board are available on the corporate website. > [group.hugoboss.com](https://group.hugoboss.com)

The Supervisory Board has formed five **committees** on behalf of, and representing, the Supervisory Board as a whole, fulfilling duties assigned to them to the extent permitted by law, the Articles of Incorporation, and/or bylaws. For the Audit Committee, the Personnel Committee, and the Working Committee, the bylaws provide for equal representation of shareholder representatives and employee representatives.

## 1. Audit Committee

The Audit Committee, which has equal representation of shareholders and employees, consists of six members elected by the members of the Supervisory Board. In accordance with GCGC, the Chairman of the committee shall be independent. The Audit Committee is responsible for monitoring the financial and non-financial reporting process, the effectiveness of the systems of internal control, risk management, and internal auditing, as well as the audit of the annual financial statements. In particular, it has the following duties:

- To perform a preliminary audit of the annual financial statements and the consolidated financial statements, the combined management report including the combined non-financial statement of HUGO BOSS AG and the Group, and the profit appropriation proposal, to discuss the audit report with the external auditor, and to prepare the Supervisory Board's decision on the approval of the annual financial statements and the consolidated financial statements;
- To examine the quarterly and half-year financial reporting and discuss the quarterly and half-year results with the Managing Board;
- To prepare the Supervisory Board's proposal to the Annual General Meeting for the appointment of an auditor, and, in particular, review of the auditor's independence, and the additional services provided by the auditor;
- Following consultation with the Managing Board, to engage the external auditor and to sign the corresponding fee agreement for the audit of the annual financial statements and the consolidated financial statements on the basis of the resolution passed at the Annual General Meeting, including the determination of the key audit matters and the auditor's reporting duties towards the Supervisory Board;
- To verify compliance to legal requirements and internal Company guidelines.

As of December 31, 2025, the Audit Committee comprises the following members: Andreas Kurali (Chairman), Iris Epple-Righi, Dr. Claudia Hülsken, Tanja Silvana Nitschke, Sinan Piskin, and Stephan Sturm.

The Supervisory Board assured itself that Andreas Kurali, Chairman of the Audit Committee, is independent.

Pursuant to the AktG, the Supervisory Board must have at least one member with **expertise in accounting** and at least one additional member with **expertise in the auditing of financial statements**. According to GCGC, expertise in accounting consists of specialist knowledge and experience in the application of accounting principles and internal control and risk management systems, while expertise in auditing consists of specialist knowledge and experience in the auditing of financial statements. Accounting and auditing also include sustainability reporting and its audit and assurance. With Stephan Sturm and Andreas Kurali, the Supervisory Board and the Audit Committee have two members with expertise in both the area of accounting and the auditing of financial statements, thus complying with the requirements of the AktG. Pursuant to GCGC, the Chairman of the Audit Committee shall be an expert in at least one of these two areas while also being independent. The Chairman of the Audit Committee, Andreas Kurali, fulfills both these requirements.

**Stephan Sturm** has held various senior positions in the financial sector during his professional career, including Chief Financial Officer and later Chief Executive Officer of the publicly listed Fresenius Group. In these roles, he acquired extensive knowledge in the application of accounting principles, and in internal control and risk management systems, as well as in the auditing of financial statements. In the course of his senior responsibilities, he also dealt with strategically relevant sustainability topics. Furthermore, he served as Chairman of the Audit Committee of the Supervisory Board of Deutsche Lufthansa AG from 2018 to 2021. He actively leverages this experience for the benefit of the Supervisory Board and the Audit Committee of HUGO BOSS.

**Andreas Kurali** began his professional career serving in various finance roles at Philip Morris GmbH before taking on international leadership positions in finance at Philip Morris International Inc. Over more than two decades, he acted as Chief Financial Officer for several international affiliates and geographical regions across continents, followed by the role of Group Controller and most recently Deputy Chief Financial Officer and Head of Financial Transformation. He possesses comprehensive knowledge and experience in the application of accounting principles and internal control and risk management systems, as well as in auditing. In these roles, Andreas Kurali was also involved with company-relevant sustainability topics. He actively applies this expertise to the benefit of the Supervisory Board and the Audit Committee of HUGO BOSS.

## 2. Personnel Committee

The Personnel Committee, which has equal representation of shareholders and employees, consists of the Chairman of the Supervisory Board and five other members elected by the Supervisory Board from among its members. It decides on matters relating to the service agreements of the Managing Board members and other contractual matters (including those relating to former Managing Board members and their surviving dependents), prepares the decisions of the Supervisory Board on the appointment and, if necessary, dismissal of members of the Managing Board, and, together with the full Supervisory Board and the Managing Board, ensures long-term succession planning. Decisions concerning the compensation of Managing Board members (including former Managing Board members and their surviving dependents) as well as regular deliberation on, and the review of, the compensation system are the responsibility of the full Supervisory

Board. However, the Personnel Committee submits proposals in preparation for decisions on these matters. In addition, the Personnel Committee makes decisions in accordance with Sec. 114 AktG (Contracts with Supervisory Board Members) and Sec. 115 AktG (Loans to Supervisory Board Members) as well as matters requiring the Supervisory Board's consent in connection with senior management (including the granting of loans to senior management within the meaning of Sec. 89 (2) AktG). To the extent permitted by law, it represents the Company in transactions with Managing Board members (including former Managing Board members and their surviving dependents).

As of December 31, 2025, the Personnel Committee comprises the following members: Stephan Sturm (Chairman), Daniela Liburdi, Luca Marzotto, Laura Micati, Sinan Piskin, and Christina Rosenberg.

### **3. Working Committee**

The Working Committee, which has equal representation of shareholders and employees, consists of the Chairman of the Supervisory Board and five other members elected by members of the Supervisory Board, assisting and advising the Chairman of the Supervisory Board. In accordance with the statutory provisions, the Working Committee works closely with the Managing Board to prepare the meetings of the Supervisory Board. In particular, the Working Committee performs the monitoring duties between the meetings of the Supervisory Board. This does not prejudice the monitoring duties of the individual members of the Supervisory Board. The Working Committee makes decisions on transactions requiring consent in cases where the Supervisory Board has delegated its powers accordingly. To the extent permitted by law, the Working Committee is authorized to make decisions on urgent matters instead of the full Supervisory Board. In such cases, the Working Committee shall inform the Supervisory Board immediately in writing, and in detail verbally, at the next Supervisory Board meeting about the decision, the reasons, and the necessity of the committee's resolution.

As of December 31, 2025, the Working Committee comprises the following members: Stephan Sturm (Chairman), Katharina Herzog, Daniela Liburdi, Luca Marzotto, Michael Murray, and Sinan Piskin.

### **4. Nomination Committee**

The Nomination Committee consists of three members elected by the shareholder representatives of the Supervisory Board and is thus composed exclusively of shareholder representatives in accordance with the recommendation in Sec. D.4 GCGC. Its task is to identify suitable candidates for the election of shareholder representatives to the Supervisory Board, and to propose them to the Supervisory Board for its election proposals at the Annual General Meeting.

As of December 31, 2025, the Nomination Committee comprises the following members: Stephan Sturm (Chairman), Luca Marzotto, and Michael Murray.

## 5. Mediation Committee

The Mediation Committee consists of the Chairman of the Supervisory Board, its Deputy, and one member each elected by the employee and shareholder representatives on the Supervisory Board by a majority of the votes cast. Its sole purpose is to perform the duties referred to in Sec. 27 (3) and Sec. 31 (3) sentence 1 MitbestG [“Mitbestimmungsgesetz”: German Co-Determination Act]. Accordingly, the Mediation Committee makes proposals for the appointment of members of the Managing Board if a previous proposal has not received the legally required majority.

As of December 31, 2025, the Mediation Committee comprises the following members: Stephan Sturm (Chairman), Iris Epple-Righi, Daniela Liburdi, and Sinan Piskin.

## Risk management and risk controlling

Responsible, systematic, and transparent risk management is a core element of good corporate governance at HUGO BOSS. The **risk management system** anchored in the value-based Group management is designed to enable the Company to exploit business opportunities while, at the same time, allow for early identification, assessment, and management of risks through appropriate measures. Ensuring appropriate and effective risk management and risk controlling is of particular importance. The systems are continuously enhanced and adapted to changing conditions. Inherently, however, they cannot provide full protection against losses from business transactions or fraudulent acts. > [Report on Risks and Opportunities](#)

## Financial reporting and audit of the financial statements

The financial reports of HUGO BOSS are prepared in accordance with the International Financial Reporting Standards (IFRS) as endorsed by the European Union. The Audit Committee established by the Supervisory Board regularly **monitors the financial reporting process** and the **audit of the financial statements**. Since fiscal year 2022, the audit has been performed by Deloitte GmbH Wirtschaftsprüfungsgesellschaft, Stuttgart, with Marco Koch having signed the auditors' report since December 31, 2022 and Constantin Fuchs since December 31, 2025. It was agreed with the auditor with respect to the reporting year that the Chairman of the Audit Committee shall be informed without delay during the audit of any possible grounds for disqualification or partiality that could not be immediately rectified. It was also agreed that the external auditor is obliged to report on any findings or events arising during the performance of the audit that are of importance to the duties of the Supervisory Board. In addition, the external auditor is obliged to inform the Supervisory Board and state in its audit report if findings are made during the audit that are inconsistent with the declaration of compliance made by the Managing Board and Supervisory Board pursuant to Sec. 161 AktG. Moreover, the Supervisory Board requested a declaration of independence from the external auditor and duly convinced itself of the auditor's independence. This declaration also included mandates to perform non-auditing services.

## Compensation of the Managing Board and Supervisory Board

HUGO BOSS considers transparent and comprehensible reporting on the compensation of the Managing Board and Supervisory Board as an important element of good corporate governance. The **compensation report** pursuant to Sec. 162 AktG outlines and explains the compensation of current and former members of the Managing Board and the Supervisory Board of HUGO BOSS in fiscal year 2025. The main features of the compensation systems for the Managing Board and Supervisory Board applicable in fiscal year 2025 are also outlined. > [Compensation Report](#)

### Declaration of compliance

In December 2025, the Managing Board and Supervisory Board of HUGO BOSS issued the following declaration prescribed by Sec. 161 AktG:

"Declaration of compliance

#### **Declaration of the Managing Board and Supervisory Board of HUGO BOSS AG pursuant to section 161 AktG (German Stock Corporation Act)**

HUGO BOSS AG, Metzingen, Securities ID A1PHFF, International Securities ID DE000A1PHFF7

The Managing Board and Supervisory Board of HUGO BOSS AG herewith declare pursuant to section 161 para. 1 sentence 1 AktG (German Stock Corporation Act) that since the Compliance Declaration of December 2024, the recommendations of the Government Commission "German Corporate Governance Code" in the version of April 28, 2022 – published in the Federal Gazette on June 27, 2022 – have been and will be complied with.

Metzingen, December 2025"

# COMPENSATION REPORT

**Presentation and description of the compensation of the Managing Board and the Supervisory Board**

**Compensation system geared towards long-term success of HUGO BOSS**

**Report complies with the requirements of Sec. 162 AktG and is based on the German Corporate Governance Code**

HUGO BOSS considers transparent and comprehensible reporting on the compensation of the Managing Board and the Supervisory Board as an **important element of good corporate governance**. The following compensation report pursuant to Sec. 162 AktG ["Aktengesetz": German Stock Corporation Act] outlines and explains the compensation of the current and former members of the Managing Board and of the Supervisory Board of HUGO BOSS AG in fiscal year 2025. In order to facilitate the context of the disclosures, the main features of the compensation systems for the Managing Board and the Supervisory Board applicable in fiscal year 2025 are also outlined. In addition, a detailed description of the compensation systems for the Managing Board and the Supervisory Board can be found at [compensation.hugoboss.com](https://compensation.hugoboss.com).

## Review of compensation in fiscal year 2025

### Approval of the compensation report for fiscal year 2024

The report on the compensation awarded or due to present and former members of the Managing Board and Supervisory Board of HUGO BOSS AG for fiscal year 2024 has been prepared in accordance with Sec. 162 AktG. The compensation reported for fiscal year 2024 is based on the compensation system for the Managing Board approved by a large majority at the 2021 Annual General Meeting (Compensation System 2021; approval rate: 93.83%). At the Annual General Meeting on May 15, 2025, the **compensation report for fiscal year 2024** received an approval rate of 67.96% in accordance with Sec. 120a (4) AktG. The Supervisory Board and the Managing Board primarily attribute this outcome to possible concerns regarding the CEO Investment Opportunity, which is explicitly not part of the compensation system and is explained in more detail at the end of this chapter.

### Approval of the revised compensation system for the Managing Board

In light of the voting results on the compensation report in recent years, ongoing feedback from the capital market, and the Company's commitment to further align with evolving best practices in corporate governance, the Supervisory Board thoroughly reviewed and further refined specific aspects of the Managing Board's compensation system in fiscal year 2025. Consequently, and as part of the regular voting cycle, a **revised compensation system** was presented to the Annual General Meeting on May 15, 2025 (Compensation System 2025). The Compensation System 2025 applies to all new appointments and agreement extensions starting from January 1, 2025. The revised compensation system was approved by the Annual General

Meeting with an approval rate of 71.05%. As in prior years, the Supervisory Board and the Managing Board primarily attribute this outcome to possible concerns regarding the CEO Investment Opportunity, which is explicitly not part of the compensation system. The following sections of this compensation report describe the Compensation System 2021 and, where relevant, explain the specific adjustments introduced under the Compensation System 2025.

## Application of the compensation system for the Managing Board in fiscal year 2025

In fiscal year 2025, there were **no changes** to the composition of the Managing Board of HUGO BOSS AG. In May 2025, Oliver Timm was reappointed as a member of the Managing Board and Deputy CEO until December 31, 2028, with his service agreement extended accordingly.

In fiscal year 2025 the **compensation of Daniel Grieder and Yves Müller** were governed by the Compensation System 2021, while the renewed **contract of Oliver Timm** incorporates the regulations under the Compensation System 2025. The features presented in this report are included in both the Compensation System 2021 and the Compensation System 2025. Any discrepancies between the compensation systems will be addressed in this report.

The Personnel Committee regularly reviews the **appropriateness and customarily nature of the compensation** of the Managing Board members and, if necessary, proposes adjustments to the Supervisory Board in order to ensure that compensation for the members of the Managing Board is customary for the market and competitive within the applicable framework. As part of the regular voting cycle, the suitability was last reviewed in September 2024. In this context, the compensation of the members of the Managing Board was compared with the companies of the DAX and MDAX as well as relevant competitors, taking into account the size criteria of revenues, employees, and market capitalization (**horizontal comparison**). In this context, the maximum compensation was adjusted upward in order to adequately reflect market developments and maintain competitiveness. In addition, the appropriateness of the Managing Board compensation within the Group is reviewed annually based on the development of the Managing Board compensation compared to the development of the senior management compensation, defined as the first management level below the Managing Board, and to the development of the compensation of the employees as a whole, defined as the average compensation of the Group's full-time employees (**vertical comparison**).

HUGO BOSS is firmly committed to driving sustainable, profitable growth. Introduced in December 2025, the Company's strategy **CLAIM 5 TOUCHDOWN** is designed to support this ambition and to further strengthen the Company's position in the global premium apparel market. The design of the Managing Board's compensation system is aimed to provide **strong incentives for the successful execution of this strategy**. Consequently, the compensation of the Managing Board is closely linked to the Group strategy, with the performance-related compensation components (STI and LTI) based, among other things, on the development of financial performance criteria such as sales, operating profit (EBIT), and return on capital employed (ROCE). The inclusion of non-financial performance criteria also emphasizes the Company's responsibility for environmental, social, and governance (ESG) topics as well as the objective of a sustainable, long-term successful business performance.

In fiscal year 2025, HUGO BOSS operated in a challenging global market environment, which weighed on overall business performance. Reflecting this development, the overall target achievement for the **short-term incentive (STI)** amounted to 80% in 2025. By contrast, the final target achievement for the **long-term incentive (LTI)** tranche issued in fiscal year 2022 (LTI 2022–2025) amounts to 143% of the target value (payment in fiscal year 2026), underscoring robust performance against the defined financial and non-financial targets over the three-year performance period.

In the past fiscal year, the Supervisory Board **did not make use** of the options provided by the compensation system in accordance with legal provisions to temporarily deviate from the compensation system or to make adjustments to the target achievement in certain circumstances.

This compensation report, prepared jointly by the Managing Board and the Supervisory Board, is audited by the **external auditor** as part of the formal audit required by law pursuant to Sec. 162 (3) AktG. The corresponding **report on the audit of the compensation report** is attached to this compensation report.

> **Report of the Independent Auditor on the Audit of the Compensation Report in accordance with Section 162 (3) AktG**

## Application of the compensation system for the Supervisory Board in fiscal year 2025

The **compensation system for the Supervisory Board** was adopted by the Annual General Meeting on May 27, 2020, and confirmed unchanged by the Annual General Meeting on May 14, 2024 with a majority of 98.91%. The compensation system was applied in fiscal year 2025 in full, as set out in Art. 12 of the Company's Articles of Association.

In fiscal year 2025, the Supervisory Board of HUGO BOSS AG was re-elected as scheduled at the ordinary Annual General Meeting on May 15, 2025. Among **shareholder representatives**, Iris Epple-Righi, Luca Marzotto, and Christina Rosenberg were re-elected, while Stephan Sturm, Andreas Kurali, and Michael Murray joined as new members. The previous representatives, Hermann Waldemer, Gaetano Marzotto, and Robin J. Stalker, did not stand for re-election. The **employee representatives** had been elected separately in March and assumed their mandate after the Annual General Meeting. Katharina Herzog, Daniela Liburdi, Tanja Silvana Nitschke, and Sinan Piskin were re-elected, while Dr. Claudia Hülsken and Laura Micati replaced Andreas Flach and Bernd Simbeck as new members. The term of office of the newly elected Supervisory Board runs until the end of the ordinary Annual General Meeting in 2030, which will decide on the approval of the Supervisory Board for fiscal year 2029. Immediately following the 2025 Annual General Meeting, Stephan Sturm was unanimously appointed **Chairman** and Sinan Piskin re-elected **Deputy Chairman**. As set out in Art. 12 of the Company's Articles of Association, all newly appointed and departing members receive pro-rata compensation for their activities in fiscal year 2025.

# Compensation of the members of the Managing Board in fiscal year 2025

## Overview of the structure of the compensation system for the Managing Board

The compensation system of the Managing Board complies with the requirements of the German Stock Corporation Act, in particular the requirements of the Act Implementing the Shareholder Rights Directive II (SRD II), and is based on the recommendations of GCGC as amended on April 28, 2022. The compensation system is a central element of the Group's governance framework and is intended to promote **sustainable corporate development**, support the **successful execution of the Group strategy**, and contribute to **long-term profitable growth of HUGO BOSS**. The compensation of the Managing Board is therefore linked to the short- and long-term development of the Company.

As a result, the compensation of the members of the Managing Board is made up of non-performance-related and performance-related components. The **target total compensation** consists of fixed compensation, fringe benefits, pension commitments, the target amount of the short-term incentive (STI), and the target amount of the long-term incentive (LTI). It thus mainly comprises performance-related compensation elements, aimed at strengthening the performance aspect of the compensation system. The LTI, with a total term of four years, accounts for a higher share of target total compensation than the STI, with a ratio of approximately 60:40. This weighting is intended to ensure that the compensation structure as a whole is geared toward a **sustainable and successful long-term business development**.

The compensation system further includes **malus and clawback regulations** for variable compensation components, a defined **maximum compensation** in accordance with statutory requirements, and **Share Ownership Guidelines (SOG)**. The compensation system also regulates **other compensation-related aspects**, such as the terms of Managing Board service agreements and provisions applicable upon termination.

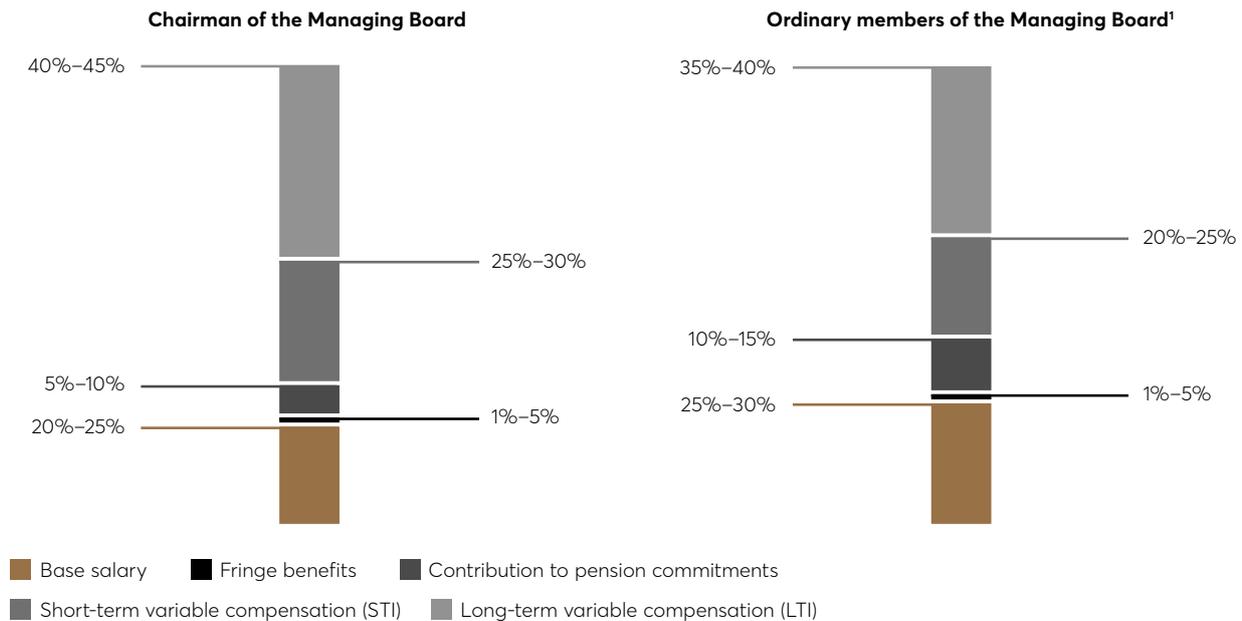
The following table presents the **main components of the Managing Board's compensation system**, showing both the former system, and the revised system. Differences and optimizations are highlighted, while detailed explanations of each component are described in detail in the sections that follow.

**OVERVIEW OF THE COMPENSATION SYSTEM**

<b>Compensation System 2021</b>	<b>Compensation System 2025</b>
<b>Fixed compensation</b>	
<b>Base salary</b>	
Annual fixed compensation paid as monthly salary	
<b>Fringe benefits</b>	
Benefits in kind which include the use of a company car, supplementary payments to insurances and, to a lesser extent, other equipment and benefits required for the performance of Managing Board duties	
<b>Pension commitments</b>	
<ul style="list-style-type: none"> <li>• Defined contribution plan (contribution to a reinsurance policy)</li> <li>• Contribution: 40% of the base salary</li> <li>• Fixed age limit: 65 years</li> </ul>	<ul style="list-style-type: none"> <li>• Defined contribution plan (contribution to a reinsurance policy)</li> <li>• Contribution: <b>30%</b> of the base salary</li> <li>• Fixed age limit: 65 years</li> </ul>
<b>Performance-related (variable) compensation</b>	
<b>Short-term variable compensation (STI)</b>	
Plan type: Target bonus system	Plan type: Target bonus system
Plan term: 1 year	Plan term: 1 year
Performance criteria (target achievement: 0%–150%): <ul style="list-style-type: none"> <li>• 40% EBIT</li> <li>• 30% sales</li> <li>• 30% trade net working capital in relation to sales</li> </ul>	Performance criteria (target achievement: 0%–150%): <ul style="list-style-type: none"> <li>• <b>35%</b> EBIT</li> <li>• <b>25%</b> sales</li> <li>• <b>25%</b> trade net working capital in relation to sales</li> <li>• <b>15% Sustainability (ESG)</b></li> </ul>
Payout: in cash at the end of the fiscal year (cap: 150% of the individual target amount)	Payout: in cash at the end of the fiscal year (cap: 150% of the individual target amount)
<b>Long-term variable compensation (LTI)</b>	
Plan type: Performance share plan	Plan type: Performance share plan
Plan term: 4 years (three-year performance period plus one-year waiting period)	Plan term: 4 years (three-year performance period plus one-year waiting period)
Performance criteria (target achievement: 0%–200%): <ul style="list-style-type: none"> <li>• 1/3 relative total shareholder return (RTSR) (100% target achievement at the median)</li> <li>• 1/3 return on capital employed (ROCE)</li> <li>• 1/6 employee satisfaction</li> <li>• 1/6 Dow Jones Sustainability Index</li> </ul>	Performance criteria (target achievement: 0%–200%): <ul style="list-style-type: none"> <li>• 1/3 relative total shareholder return (RTSR) (100% target achievement at the <b>55th percentile</b>)</li> <li>• 1/3 return on capital employed (ROCE)</li> <li>• <b>1/3 Sustainability (ESG)</b></li> </ul>
Payout: in cash at the end of the four-year plan term (cap: 250% of the individual target amount)	Payout: in cash <b>or in shares</b> at the end of the four-year plan term (cap: 250% of the individual target amount)
<b>Special compensation (sign-on; allowance)</b>	
No possibility of special compensation at the discretion of the Supervisory Board in the event of extraordinary performance Granting further, special compensation components on a temporary basis (allowances to new members of the Managing Board, e.g., to compensate for the loss of variable compensation from previous employers, or for taking on additional responsibility on an interim basis)	
<b>Malus and clawback</b>	
Withholding (compliance malus) or reclaiming (compliance clawback) part or all of variable compensation (STI and LTI) in the event of compliance violations or incorrect consolidated financial statements (performance clawback)	
<b>Share ownership guidelines (SOG)</b>	
200% of the annual gross base salary for the Chairman of the Managing Board 100% of the annual gross base salary for the ordinary Managing Board members (incl. Deputy CEO)	
<b>Maximum compensation</b>	
<ul style="list-style-type: none"> <li>• EUR 11 million for the Chairman of the Managing Board</li> <li>• EUR 5.5 million for the ordinary Managing Board members</li> </ul>	<ul style="list-style-type: none"> <li>• <b>EUR 12 million</b> for the Chairman of the Managing Board and CEO</li> <li>• <b>EUR 8 million for the Deputy CEO</b></li> <li>• <b>EUR 6 million</b> for the ordinary Managing Board members</li> </ul>

The **relative proportion of the individual compensation components** in relation to the total target compensation (i.e., assuming a target achievement of 100% for the two variable compensation components) are detailed as follows:

**COMPENSATION STRUCTURE OF THE MANAGING BOARD**



<sup>1</sup> Including Deputy CEO.

**Non-performance-related (fixed) compensation components**

The fixed compensation components consist of the fixed basic compensation, fringe benefits, and contributions to retirement benefits.

The **fixed basic compensation** is paid as a monthly salary. It takes into account the role assigned to the member of the Managing Board and the associated duties and responsibilities of that member. Following the renewal of the existing employment agreements of Daniel Grieder and Yves Müller in 2024 and of Oliver Timm in 2025, the annual basic compensation was adjusted accordingly. As a result, the current annual basic compensation amounts to EUR 1,400 thousand for Daniel Grieder (until March 2024: EUR 1,300 thousand), EUR 1,200 thousand for Oliver Timm (until May 2025: EUR 900 thousand), and EUR 900 thousand for Yves Müller (until March 2024: EUR 750 thousand).

In addition to the basic compensation, members of the Managing Board receive **fringe benefits** to a limited extent, which they tax individually in accordance with the applicable tax regulations to the extent that a non-cash benefit arises from private use. These fringe benefits primarily include private use of the company car, contributions to health and nursing care insurance, the conclusion of, and contributions to, accident and D&O insurance (with a deductible in accordance with Sec. 93(2) sentence 3 AktG), a minor clothing allowance for representative purposes, the reimbursement of reasonable tax consultancy costs, as well as other equipment and benefits required for the proper performance of Managing Board duties. For new

members of the Managing Board, reasonable costs for accommodation in Metzingen (Germany), home and return flights, as well as relocation expenses in the event of a move to Metzingen or the surrounding area will be reimbursed.

The **pension commitments** to the members of the Managing Board are defined contribution pension commitments. Under the Compensation System 2021, HUGO BOSS pays an annual pension contribution of 40% of the individual basic compensation into an employer's pensions liability insurance policy for each Managing Board member. Under the Compensation System 2025, taking market practice in Germany and capital market feedback into account, the contribution has been reduced to 30%, with all other terms remaining unchanged. The amount of retirement benefit in this regard corresponds to the amount accumulated by means of the individual employer's pension liability insurance. This results from the total annual pension contributions plus an annual interest rate, depending on the respective insurance tariff. An entitlement to retirement benefits arises on or after reaching a fixed age of 65 or in the event that the Managing Board member becomes permanently unable to work due to illness or accident before reaching the age limit and leaves the Company. In the event of the death of the member of the Managing Board, their spouse or registered partner under the German Civil Partnership Act and their orphans are entitled to a survivor's pension. If the member of the Managing Board leaves the Company before retirement, the entitlement to pension benefits is retained for a pensionable service period of more than three years. If the member of the Managing Board leaves the Company before reaching the fixed retirement age, the entitlement amount corresponds to the benefits from the non-contributory reinsurance policy at the time of departure. Ongoing pension payments are adjusted annually by at least 1%. The Supervisory Board received guidance from an independent compensation expert when designing the contribution-based pension scheme for the current members of the Managing Board.

In addition, HUGO BOSS offers the members of the Managing Board the option of acquiring **additional pension benefits** under deferred compensation agreements. This supplementary pension plan can take the form of retirement benefits or, alternatively, the form of occupational incapacity benefits and/or surviving dependents' benefits and/or the form of a lump-sum death grant. The pension benefits take the form of monthly payments, while surviving dependents' benefits can also be granted in the form of a lump-sum capital payment. The contributions from deferred compensation agreements are included in the statement of the non-performance-related compensation awarded and due for the respective fiscal year. Provisions and plan assets are recognized at the same amount.

#### PENSION COMMITMENTS (IN EUR THOUSAND)

	Daniel Grieder Chairman of the Managing Board and CEO		Oliver Timm CSO and Deputy CEO		Yves Müller CFO/COO		Total	
	2025	2024	2025	2024	2025	2024	2025	2024
Service cost under IFRS	560	550	360 <sup>1</sup>	360	360	353	1,280	1,263
Pension provision under IFRS	0	0	0	0	0	0	0	0

<sup>1</sup> For Oliver Timm, the reported pension contribution reflects the contractual adjustment effective June 1, 2025, resulting in a pro rata application of a 40% contribution until May 31, 2025, and 30% thereafter under the Compensation System 2025.

## Performance-related (variable) compensation components

The compensation system of the Managing Board comprises two performance-related components: short-term variable compensation (STI) and long-term variable compensation (LTI). Both are linked to the performance of the Company, aimed at providing **incentives for both the successful execution of the Group strategy** as well as the **value-creating development and long-term success of HUGO BOSS**. The performance criteria and the key indicators used in fiscal year 2025 for the performance assessment in the context of variable compensation are consistent with the Group strategy, and derived from the strategic targets as well as operational performance indicators of HUGO BOSS. In addition, they correspond to the applicable compensation system.

### Short-term incentive (STI) for 2025

#### General functioning

The STI is the short-term variable compensation component, with the term being one year. The amount of the STI is based on the development of financial performance criteria. In accordance with the Group's management system, the Supervisory Board has defined the following **three financial performance criteria as target components** under the Compensation System 2021, which remained applicable to all members of the Managing Board for the 2025 fiscal year:

- Sales (the sales proceeds recognized in the consolidated financial statements using the exchange rates underlying the budget)
- EBIT (the Group's net income before interest and taxes)
- Trade net working capital (TNWC; the total of raw and finished goods as well as trade receivables less trade payables) as a percentage of sales > **Group Management**

EBIT contributes a **weighting** of 40% to the overall target achievement of the STI, while sales and TNWC each contribute 30% to the overall target achievement.

The STI **payout** is calculated on the basis of an individual target amount for each member of the Managing Board as defined in the respective service agreement and the overall target achievement, as follows:

#### STI TARGET BONUS SYSTEM



The **maximum payout** from the STI is capped at a total of 150% of the target amount. There is no guaranteed minimum target achievement. Consequently, the payout may also be completely omitted. The STI is payable within a week of the Supervisory Board approving the consolidated financial statements for the respective fiscal year.

**Contribution to the long-term success of the Group**

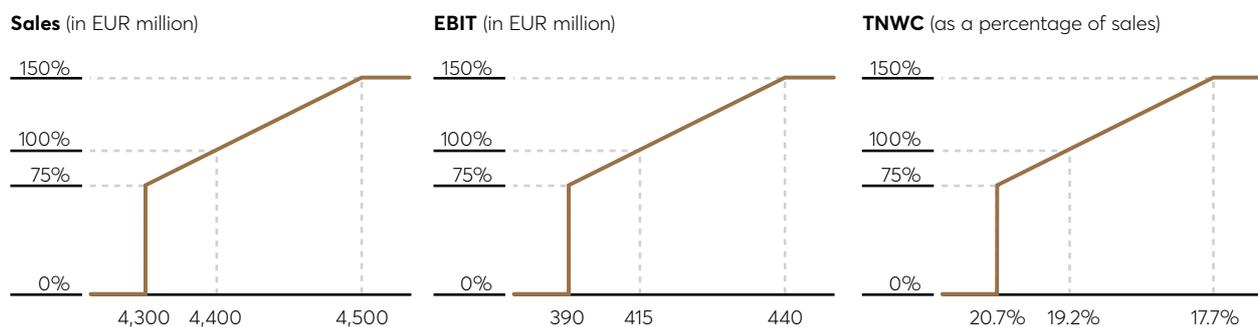
The STI is designed to reward the **successful achievement of the Company’s operational targets**, which are of material importance for the long-term success of HUGO BOSS. In light of the Group strategy, which aims at promoting long-term profitable growth, sales and EBIT are key target figures of the STI. At the same time, TNWC is the most important indicator for managing the efficient use of capital and is therefore taken as the third financial performance criterion in the STI.

**Financial performance criteria**

At the beginning of the fiscal year, the Supervisory Board decides on a **target**, a **minimum target**, and a **maximum target** for the various performance criteria. For fiscal year 2025, these criteria include sales, EBIT, and TNWC, based on the Compensation System 2021. The target for the respective financial performance criterion is derived from the budget plan approved by the Supervisory Board. If the target is fully met, target achievement is 100%. If the minimum target is reached, target achievement is 75%. If the target value is below the minimum target, target achievement is 0%. If the target value is greater than or equal to the maximum target, target achievement is 150%. In this case, a further increase in the target value does not lead to a further increase in target achievement. Target achievement between the specified targets (75%; 100%; 150%) is determined either by linear interpolation or, where applicable, by predefined achievement levels linked to specific milestones.

For fiscal year 2025, the Supervisory Board has set the following **target achievement corridors** at the beginning of the fiscal year with regard to the respective financial targets:

**STI TARGET ACHIEVEMENT CORRIDORS FOR FISCAL YEAR 2025**



In the event of **100% target achievement** for the STI 2025, a total amount of EUR 3,425 thousand would be paid out for the Managing Board members (Daniel Grieder EUR 1,650 thousand, Oliver Timm EUR 975 thousand, and Yves Müller EUR 800 thousand).

With regard to the financial performance criteria relevant for fiscal year 2025, the Supervisory Board determined the following **target achievement** based on the performance corridors defined at the beginning of the fiscal year:

#### TARGET ACHIEVEMENT STI 2025 (IN EUR MILLION)

Target component	Target weighting	Target value 2025 (based on target achievement of 100%)	Performance corridor (Min/Max) 2025	Actual value 2025	Target achievement 2025
Sales <sup>1</sup>	30%	4,400	4,300 to 4,500	4,314	79%
EBIT	40%	415	390 to 440	391	76%
Trade net working capital as a percentage of sales	30%	19.2%	20.7% to 17.7%	20.0%	87%
<b>Total</b>	<b>100%</b>				<b>80%</b>

<sup>1</sup> Use of exchange rates underlying the budget.

For fiscal year 2025, **final target achievement** thus amounts to 80%.

#### Target achievement STI 2025

The **individual payout amounts** for the STI 2025, which are allocated to the compensation awarded and due in fiscal year 2025, are therefore as follows:

#### PAYOUT FOR THE STI 2025

	Target amount (in EUR thousand)	Total target achievement	Payout amount (in EUR thousand)
<b>Members of the Managing Board as of December 31, 2025</b>			
Daniel Grieder, Chairman of the Managing Board and CEO	1,650	80%	1,323
Oliver Timm, CSO and Deputy CEO	975	80%	782
Yves Müller, CFO/COO	800	80%	642
<b>Total</b>	<b>3,425</b>		<b>2,747</b>

#### Outlook for the STI for fiscal year 2026

For fiscal year 2026, the short-term incentive (STI) for all members of the Managing Board will be granted in line with the Compensation System 2025. The **three financial performance criteria described above will remain unchanged, while a non-financial component has been added**, comprising one or more environmental, social and governance (ESG) objectives. The ESG objectives will be selected by the Supervisory Board annually, based on a predefined catalogue of criteria. Under the revised system, EBIT will account for 35% of the overall STI target achievement (previously 40%), while the sales and TNWC performance criteria will each account for 25% (previously 30% each). The ESG component will contribute 15% to the overall target achievement. The specific targets for each performance criterion will be disclosed and explained in the compensation report for fiscal year 2026.

## Long-term incentive (LTI) for 2025

### General functioning

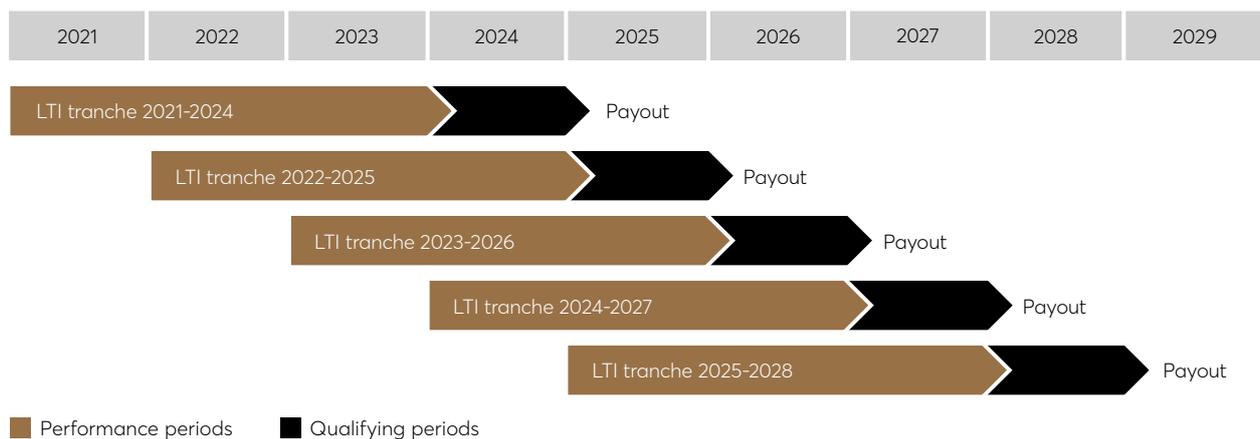
The LTI is the long-term variable compensation component. It is designed in the form of a **performance share plan** that takes into account both financial targets relevant to the Group strategy and non-financial ESG (environment, social, governance) targets. Consequently, the LTI is intended to ensure that the members of the Managing Board of HUGO BOSS pursue sustainable business practices and contribute to the Company's long-term success in alignment with the interests of the Company and its stakeholders. Accordingly, as part of the Compensation System 2021, the Supervisory Board has determined the following **four performance criteria as additively linked target figures** for the LTI:

- Relative total shareholder return (RTSR) of the HUGO BOSS share
- Return on capital employed (ROCE)
- Employee satisfaction
- The Company's performance in the field of sustainability

The targets for the RTSR and ROCE performance criteria each account for one third of the LTI, while the targets for employee satisfaction and sustainability each account for one sixth.

The LTI is granted in annual tranches. Each tranche has a **three-year performance period**, which corresponds to the Group's medium-term planning horizon and which is followed by an **additional qualifying period of one year**, during which the performance of the share price continues to be taken into account. This results in a total term of four years.

### PERFORMANCE PERIODS AND QUALIFYING PERIOD OF LTI TRANCHES

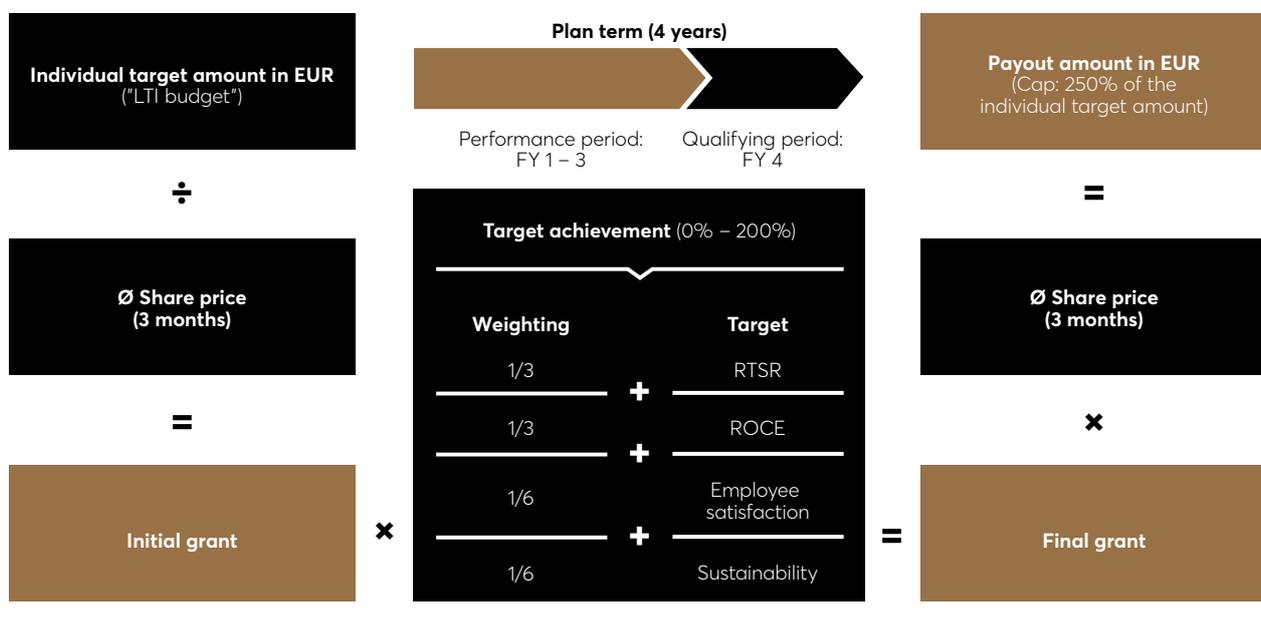


The LTI provides that the members of the Managing Board receive a **defined number ("initial grant")** of **virtual shares ("tranches")** at the beginning of the plan or at the start of their activity. The initial grant is determined by the size of a **target amount ("LTI budget")** defined in the respective service agreement divided by the price of the HUGO BOSS share for the last three months prior to the date of granting the initial grant. After the end of the performance period, the **final number of virtual shares ("final grant")** is calculated based on

the achievement of certain targets. The **final payout entitlement** is calculated by multiplying the final grant by the Company's share price during the last three months of the qualifying period. While LTI payouts under the Compensation System 2021 are settled exclusively in cash, the Compensation System 2025 provides for **settlement in cash or shares**. This option will first be implemented in the LTI 2026–2029. It further increases the Company's flexibility and is consistent with international market practice.

The **actual payout from the LTI** tranches granted up to and including fiscal year 2025 is calculated as follows:

**LTI TARGET ACHIEVEMENT SYSTEM**



The **target achievement** of the individual LTI target components is limited to a maximum of 200%, while the resulting LTI payout is capped at a total of 250% of the individual target amount.

**Contribution to the long-term development of the Group**

The long-term goal of HUGO BOSS is to **sustainably increase the enterprise value**. In this regard, the share price performance of HUGO BOSS is of particular importance. The RTSR therefore takes into account the relative shareholder return of HUGO BOSS compared to the relevant competitive environment. This is intended to provide an incentive to outperform competitors in the long term. The ROCE, another financial performance criterion, also sets incentives for increasing the profitability of HUGO BOSS and ensuring an efficient use of capital. The inclusion of two non-financial performance criteria in the LTI emphasizes social and environmental responsibility and the goal of sustainable business activities. As a result, the Managing Board compensation is closely aligned with the interests of shareholders and other stakeholders.

**Individual LTI budget for the LTI 2025–2028 issued in fiscal year 2025**

The following table shows the **grants** for the LTI 2025–2028 issued in fiscal year 2025. It includes the target amount, the number of provisionally granted virtual shares, the payout cap, and the fair value at grant date in accordance with "IFRS 2 Share-based Payment."

**ALLOCATION OF LTI 2025–2028**

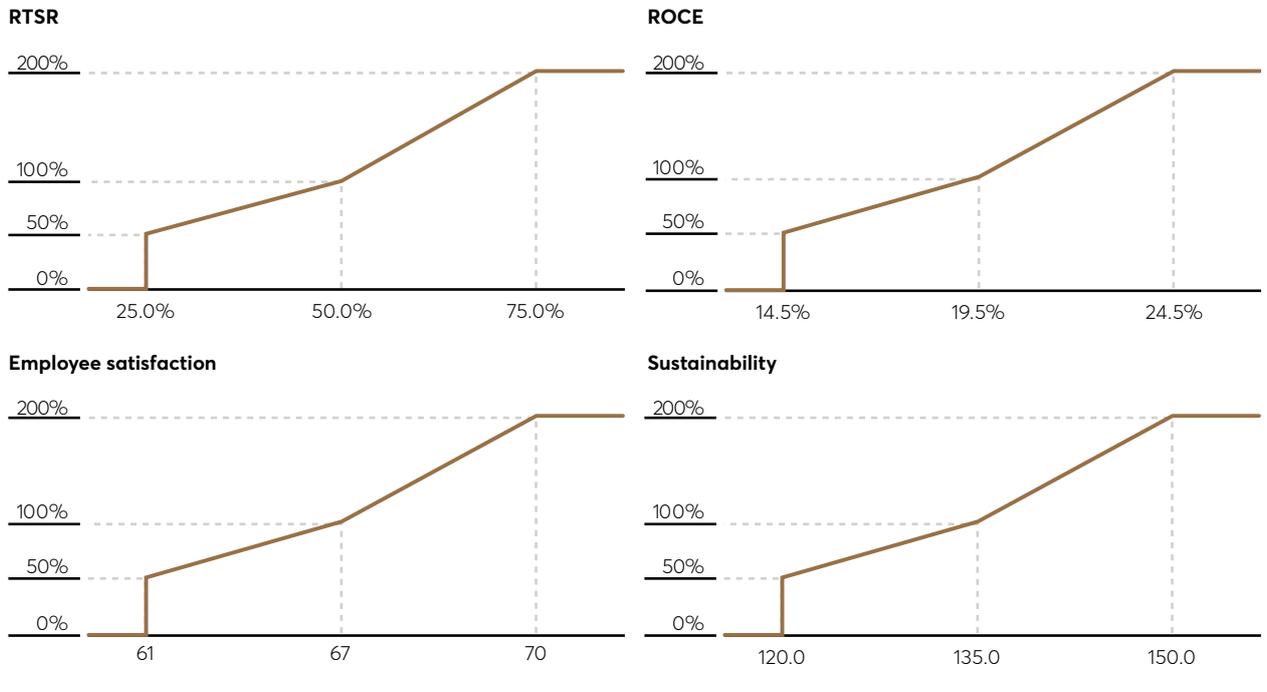
	Target amount ("LTI budget") in EUR thousand	Average share price of HUGO BOSS in Q4 2024 in EUR	Provisionally granted number of virtual shares ("initial grant")	Payout cap (250% of target amount) in EUR thousand	Fair value at grant date in EUR thousand <sup>1</sup>
<b>Members of the Managing Board as of December 31, 2025</b>					
Daniel Grieder, Chairman of the Managing Board and CEO	2,550	40.50	62,963	6,375	2,665
Oliver Timm, CSO and Deputy CEO	1,433	40.50	35,391	3,584	1,498
Yves Müller, CFO/COO	1,200	40.50	29,630	3,000	1,254

<sup>1</sup> Calculation based on option price model.

**Financial and non-financial performance criteria for the LTI 2025–2028 issued in fiscal year 2025**

The targets and thresholds set out below for the LTI's four performance criteria apply throughout the entire performance period of the tranche.

**TARGET ACHIEVEMENT CORRIDORS FOR LTI TRANCHE 2025–2028**



The **RTSR** is a benchmark for the sustainable increase in enterprise value. It measures the share price performance and notionally reinvested dividends of HUGO BOSS compared to a selected group of relevant competitors in the premium segment of the global apparel industry over the performance period. The composition of the peer group is shown in the following table:

#### RELATIVE TOTAL SHAREHOLDER RETURN (RTSR) – PEER GROUP

Burberry Group plc	Levi Strauss & Co.	SMCP Group
Capri Holdings Ltd.	Moncler Group	Tapestry Inc.
G-III Apparel Group	PVH Corp.	VF Corp.
Guess Inc. <sup>1</sup>	Ralph Lauren Corp.	

<sup>1</sup> Effective after the close of trading on January 22, 2026, the company was delisted. The Supervisory Board reserves the right to remove Guess Inc. from the peer group accordingly or to replace it with a new competitor.

The Supervisory Board is convinced that the comparison with relevant competitors in the premium segment of the global apparel industry best reflects the strategic positioning of the two brands BOSS and HUGO.

To determine the target achievement level of the **RTSR**, the TSR (share price performance and notionally reinvested dividends) of HUGO BOSS and the peer companies is determined for each year of the performance period. The TSR values of the individual companies are then ranked by size and assigned to percentile ranks. The average value of the percentile ranks of HUGO BOSS in the three years of the performance period determines the target achievement. Achieving 100% of the target corresponds to reaching the 50th percentile of the peer group. Under the Compensation System 2025, thus for the first time for the LTI 2026–2029, this threshold will rise to the 55th percentile, reflecting the pay-for-performance approach and best practices. If the TSR of HUGO BOSS is in the 75th percentile or higher, i.e., HUGO BOSS is among the 25% best companies, target achievement is 200%. Higher percentile ranks do not lead to any further increase in target achievement. If the 25th percentile is achieved, target achievement corresponds to 50%. If the TSR of HUGO BOSS is below the 25th percentile, i.e., HUGO BOSS is among the bottom 25% of companies, target achievement is 0%. Target achievement between the specified targets (50%; 100%; 200%) is interpolated on a linear basis.

The **ROCE** represents the return on capital employed and is determined by dividing the EBIT by average capital invested. The degree of **employee satisfaction** is measured by the "Employee Trust Index" as part of an employee survey conducted annually by Great Place to Work. The **sustainability performance** is determined by the Company's relative performance in the annual Dow Jones Best-in-Class Index (formerly: Dow Jones Sustainability Index, DJSI)/Corporate Sustainability Assessment (CSA), in which the sustainability performance of listed companies is assessed by the independent index provider S&P Global.

**Target achievement** for the performance criteria ROCE, employee satisfaction, and sustainability performance is measured for each fiscal year during the three-year performance period against the respective target value set before the start of the tranche and determined using of the above performance corridors.

The Supervisory Board sets a **target**, a **minimum target**, and a **maximum target** for ROCE, employee satisfaction, and sustainability in each case. If the target is fully met, the target achievement is 100%. An achievement of the minimum target corresponds to a target achievement of 50%. If the target value is below the minimum target, target achievement is 0%. If the target value is greater than or equal to the maximum target, target achievement is 200%. A further increase in the target value does not lead to a further increase in target achievement above 200%. Target achievement between the specified targets (50%, 100%, 200%) is interpolated on a linear basis.

### Annual target achievement levels of the performance criteria for the LTI 2025–2028 issued in fiscal year 2025

Target achievement for the LTI's performance criteria is determined on an annual basis. For fiscal year 2025, the Supervisory Board has determined the following **target achievement for the LTI 2025–2028**:

#### TARGET ACHIEVEMENT 2025 OF THE LTI 2025–2028 (ON A PRELIMINARY BASIS)

Target component	Target weighting	Target value (based on target achievement of 100%)	Performance corridor (Min/Max)	Actual value 2025	Target achievement 2025
RTSR	33%	50.0%	25.0% to 75.0%	9.1%	0%
ROCE	33%	19.5%	14.5% to 24.5%	17.3%	79%
Employee satisfaction	17%	67.0	61 to 70	75.0	200%
Sustainability performance	17%	135.0	120.0 to 150.0	140.0	133%
<b>Total</b>	<b>100%</b>				<b>83%</b>

For fiscal year 2025, the **target achievement level** (on a preliminary basis) of the LTI 2025–2028 is 83%.

### Payout from the LTI 2022–2025 issued in fiscal year 2022

The following table provides an overview of the **overall target achievement** of the LTI 2022–2025 awarded in fiscal year 2025 (payout in fiscal year 2026):

#### FINAL TARGET ACHIEVEMENT LTI 2022–2025

Target component	Target weighting	Target value (based on target achievement of 100%)	Performance corridor (Min/Max)	Actual value 2022	Actual value 2023	Actual value 2024	Actual value (average 2022–2024)	Final target achievement
RTSR	33%	50.0%	25.0% to 75.0%	90.9%	72.7%	9.1%	57.6%	130%
ROCE	33%	19.3%	9.3% to 29.3%	21.6%	21.5%	16.4%	19.8%	105%
Employee satisfaction	17%	65	60 to 70	71	70	67	69	188%
Sustainability performance	17%	120.0	107.5 to 132.5	183.3	164.2	152.6	166.7	200%
<b>Total</b>	<b>100%</b>							<b>143%</b>

The final target achievement level of the LTI 2022–2025 is 143%. The **individual payout amounts resulting from the LTI 2022–2025** (payout in fiscal year 2026) are as follows:

#### PAYOUT FOR THE LTI 2022–2025

	Target amount ("LTI budget") in EUR thousand	Average share price of HUGO BOSS in Q4 2021 in EUR	Provisionally granted number of virtual shares ("initial grant")	Final target achievement	Finally granted number of virtual shares ("Final Grant")	Average share price of HUGO BOSS in Q4 2025 in EUR	Payout amount in EUR thousand <sup>1</sup>
<b>Members of the Managing Board as of December 31, 2025</b>							
Daniel Grieder, Chairman of the Managing Board and CEO	2,400	53.78	44,627	143%	63,809	38.35	2,447
Oliver Timm, CSO and Deputy CEO	1,000	53.78	18,595	143%	26,588	38.35	1,020
Yves Müller, CFO/COO	938	53.78	17,433	143%	24,926	38.35	956
<b>Former Members of the Managing Board</b>							
Ingo Wilts, Member of the Managing Board until February 28, 2022	250	53.78	4,649	143%	6,648	38.35	255
<b>Total</b>	<b>4,588</b>		<b>85,304</b>		<b>121,971</b>		<b>4,678</b>

Under the separation agreement dated May 2022, former member of the Managing Board Dr. Heiko Schäfer was entitled to payments for the pro-rata earned tranches of the LTI 2020–2023, LTI 2021–2024, and LTI 2022–2025 totaling EUR 1,357 thousand, which became due in September 2022.

#### Total number of virtual shares outstanding at the end of fiscal year 2025

The following overview outlines the **total number of virtual shares (initial grant)** held by current members of the Managing Board at the end of fiscal year 2025:

#### TOTAL NUMBER OF VIRTUAL SHARES (INITIAL GRANT) AT THE END OF FISCAL YEAR 2025 (IN UNITS)

	LTI 2025–2028	LTI 2024–2027	LTI 2023–2026	LTI 2022–2025	Balance at the end of fiscal year 2025
Daniel Grieder, Chairman of the Managing Board and CEO	62,963	40,947	47,857	44,627	196,394
Oliver Timm, CSO and Deputy CEO	35,391	19,557	19,941	18,595	93,484
Yves Müller, CFO/COO	29,630	18,844	19,941	17,433	85,848
<b>Total</b>	<b>127,984</b>	<b>79,348</b>	<b>87,739</b>	<b>80,655</b>	<b>375,726</b>

#### Outlook on the financial and non-financial performance criteria of LTI 2026–2029

In fiscal year 2026, the LTI 2026–2029 will be granted to all members of the Managing Board under the Compensation System 2025. In this context, the two **financial performance criteria**, RTSR and ROCE, will continue to apply. At the same time, the **non-financial components** under the Compensation System 2021 – employee satisfaction and the Company's relative sustainability performance – will be replaced by a dedicated ESG component, comprising one or more objectives selected by the Supervisory Board from a predefined catalogue, similar to the STI structure. The Supervisory Board will ensure that the ESG objectives differ between the STI and LTI.

## Special compensation (sign-on, bonuses)

The compensation system does not provide for the possibility of special compensation for extraordinary performance, which may be granted at the discretion of the Supervisory Board. However, under certain circumstances, it may be necessary to grant additional **special compensation** elements on a temporary basis. These involve one-off payments to new members of the Managing Board, for example to compensate for the loss of variable compensation from former employers, in order to attract the Managing Board member to HUGO BOSS (**sign-on**). In addition, the Supervisory Board is able to compensate a member of the Managing Board in the event they take on additional responsibility on an interim basis for these temporary increased duties (**bonus**). Any special compensation is limited in its amount, as it falls under the maximum compensation defined in section III in accordance with Sec. 87a (1) sentence 2 No. 1 AktG.

In fiscal year 2025, the Supervisory Board **did not make use** of the option to grant additional special compensation to Managing Board members.

## Malus and clawback regulations

Under the compensation system, the service agreements of the members of the HUGO BOSS Managing Board shall contain malus and clawback regulations that enable the Supervisory Board, under certain conditions, to reduce **variable compensation components that have not yet been paid out (malus)** or **to reclaim variable compensation components that have already been paid out (clawback)**. The Supervisory Board is therefore able, at its reasonable discretion, to withhold or reclaim part or all of the variable compensation if the member of the Managing Board is in breach of a material obligation to exercise due diligence within the meaning of Sec. 93 AktG, a material obligation under the service agreement or of the essential rules and conduct principles laid down in the Company's Code of Conduct (compliance malus and compliance clawback). The Supervisory Board is also entitled to claim back a variable compensation that has already been paid if it becomes apparent after the payment that the audited and approved consolidated financial statements on which the calculation of the amount of the payment was based were incorrect and therefore had to be corrected in accordance with the relevant accounting rules (performance clawback).

In fiscal year 2025, the Supervisory Board **did not make use** of the option to reduce or reclaim variable compensation components via malus or clawback.

## Share Ownership Guidelines

The Share Ownership Guidelines (SOG) are an essential part of the compensation system of the Managing Board. In order to further align the interests of the Managing Board and shareholders, the SOG are intended to oblige the members of the Managing Board to **buy and hold shares in HUGO BOSS AG**. The size of the share ownership obligation (SOG target) is measured based on the individual gross basic fixed compensation of each member of the Managing Board. The Chairman of the Managing Board must invest two times and all other ordinary members of the Managing Board (including Deputy CEO) must invest one time their annual gross fixed basic compensation and maintain these shares for the entire duration of their Managing Board activities.

The **required number of shares** must be held within five years, being built up on a linear basis and reviewed annually by the Group General Counsel at the end of each year. The annual minimum holding may be exceeded at any time. The rules and time limits of the Market Abuse Regulation must be observed when buying and selling the shares. According to the compensation system, **the number of shares to be held** is determined based on the average closing price of the HUGO BOSS shares in Deutsche Börse's Xetra trading in the month prior to the appointment of the respective member of the Managing Board or prior to the respective last adjustment of the fixed basic compensation of the Managing Board member. The members of the Managing Board are entitled to contribute any **existing pre-held shares**. The following table shows the **shares held** by the active members of the Managing Board as of December 31, 2025.

#### SHARES DIRECTLY HELD BY MEMBERS OF THE MANAGING BOARD

	Contributed existing pre-held shares acquired prior to Managing Board activity	Shares acquired during Managing Board activity	Number of shares as of December 31, 2025	XETRA closing price on December 30, 2025	Total value of shares as of December 31, 2025 (in EUR thousand)
Daniel Grieder, Chairman of the Managing Board and CEO	40,000	94,500	134,500	36.15	4,862
Oliver Timm, CSO and Deputy CEO	1,333	16,500	17,833	36.15	645
Yves Müller, CFO/COO	0	21,000	21,000	36.15	759
<b>Total</b>	<b>41,333</b>	<b>132,000</b>	<b>173,333</b>	<b>36.15</b>	<b>6,266</b>

The SOG apply for all three Managing Board members. As of December 31, 2025, Daniel Grieder, and Yves Müller have already **exceeded the requirements of the SOG** both in terms of the review that was due in fiscal year 2025 and in terms of the total period of five years. While Oliver Timm exceeded the threshold in the 2025 review, he remains below the SOG requirements over the total five-year assessment period under his new service agreement. This is primarily attributable to the share price performance of HUGO BOSS in the month preceding the renewal of Oliver Timm's service agreement in May 2025 and the corresponding adjustment of his base salary effective June 2025.

## Maximum compensation

#### MAXIMUM LIMITS OF COMPENSATION (LIMITATION OF VARIABLE COMPENSATION AND MAXIMUM COMPENSATION)

Compensation component	Cap
Short-term variable compensation	150% of the target amount
Long-term variable compensation	250% of the target amount
Maximum compensation (Compensation System 2021)	Chairman of the Managing Board: EUR 11,000,000 Ordinary Managing Board member: EUR 5,500,000
Maximum compensation (Compensation System 2025)	Chairman of the Managing Board and CEO: EUR 12,000,000 Deputy CEO: EUR 8,000,000 Ordinary Managing Board member: EUR 6,000,000

The compensation of the members of the Managing Board is limited in two respects. Firstly, the **performance-related components are subject to maximum limits**, which amount to 150% of the target amount for the STI and 250% for the LTI. These limits were complied with in all cases with respect to the performance-related compensation awarded and due in fiscal year 2025, as shown in the following table:

**COMPLIANCE WITH THE MAXIMUM COMPENSATION FOR THE PERFORMANCE-RELATED COMPENSATION  
OF THE MANAGING BOARD AWARDED AND DUE IN FISCAL YEAR 2025**

		Daniel Grieder Chairman of the Managing Board and CEO			Oliver Timm CSO and Deputy CEO			Yves Müller CFO/COO		
(in EUR thousand)		Target compen- sation	Max.	Payout	Target compen- sation	Max.	Payout	Target compen- sation	Max.	Payout
Short-term variable compensation	STI 2025	1,650	2,475	1,323	975	1,463	782	800	1,200	642
Long-term variable compensation	LTI 2022–2025	2,400	6,000	2,447	1,000	2,500	1,020	938	2,344	956
<b>Total</b>		<b>4,050</b>	<b>8,475</b>	<b>3,770</b>	<b>1,975</b>	<b>3,963</b>	<b>1,802</b>	<b>1,738</b>	<b>3,544</b>	<b>1,598</b>

		Dr. Heiko Schäfer Member of the Managing Board (until May 31, 2022)			Ingo Wilts Member of the Managing Board (until February 28, 2022)		
(in EUR thousand)		Target compen- sation	Max.	Payout	Target compen- sation	Max.	Payout
Short-term variable compensation	STI 2025	–	–	–	–	–	–
Long-term variable compensation	LTI 2022–2025 <sup>1</sup>	725	n.a.	158	250	625	255
<b>Total</b>		<b>725</b>	<b>n.a.</b>	<b>158</b>	<b>250</b>	<b>625</b>	<b>255</b>

<sup>1</sup> Under the separation agreement dated May 2022, former member of the Managing Board Dr. Heiko Schäfer was entitled to a payment for the pro-rata earned tranches of the LTI 2020–2023, LTI 2021–2024, and LTI 2022–2025 totaling EUR 1,357 thousand, which became due in September 2022.

Secondly, in accordance with Sec. 87a (1) sentence 2 No. 1 AktG, the Supervisory Board has determined a **maximum compensation** that limits the total amount payable for the compensation awarded for a particular fiscal year, including basic compensation, fringe benefits, pension expenses, any special compensation, and short- and long-term variable components. Under the Compensation System 2021, the maximum compensation was EUR 11,000 thousand for the Chairman and EUR 5,500 thousand for ordinary members of the Managing Board. Under the Compensation System 2025, the maximum compensation is set at EUR 12,000 thousand for the Chairman, EUR 8,000 thousand for the Deputy CEO, and EUR 6,000 thousand for ordinary members of the Managing Board. The moderate increase reflects the Supervisory Board's objective to ensure that Managing Board compensation remains competitive and supports the long-term retention of highly qualified executives. When determining the maximum, potential future adjustments and fluctuations in fringe benefits were taken into account, and an additional differentiation was introduced for the Deputy CEO role. The maximum compensation remains a **theoretical ceiling** that can only be attained under outstanding performance combined with a substantial increase in the share price. In practice, the actual compensation continues to be below this theoretical maximum. In all cases, strict adherence to the maximum will be ensured, with reductions applied should any individual components exceed the cap.

The LTI installment initiated in fiscal year 2022 concluded in fiscal year 2025, allowing for the **final assessment of compliance with the maximum compensation set for fiscal year 2022**. As shown in the following table, neither under the Compensation System 2021 nor under the Compensation System 2025 was the maximum compensation exceeded by any member of the Managing Board.

## COMPLIANCE WITH THE MAXIMUM COMPENSATION OF THE MANAGING BOARD AWARDED AND DUE IN FISCAL YEAR 2022

(in EUR thousand)		Daniel Grieder Chairman of the Managing Board and CEO			Oliver Timm CSO and Deputy CEO			Yves Müller CFO/COO		
		Target compensation	Max.	Payout	Target compensation	Max.	Payout	Target compensation	Max.	Payout
Fixed compensation	Basic compensation 2022	1,300	1,300	1,300	750	750	750	750	750	750
	Fringe benefits 2022	132	132	132	15	15	15	20	20	20
	Pension allowance 2022	0	0	0	0	0	0	0	0	0
<b>Total</b>		<b>1,432</b>	<b>1,432</b>	<b>1,432</b>	<b>765</b>	<b>765</b>	<b>765</b>	<b>770</b>	<b>770</b>	<b>770</b>
Short-term variable compensation	STI 2022	1,500	2,250	2,250	650	975	975	613	919	919
Long-term variable compensation	LTI 2022–2025	2,400	6,000	2,447	1,000	2,500	1,020	938	2,344	956
<b>Total</b>		<b>3,900</b>	<b>8,250</b>	<b>4,697</b>	<b>1,650</b>	<b>3,475</b>	<b>1,995</b>	<b>1,550</b>	<b>3,263</b>	<b>1,875</b>
Pension	Service costs 2022	520	520	520	300	300	300	300	300	300
Other	Special compensation 2022	0	0	0	100	100	100	0	0	0
<b>Total</b>		<b>5,852</b>	<b>10,202</b>	<b>6,649</b>	<b>2,815</b>	<b>4,640</b>	<b>3,160</b>	<b>2,620</b>	<b>4,333</b>	<b>2,945</b>

## Compensation-related legal matters

### Regulations for the termination of Managing Board activity

In the event of premature termination of the service agreement (in the absence of due cause for terminating the service agreement by the Company), the respective member of the Managing Board is entitled to a **severance payment**, which is always limited to the amount of the total compensation, including fringe benefits, for a period of 24 months, but is not compensated more than the remaining term of the agreement ("severance payment cap"). For these purposes, the total compensation is calculated on the basis of the total compensation received for the last full fiscal year and, where appropriate, on the basis of the predicted total compensation for the current fiscal year. In the event of termination of a Managing Board agreement, the payment of any outstanding variable compensation components is made in accordance with the originally agreed targets and comparison parameters and according to the due dates or holding periods specified in the agreement.

The service agreements do not provide for any severance payment in the event of premature termination of the service agreement for due cause for which the respective member of the Managing Board is responsible. In the event of regular termination, the service agreements do not include a severance payment scheme.

The service agreements do not provide an extraordinary right to termination in the event of a **change of control** (acquisition of more than 30% of the voting rights in HUGO BOSS AG). This also applies to new appointments or extension agreements. There are no other compensation agreements.

## Post-contractual non-compete clause

A **post-contractual non-compete clause** has been agreed for all members of the Managing Board. For a period of twelve months after termination of the service agreement, members of the Managing Board are not entitled, directly or indirectly, to work for, or to form or invest, in any other company in the area of premium or luxury fashion and/or accessories. This post-contractual non-compete clause applies to the countries in which HUGO BOSS and the affiliated companies of HUGO BOSS within the meaning of Sec. 15 et seq. AktG are operating at the time of termination of the service agreement. HUGO BOSS is obliged to pay the member of the Managing Board a monthly amount of one twenty-fourth of the annual target compensation (basic compensation as well as STI and LTI with a respective target achievement of 100% each) for the duration of this post-contractual non-compete clause. Any severance payments are to be credited to the payment for the post-contractual non-compete clause.

## Individualized disclosure of the compensation of the Managing Board

### Compensation awarded and due to current members of the Managing Board in fiscal year 2025 pursuant to Sec. 162 AktG

The following table shows the non-performance-related and performance-related compensation components awarded and due to **current members of the Managing Board** (active as of December 31, 2025) in the past fiscal year, including the respective relative share in accordance with Sec. 162 AktG. These include the basic compensation paid in the fiscal year, the fringe benefits accrued in the fiscal year, the pension allowance paid in the fiscal year, the STI 2025 awarded in fiscal year 2025 (payout in fiscal year 2025), the LTI 2021–2025 awarded in fiscal year 2025 (payout in fiscal year 2025), and any special compensation.

#### COMPENSATION AWARDED AND DUE

		Daniel Grieder Chairman of the Managing Board and CEO				Oliver Timm CSO and Deputy CEO				Yves Müller CFO/COO			
		2025		2024		2025		2024		2025		2024	
		in EUR thou- sand	in %	in EUR thou- sand	in %	in EUR thou- sand	in %	in EUR thou- sand	in %	in EUR thou- sand	in %	in EUR thou- sand	in %
Fixed compensation	Basic compensation	1,400	27	1,375	23	1,075	37	900	23	900	36	881	27
	Fringe benefits	103	2	155	3	49	2	48	1	23	1	23	1
	Pension allowance	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>		<b>1,503</b>	<b>29</b>	<b>1,530</b>	<b>26</b>	<b>1,124</b>	<b>38</b>	<b>948</b>	<b>24</b>	<b>923</b>	<b>37</b>	<b>904</b>	<b>28</b>
Short-term incentive	STI 2025	1,323	25	0	0	782	27	0	0	642	25	0	0
	STI 2024	0	0	842	14	0	0	455	12	0	0	441	14
Long-term incentive	LTI 2022–2025	2,447	46	0	0	1,020	35	0	0	956	38	0	0
	LTI 2021–2024	0	0	3,500	60	0	0	2,500	64	0	0	1,875	58
<b>Total</b>		<b>3,770</b>	<b>71</b>	<b>4,342</b>	<b>74</b>	<b>1,802</b>	<b>62</b>	<b>2,955</b>	<b>76</b>	<b>1,598</b>	<b>63</b>	<b>2,316</b>	<b>72</b>
Other	Special compensation	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total compensation</b>		<b>5,274</b>	<b>100</b>	<b>5,872</b>	<b>100</b>	<b>2,926</b>	<b>100</b>	<b>3,903</b>	<b>100</b>	<b>2,521</b>	<b>100</b>	<b>3,220</b>	<b>100</b>

## Compensation awarded and due to former members of the Managing Board in fiscal year 2025

The following table shows the non-performance-related and performance-related compensation components awarded and due to **former members of the Managing Board** who terminated their activities within the last ten fiscal years, including the respective relative share in accordance with Sec. 162 AktG:

### COMPENSATION AWARDED AND DUE

		Dr. Heiko Schäfer Member of the Managing Board (until May 31, 2022)				Ingo Wilts Member of the Managing Board (until February 28, 2022)			
		2025		2024		2025		2024	
		in EUR thousand	in %	in EUR thousand	in %	in EUR thousand	in %	in EUR thousand	in %
Fixed compensation	Basic compensation	0	0	0	0	0	0	0	0
	Fringe benefits	0	0	0	0	0	0	0	0
	Pension allowance	0	0	0	0	0	0	0	0
<b>Total</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Short-term incentive	STI 2025	0	0	0	0	0	0	0	0
	STI 2024	0	0	0	0	0	0	0	0
Long-term incentive	LTI 2022–2025 <sup>1</sup>	158	100	0	0	255	100	0	0
	LTI 2021–2024 <sup>1</sup>	0	0	577	100	0	0	1,233	100
<b>Total</b>		<b>158</b>	<b>100</b>	<b>577</b>	<b>100</b>	<b>255</b>	<b>100</b>	<b>1,233</b>	<b>100</b>
Other	Pension payments	0	0	0	0	0	0	0	0
	Deferred compensation payments	0	0	0	0	0	0	0	0
<b>Total compensation</b>		<b>158</b>	<b>100</b>	<b>577</b>	<b>100</b>	<b>255</b>	<b>100</b>	<b>1,233</b>	<b>100</b>

<sup>1</sup> Under the separation agreement dated May 2022, former member of the Managing Board Dr. Heiko Schäfer was entitled to a payment for the pro-rata earned tranches of the LTI 2020–2023, LTI 2021–2024, and LTI 2022–2025 totaling EUR 1,357 thousand, which became due in September 2022.

In fiscal years 2025 and 2024, no non-performance-related or performance-related compensation components were awarded and due to former members who were part of the Managing Board in the past ten fiscal years.

## Target compensation and actual compensation of the current members of the Managing Board for fiscal year 2025

The following table shows the respective **target compensation** of the members of the Managing Board active as of December 31, 2025, for fiscal year 2025. This includes the target compensation agreed for the fiscal year in the event of a target achievement of 100%, supplemented by details of the minimum and maximum compensation achievable on an individual basis. In addition, the allocation for the fiscal year are stated as **actual compensation** according to the GCGC. This actual compensation comprises the fixed compensation paid out in the fiscal year, the fringe benefits accrued in the fiscal year, the pension allowance due for the fiscal year, the payout due in March 2026 from the STI 2025, and the payout due in March 2026 from the LTI 2022–2025. The ongoing pension commitments also include the service costs incurred for the fiscal year in accordance with IFRS.

**TARGET COMPENSATION AND ACTUAL COMPENSATION ACCORDING TO GCGC IN FISCAL YEAR 2025**

		<b>Daniel Grieder</b> Chairman of the Managing Board and CEO				<b>Oliver Timm</b> CSO and Deputy CEO			
(in EUR thousand)		<b>Target compensation</b>	<b>Minimum compensation</b>	<b>Maximum compensation</b>	<b>Allocation</b>	<b>Target compensation</b>	<b>Minimum compensation</b>	<b>Maximum compensation</b>	<b>Allocation</b>
Fixed compensation	Basic compensation 2025	1,400	1,400	1,400	1,400	1,075	1,075	1,075	1,075
	Fringe benefits 2025	103	103	103	103	49	49	49	49
	Pension allowance 2025	0	0	0	0	0	0	0	0
<b>Total</b>		<b>1,503</b>	<b>1,503</b>	<b>1,503</b>	<b>1,503</b>	<b>1,124</b>	<b>1,124</b>	<b>1,124</b>	<b>1,124</b>
Short-term incentive	STI 2025	1,650	0	2,475	1,323	975	0	1,463	782
Long-term incentive	LTI 2025–2028	2,550	0	6,375	–	1,433	0	3,584	–
	LTI 2022–2025	0	0	0	2,447	0	0	0	1,020
<b>Total</b>		<b>4,200</b>	<b>0</b>	<b>8,850</b>	<b>3,770</b>	<b>2,408</b>	<b>0</b>	<b>5,047</b>	<b>1,802</b>
Pension	Service costs 2025	560	560	560	560	360	360	360	360
Other	Special compensation 2025	0	0	0	0	0	0	0	0
<b>Total compensation</b>		<b>6,263</b>	<b>2,063</b>	<b>10,913</b>	<b>5,834</b>	<b>3,892</b>	<b>1,484</b>	<b>6,531</b>	<b>3,286</b>

		<b>Yves Müller</b> CFO/COO			
(in EUR thousand)		<b>Target compensation</b>	<b>Minimum compensation</b>	<b>Maximum compensation</b>	<b>Allocation</b>
Fixed compensation	Basic compensation 2025	900	900	900	900
	Fringe benefits 2025	23	23	23	23
	Pension allowance 2025	0	0	0	0
<b>Total</b>		<b>923</b>	<b>923</b>	<b>923</b>	<b>923</b>
Short-term incentive	STI 2025	800	0	1,200	642
Long-term incentive	LTI 2025–2028	1,200	0	3,000	–
	LTI 2022–2025	0	0	0	956
<b>Total</b>		<b>2,000</b>	<b>0</b>	<b>4,200</b>	<b>1,598</b>
Pension	Service costs 2025	360	360	360	360
Other	Special compensation 2025	0	0	0	0
<b>Total compensation</b>		<b>3,283</b>	<b>1,283</b>	<b>5,483</b>	<b>2,881</b>

# Compensation of the members of the Supervisory Board in fiscal year 2025

## Principles of the compensation system for the Supervisory Board

The **compensation of the members of the Supervisory Board** as determined by the Annual General Meeting is governed by Art. 12 of the Articles of Association of HUGO BOSS AG and provides both the abstract and the specific framework for the compensation of the members of the Supervisory Board. This ensures that the compensation of the members of the Supervisory Board always complies with the compensation system, which was adopted by the Annual General Meeting on May 27, 2020, and confirmed unchanged by the Annual General Meeting on May 14, 2024.

The compensation of the members of the Supervisory Board comprises **only fixed components**. The compensation consists of two components: a fixed compensation, depending on the position of the respective Supervisory Board member, and additional compensation for the respective committee activities. The compensation regulation thus also takes into account the requirements of the GCGC.

## Structure and application of the compensation system of the Supervisory Board in fiscal year 2025

Each ordinary member of the Supervisory Board receives a **fixed annual compensation** of EUR 80 thousand (base amount). The Chairman receives 2.5 times (EUR 200 thousand) and the Deputy Chairman receives 1.75 times (EUR 140 thousand) this base amount.

In addition, **members of the Working Committee, the Audit Committee, and the Personnel Committee** will be paid an additional EUR 30 thousand each, and the Chairman of any of these committees will receive an additional EUR 60 thousand each. Members of the Nomination Committee receive an additional EUR 20 thousand. No compensation is paid for the Chairman and members of the Mediation Committee. Additional compensation will only be paid for the three highest remunerated positions on committees. This regulation leads to the setting of an individual **maximum compensation** for each member of the Supervisory Board in accordance with the positions held by the respective member in the committees.

**COMPENSATION FOR SUPERVISORY BOARD ACTIVITY AND MEMBERSHIP IN A COMMITTEE**

Compensation for Supervisory Board function			
<b>Chairman</b>	<b>Deputy Chairman</b>	<b>Ordinary Member</b>	
EUR 200,000 2.5 times the base amount	EUR 140,000 1.75 times the base amount	EUR 80,000 Base amount	
Compensation for membership in a committee			
Working Committee	Audit Committee	Personnel Committee	Nomination Committee
<b>Chairman</b> EUR 60,000	<b>Chairman</b> EUR 60,000	<b>Chairman</b> EUR 60,000	<b>Chairman</b> -
<b>Ordinary Member</b> EUR 30,000	<b>Ordinary Member</b> EUR 30,000	<b>Ordinary Member</b> EUR 30,000	<b>Ordinary Member</b> EUR 20,000

**No further compensation** is granted beyond the compensation described above. Consequently, the current system does not foresee variable compensation components or attendance fees.

The compensation is **paid out** following the Annual General Meeting which decides on the approval of the Supervisory Board for the respective past fiscal year. Members of the Supervisory Board who have been members of the Supervisory Board or a committee for only part of the fiscal year receive pro rata compensation for each month of service or part thereof. Members of the Supervisory Board are reimbursed for expenses incurred in connection with the performance of their duties. Any value-added tax (VAT) is reimbursed by the Company if the members of the Supervisory Board are entitled to invoice the Company separately for the VAT and exercise this right.

In fiscal year 2025, the compensation system for the Supervisory Board was applied in full as set out in Art. 12 of the Company's Articles of Association. In fiscal year 2025, the members of the Supervisory Board **did not receive any further compensation or benefits** for services provided individually, in particular consulting and mediation services. Furthermore, no loans or advances were granted to the members of the Supervisory Board, nor were there any contingent liabilities in their favor.

**Individualized disclosure of the compensation of the Supervisory Board**

The following table shows the **compensation components that were awarded and due to current and former members of the Supervisory Board in fiscal year 2025**, including the respective relative share in accordance with Sec. 162 AktG. In accordance with Art. 12 of the Company's Articles of Association, the total amount of the compensation of the Supervisory Board is due following the Annual General Meeting that decides on the approval of the Supervisory Board for the respective past fiscal year. The disclosure for fiscal year 2025 relates to the fixed compensation awarded for the Supervisory Board's activities in fiscal year 2025 (payout in fiscal year 2026) and the compensation awarded for committee membership in fiscal year 2025 (payout in fiscal year 2026).

## COMPENSATION AWARDED AND DUE

		Fixed compensation (base amount)		Compensation for committee work		Total compensation	
		2025	2024	2025	2024	2025	2024
<b>Current members of the Supervisory Board</b>							
<b>Stephan Sturm</b> Chairman (since May 15, 2025)	in EUR thous.	126	0	95	0	221	0
	in %	57	0	43	0	100	0
<b>Sinan Piskin</b> Deputy Chairman	in EUR thous.	140	140	90	90	230	230
	in %	61	61	39	39	100	100
<b>Iris Epple-Righi</b>	in EUR thous.	80	80	30	30	110	110
	in %	73	73	27	27	100	100
<b>Katharina Herzog</b>	in EUR thous.	80	80	30	30	110	110
	in %	73	73	27	27	100	100
<b>Dr. Claudia Hülsken</b> (since May 15, 2025)	in EUR thous.	50	0	19	0	69	0
	in %	72	0	28	0	100	0
<b>Andreas Kurali</b> (since May 15, 2025)	in EUR thous.	50	0	38	0	88	0
	in %	57	0	43	0	100	0
<b>Daniela Liburdi</b>	in EUR thous.	80	80	49	30	129	110
	in %	62	73	38	27	100	100
<b>Luca Marzotto</b>	in EUR thous.	80	80	73	60	153	140
	in %	52	57	48	43	100	100
<b>Laura Micati</b> (since May 15, 2025)	in EUR thous.	50	0	19	0	69	0
	in %	72	0	28	0	100	0
<b>Michael Murray</b> (since May 15, 2025)	in EUR thous.	50	0	32	0	82	0
	in %	61	0	39	0	100	0
<b>Tanja Silvana Nitschke</b>	in EUR thous.	80	80	30	30	110	110
	in %	73	73	27	27	100	100
<b>Christina Rosenberg</b>	in EUR thous.	80	80	30	30	110	110
	in %	73	73	27	27	100	100
<b>Former members of the Supervisory Board</b>							
<b>Andreas Flach</b> (until May 15, 2025)	in EUR thous.	30	80	11	30	41	110
	in %	73	73	27	27	100	100
<b>Gaetano Marzotto</b> (until May 15, 2025)	in EUR thous.	30	80	18	50	48	130
	in %	63	62	38	38	100	100
<b>Bernd Simbeck</b> (until May 15, 2025)	in EUR thous.	30	80	22	60	52	140
	in %	58	57	42	43	100	100
<b>Robin J. Stalker</b> (until May 15, 2025)	in EUR thous.	30	80	22	60	52	140
	in %	58	57	42	43	100	100
<b>Hermann Waldemer</b> (until May 15, 2025)	in EUR thous.	74	200	55	150	129	350
	in %	57	57	43	43	100	100

In fiscal years 2025 and 2024, no compensation was awarded or due to any **other former members** of the Supervisory Board who had served during the past ten fiscal years.

The **employee representatives who are members of a trade union** will donate their compensation to the Hans Böckler Foundation in line with the guidelines of the German Trade Union Confederation.

## Comparative presentation of compensation and earnings development

The following comparative presentation shows the annual change in the compensation awarded and due to current and former members of the Managing Board and Supervisory Board, the **Company's earnings development** (in terms of sales, EBIT, the Group's net income, and net income of HUGO BOSS AG) and the **compensation of employees on a full-time equivalent basis**, the latter being based on the average wages and salaries of HUGO BOSS employees throughout the Group in the respective fiscal year.

### COMPARATIVE INFORMATION – MANAGING BOARD AND SUPERVISORY BOARD COMPENSATION IN COMPARISON WITH EMPLOYEE COMPENSATION AND EARNINGS DEVELOPMENT

(Annual change in %)	2025 vs. 2024	2024 vs. 2023	2023 vs. 2022	2022 vs. 2021	2021 vs. 2020
<b>Key earnings figures</b>					
Group sales	(1)	3	15	31	43
Group's operating result (EBIT)	8	(12)	22	47	197
Group's net income	16	(17)	22	54	166
Net income of HUGO BOSS AG	(9)	(19)	54	41	163
<b>Employee compensation</b>					
Employees HUGO BOSS Group	2	2 <sup>1</sup>	(1) <sup>2</sup>	14 <sup>3</sup>	9
<b>Compensation of the Managing Board</b>					
<b>Members of the Managing Board as of December 31, 2025</b>					
Daniel Grieder (Chairman since 06/2021)	(10)	95	(18)	81	–
Oliver Timm (since 01/2021)	(25)	152	(16)	(8)	–
Yves Müller (since 12/2017)	(22)	3	44	(1)	70
<b>Former members of the Managing Board</b>					
Dr. Heiko Schäfer (from 03/2020 until 05/2022)	(73)	(20)	(49)	(15)	59
Ingo Wilts (from 08/2016 until 02/2022)	(79)	(29)	(13)	16	36
Mark Langer (Chairman from 05/2016 until 07/2020, Ordinary member from 01/2010 until 05/2016)	–	–	(12)	(12)	24
Bernd Hake (from 03/2016 until 07/2019)	–	–	–	–	–
Christoph Auhagen (from 12/2009 until 04/2016)	–	–	–	–	–
Claus-Dietrich Lahrs (Chairman from 08/2008 until 02/2016)	–	–	–	–	–

<sup>1</sup> In absolute terms, the Group-wide average compensation of employees on a full-time equivalent basis increased slightly to EUR 53 thousand in fiscal year 2024 (2023: EUR 52 thousand), reflecting salary increases which were partly offset by lower bonus payments.

<sup>2</sup> In absolute terms, the Group-wide average compensation of employees on a full-time equivalent basis remained broadly stable in fiscal year 2023, amounting to EUR 52 thousand (2022: EUR 52 thousand), as salary increases were broadly offset by lower bonus payments and currency effects.

<sup>3</sup> The increase largely reflected salary increases against the backdrop of the high level of global inflation, measures implemented in fiscal year 2021 in connection with COVID-19 to reduce working hours and personnel costs, as well as currency effects.

(Annual change in %)	2025 vs. 2024	2024 vs. 2023	2023 vs. 2022	2022 vs. 2021	2021 vs. 2020
<b>Compensation of the Supervisory Board</b>					
<b>Members of the Supervisory Board as of December 31, 2025</b>					
Stephan Sturm (since 05/2025; Chairman since 05/2025)	–	–	–	–	–
Sinan Piskin (since 11/2008; Deputy Chairman since 05/2020)	0	0	0	0	62
Iris Epple-Righi (since 05/2020)	0	0	0	0	99
Katharina Herzog (since 05/2020)	0	0	0	0	99
Dr. Claudia Hülsken (since 05/2025)	–	–	–	–	–
Andreas Kurali (since 05/2025)	–	–	–	–	–
Daniela Liburdi (since 05/2023)	17	55	–	–	–
Luca Marzotto (since 02/2010)	0	0	0	0	45
Laura Micati (since 05/2025)	–	–	–	–	–
Michael Murray (since 05/2025)	–	–	–	–	–
Tanja Silvana Nitschke (since 05/2015)	0	0	0	0	68
Christina Rosenberg (since 05/2020)	0	0	0	0	106
<b>Former members of the Supervisory Board</b>					
Hermann Waldemer (until 05/2025; Chairman until 05/2025)	(63)	0	0	0	57
Andreas Flach (until 05/2025)	(63)	55	–	–	–
Gaetano Marzotto (until 05/2025)	(63)	0	0	0	80
Bernd Simbeck (until 05/2025)	(63)	0	0	198	–
Robin J. Stalker (until 05/2025)	(63)	0	0	0	96
Anita Kessel (until 05/2023)	–	–	(65)	0	49
Martin Sambeth (until 05/2023)	–	–	(65)	0	73
Antonio Simina (until 08/2021; Deputy Chairman until 05/2020)	–	–	–	–	(16)
Kirsten Kistermann-Christophe (until 05/2020)	–	–	–	–	–
Fridolin Klumpp (until 05/2020)	–	–	–	–	–
Michel Perraudin (Chairman until 05/2020)	–	–	–	–	–
Axel Salzmann (until 05/2020)	–	–	–	–	–

## CEO Investment Opportunity

While the resolution to approve the Compensation System 2021 for the members of the Managing Board was passed by a large majority at the 2021 Annual General Meeting (approval rate: 93.83%), the Compensation Report 2024 of HUGO BOSS was resolved with a lower majority of 67.96% at the 2025 Annual General Meeting. The Supervisory Board and Managing Board primarily attribute this outcome to possible concerns regarding the CEO Investment Opportunity, an **agreement established between Daniel Grieder and the Marzotto family** prior to his appointment as Chief Executive Officer at HUGO BOSS in June 2021. At the same time, the voting result is not seen as a fundamental criticism of the key elements of the compensation system or the structure of the compensation report itself.

With the aim of taking the voting result into account, **addressing the feedback gathered from capital market participants and further enhancing the level of transparency**, HUGO BOSS has expanded its disclosures on the CEO Investment Opportunity already in the 2023 Compensation Report. These additional details, as outlined below, aim to both acknowledge the concerns raised and provide a clearer understanding of the agreement. In doing so, the Supervisory Board seeks to ensure **full transparency regarding the CEO Investment Opportunity** and to reaffirm its view that the agreement does not create a conflict of interest with other shareholders of HUGO BOSS and instead is fully aligned with shareholder interests.

### Third-party agreement and thus not part of the compensation system

Prior to Daniel Grieder assuming his duties, the CEO Investment Opportunity was agreed between Daniel Grieder and the Marzotto family and is intended to provide an additional incentive for a substantial and sustainable increase in the share price of HUGO BOSS. The arrangement runs for the duration of his service agreement and was correspondingly extended in connection with the renewal of his service agreement in March 2024, under which Daniel Grieder was appointed Chairman of the Managing Board and CEO of HUGO BOSS AG until December 31, 2028. As such, the CEO Investment Opportunity represents a **third-party agreement** between Daniel Grieder and the Marzotto family and is thus explicitly **not part of the compensation system** in accordance with Sec. 87a AktG. Therefore, it is also not to be included in the maximum compensation of Daniel Grieder.

### No conflicts of interest existing

The Supervisory Board discussed the CEO Investment Opportunity at a plenary meeting on June 16, 2020, and noted it with approval. In the opinion of the Supervisory Board, there are **no conflicts of interest**, particularly in regard to any other shareholder of HUGO BOSS, arising from the CEO Investment Opportunity as it is directly and solely tied to the long-term share price performance of HUGO BOSS. Ultimately, all shareholders in HUGO BOSS benefit from a sustainable increase in the share price.

### Sustainable increase in share price required

The CEO Investment Opportunity was implemented by setting up an **investment vehicle** titled ZPG HOLDING S.à.r.l. ("ZPG"). ZPG bought 625,000 HUGO BOSS shares in mid-2021 for an average share price of EUR 46.40 and will hold these shares until the occurrence of a so-called **liquidity event**. In this context, Daniel Grieder invested a total amount of EUR 1.5 million in ordinary shares in ZPG, with the rest of the

investment provided by PFC S.p.A. and Zignago Holding S.P.A., each controlled by the Marzotto family, and a third-party bank financing. PFC S.p.A. and Zignago Holding S.P.A. hold the remainder of ordinary shares and certain preference shares, with limited economic rights ranking senior to the ordinary shares. Liquidity events are the exercise of a call option by ZPG, the exercise of a put option by Daniel Grieder, or ZPG selling the HUGO BOSS shares to a third party.

The **call option** may be exercised by ZPG either in the event that Daniel Grieder leaves HUGO BOSS or in a period of 120 days following the ordinary expiration of his employment contract with HUGO BOSS. If the call option is exercised based on a reason for which Daniel Grieder is responsible (e.g., termination by Daniel Grieder not based on good cause), he will receive the lower of either the fair market value of his ZPG shares or the amount of his initial investment. If the call option is exercised without Daniel Grieder having given cause for it (e.g., termination by HUGO BOSS not based on good cause), he will receive the fair market value of his ZPG shares.

The **put option** may be exercised by Daniel Grieder once the average HUGO BOSS share price during a period of 120 days exceeds specific thresholds. The minimum share price required for exercising the put option is EUR 75.10, representing an increase of 62% compared to the average purchase price of HUGO BOSS shares (EUR 46.40) and a 108% increase compared to the share price of HUGO BOSS as of December 30, 2025. The consideration, both in the event of exercising the put option or in case ZPG sells its HUGO BOSS shares to a third party, is the fair market value of the ZPG shares held by Daniel Grieder.

The **fair market value** of the ZPG shares held by Daniel Grieder is linked to the difference between the average purchase price of HUGO BOSS shares (EUR 46.40) and the average share price of HUGO BOSS shares during the 120 days prior to the liquidity event. If the average share price of HUGO BOSS during the 120 days prior to the liquidity event ranges between EUR 46.40 and EUR 75.00, Daniel Grieder will receive back the contributed amount of EUR 1.5 million. If the average share price during the 120 days prior to the liquidity event is less than EUR 46.40, the amount will be correspondingly lower depending on the average share price. By contrast, if the average share price during the 120 days prior to the liquidity event is EUR 75.10 or higher, the fair market value of the ZPG shares held by Daniel Grieder increases depending on the share price performance of HUGO BOSS. For example, an average share price of EUR 75.10 would result in a fair market value of EUR 7.1 million, an average share price of EUR 100.00 in a fair market value of EUR 14.8 million, and an average share price of EUR 126.00 in a fair market value of EUR 23.6 million.

### Liquidity event not occurred as of year-end 2025

Against the backdrop of the challenging and volatile trading environment for consumer discretionary stocks in 2025, the share price of HUGO BOSS fluctuated between EUR 31.90 and EUR 46.56 throughout the fiscal year. As of December 30, 2025, the share price of HUGO BOSS was EUR 36.15 and thus well below the minimum threshold of EUR 75.10 required to exercise the put option. Consequently, as of the end of fiscal year 2025, there were **no conditions in place that could have caused a potential liquidity event**. Also, since the CEO investment opportunity was established, the average share price of HUGO BOSS has never reached the minimum threshold of EUR 75.10 over a consecutive 120-day period, thereby preventing the exercise of the put option.

This underscores the **ambitious nature of the CEO Investment Opportunity**, as it requires a successful long-term business development, ultimately driving a sustainable increase in the share price. In the view of the Supervisory Board, even once the minimum share price is reached, the CEO Investment Opportunity offers a strong incentive not to exercise the put option immediately, as its fair value is expected to increase further in line with potential share price appreciation. > [Our Share](#)

In summary, the Supervisory Board of HUGO BOSS is convinced that the **CEO Investment Opportunity aligns with the interests of all shareholders**. By providing an additional incentive for the consistent, successful, and sustainable execution of the Company's Group strategy, it supports long-term business success for HUGO BOSS, significant share price appreciation, and enhanced shareholder value.

Metzingen, March 9, 2026

HUGO BOSS AG  
The Managing Board      The Supervisory Board

# LEGAL DISCLOSURES

Legal disclosures form part of the combined management report

Corporate governance statement published on the corporate website

Several shares in the Company's capital exceed 10% of voting rights

## Corporate governance statement

The **corporate governance statement** (pursuant to Sec. 289f and Sec. 315d HGB) forms part of the combined management report and can be found on the corporate website at [cgs.hugoboss.com](https://cgs.hugoboss.com). It is also included in the section "Corporate Governance and Corporate Governance Statement" of this Annual Report.

## Disclosures under takeover law

The **disclosures under takeover law** pursuant to Sec. 289a and Sec. 315a HGB, which are part of the audited combined management report, are presented and explained below. As far as the Managing Board is aware, there is no further need for any declarations under Sec. 176 (1) sentence 1 AktG.

## Composition of subscribed capital

The subscribed capital of HUGO BOSS AG consists of 70,400,000 no-par value registered ordinary shares with a pro-rata amount of the share capital of EUR 1.00 per ordinary share. The shares are fully paid up. All the shares have the same rights and obligations attached to them. Shareholder rights and obligations derive from the provisions of AktG, in particular those in Sec. 12, 53a ff., 118 ff., and 186 AktG.

## Restrictions on voting rights or the transfer of shares

Each share confers one vote at the Annual General Meeting and determines the shareholders' proportion of the Company's profits. This does not include own shares held by the Company, from which the Company derives no rights. In the cases in Sec. 136 AktG, the voting right under the affected shares is excluded by law.

## Shares in the Company's capital exceeding 10% of the voting rights

On the basis of the voting rights notifications received by the Company on or before December 31, 2025 in accordance with Sec. 33, 34 WpHG ["Wertpapierhandelsgesetz": German Securities Trading Act], the following direct or indirect shares in the Company's capital reach or exceed 10% of the voting rights:

According to the voting rights notification of June 23, 2025, 25.21% of the voting rights pursuant to Sec. 34 WpHG were allocated to **Frasers Group plc.**, with Michael Ashley being subject to the notification obligation. In addition, Frasers Group plc. held a further 32.00% of the voting rights through instruments pursuant to Sec. 38 (1) No. 2 WpHG at that time (December 31, 2024: 19.25% of the voting rights pursuant to Sec. 34 WpHG and a further 8.95% of the voting rights pursuant to Sec. 38 (1) No. 2 WpHG).

According to the voting rights notifications of September 24, 2025 received from **PFC S.p.A.**, Vicenza, Italy, and **Zignago Holding S.p.A.**, Fossalta di Portogruaro, Italy, these companies together hold 14.15% of the voting rights (December 31, 2024: 15.45% of the voting rights). According to the notification, there is an agreement between the companies resulting in the voting rights held by the companies being attributed to the respective other company. Specifically, PFC S.p.A directly holds 4.12% of the voting rights in accordance with Sec. 33 WpHG, while Zignago Holding S.p.A directly holds 10.02% of the voting rights in accordance with Sec. 33 WpHG.

According to the voting rights notification of December 16, 2025, received from **Bank of America Corporation**, Wilmington, Delaware, United States of America (USA), the company holds 3.59% of the voting rights pursuant to Sec. 34 WpHG. In addition, a further 1.02% of the voting rights through instruments pursuant to Sec. 38 (1) No. 1 WpHG and 10.00% of the voting rights through instruments pursuant to Sec. 38 (1) No. 2 WpHG were held at that time. (December 31, 2024: 0.00% of the voting rights pursuant to Sec. 34 WpHG, in addition to a further 1.62% of the voting rights pursuant to Sec. 38 (1) No. 1 WpHG and 2.44% of the voting rights pursuant to Sec. 38 (1) No. 2 WpHG).

According to the voting rights notification of November 24, 2025, received from **Optiver Holding B.V.**, Amsterdam, Netherlands, the company holds 8.66% of the voting rights through instruments pursuant to Sec. 38 (1) No. 1 WpHG and 15.49% of the voting rights through instruments pursuant to Sec. 38 (1) No. 2 WpHG. (December 31, 2024: no notification of any direct or indirect capital investments).

According to the voting rights notification of December 22, 2025, received from **SIH Partners, LLLP**, Wilmington, Delaware, United States of America (USA), the company holds 4.28% of the voting rights pursuant to Sec. 34 WpHG. In addition, a further 7.46% of the voting rights through instruments pursuant to Sec. 38 (1) No. 1 WpHG and 3.91% of the voting rights through instruments pursuant to Sec. 38 (1) No. 2 WpHG were held at that time. (December 31, 2024: 2.17% of the voting rights pursuant to Sec. 34 WpHG, in addition to a further 14.67% of the voting rights pursuant to Sec. 38 (1) No. 1 WpHG and 0.86% of the voting rights pursuant to Sec. 38 (1) No. 2 WpHG).

As of December 31, 2025, HUGO BOSS AG has not been notified of any other direct or indirect capital investments that reach or exceed 10% of the voting rights.

All **notifications on changes in the share of voting rights held** are available on the corporate website at [financialreleases.hugoboss.com](https://financialreleases.hugoboss.com). In addition, the reportable shareholdings notified in fiscal year 2025 can be found in the annual financial statements of HUGO BOSS AG for fiscal year 2025.

## Shares with special rights granting control authority

There are no shares with special rights granting control authority.

## Voting right controls for shares held by employees in the Company's capital

There are no voting right controls applicable to employees who hold shares in the capital of HUGO BOSS AG and are unable to directly exercise their control rights.

## Appointment and dismissal of the Managing Board

The **appointment and dismissal of members of the Managing Board** of HUGO BOSS AG is in accordance with Sec. 84 and Sec. 85 AktG and Sec. 31 MitbestG ["Mitbestimmungsgesetz": German Co-Determination Act] in conjunction with Art. 6 of the Articles of Association. In accordance with Art. 6 (1) of the Articles of Association, the Managing Board comprises at least two members. The number of members of the Managing Board is determined by the Supervisory Board pursuant to Art. 6 (2) of the Articles of Association. The Supervisory Board can appoint a Chairman and a Deputy Chairman of the Managing Board. The Supervisory Board can revoke a person's appointment to the Managing Board and appointment to the position of Chairman of the Managing Board for due cause. In accordance with Art. 6 (3) of the Articles of Association, members of the Managing Board may not, as a rule, be older than 60 years of age when they are appointed. They are appointed by the Supervisory Board for no more than five years.

## Amendments to the Articles of Association

**Amendments to the Articles of Association** are made by resolutions passed at the Annual General Meeting. Unless prescribed otherwise by the German Stock Corporation Act, resolutions are passed pursuant to Art. 17 (2) of the Articles of Association by simple majority of the votes cast and – if a majority of the capital represented when passing a resolution is required – by simple majority of the share capital represented when the resolution is passed. Pursuant to Art. 20 of the Articles of Association, the Supervisory Board is authorized to make amendments to the Articles of Association that only affect the wording.

## Powers of the Managing Board with respect to the issue and repurchase of shares

By resolution of the Annual General Meeting of May 15, 2025, the Managing Board of HUGO BOSS AG may, with the Supervisory Board's consent, increase the share capital by up to EUR 14,080,000 until May 14, 2030, by issuing up to 14,080,000 new registered shares on a cash and/or non-cash basis once or repeatedly (**2025 authorized capital**). In general, shareholders have a subscription right. However, the Managing Board is authorized, subject to the approval of the Supervisory Board, to exclude the subscription rights of shareholders up to a maximum of 10% of the share capital (a) to avoid fractional amounts, (b) in the case of a capital increase in exchange for contributions in kind, and (c) in the event that the issue price of new shares in the case of cash-based capital increases is not significantly below the quoted price of the shares already listed on the stock exchange at the time the issue price is finally determined, the time of which should be as close as possible to the time at which the shares are placed; the shares issued, including any shares issued or own

shares sold under exclusion of subscription rights pursuant to Sec. 186 (3) Clause 4 AktG – applied directly or by analogy – may not exceed 10% of the share capital either at the time this authorization becomes effective or at the time when it is exercised.

By resolution of the Annual General Meeting of May 15, 2025, the Managing Board was authorized until May 14, 2030, with the consent of the Supervisory Board, to issue convertible bonds and/or bonds with warrants, profit participation rights, and/or income bonds (or combinations of these instruments) in registered form or made out to the bearer, with or without a maturity, once or several times, including in different tranches simultaneously, in the total nominal amount of up to EUR 800,000,000. In this context, the share capital was conditionally increased by up to EUR 14,080,000 through the issue of up to 14,080,000 new no-par-value registered shares (**2025 conditional capital**). The conditional capital increase shall only be implemented to the extent that the holders or creditors of conversion/warrant rights arising from the bonds can make use of the bonds, satisfy conversion/warrant obligations, or offer shares, and no other means of satisfying such rights or obligations are implemented. In general, shareholders have a subscription right. However, the Managing Board is authorized, subject to the approval of the Supervisory Board, to exclude the subscription right of shareholders up to a maximum of 10% of the share capital (a) in the case of bonds issued in return for cash consideration and whose issue price is not substantially lower than the theoretical market value of the bonds calculated in accordance with generally accepted methods used in financial mathematics, (b) to avoid fractional amounts, (c) if necessary, to grant the holders or creditors of bonds a subscription right to bonds, as they would be granted as a shareholder, (d) in the case of bonds issued against non-cash contribution; the shares issued, including any shares issued or own shares sold under exclusion of subscription rights pursuant to Sec. 186 (3) sentence 4 AktG – applied directly or by analogy – may not exceed a total of 10% of the share capital at the time this authorization becomes effective or at the time when it is exercised. In addition, the Managing Board is authorized, subject to the consent of the Supervisory Board, to exclude the subscription rights if income bonds and/or profit participation rights are issued without warrant or conversion rights, or warrant or conversion obligations, if these income bonds and/or profit participation rights have a bond-like character.

Pursuant to the resolution of the Annual General Meeting of May 15, 2025, the Managing Board is authorized until May 14, 2030, to **acquire own shares** of the Company up to a total share of no more than 10% of the share capital existing as of May 15, 2025, or, if this value is lower, the share capital existing at the time the authorization is exercised. The authorization can be exercised directly by HUGO BOSS AG, by a company dependent on HUGO BOSS AG or in which it holds a majority interest, or by commissioned third parties and permits the acquisition of own shares fully or in partial amounts, once or several times. The acquisition can be made through the stock exchange or a public offer addressed to all shareholders to submit sale offers or through the granting of put options to the shareholders. The authorization also allows for a restriction of the principle of equal treatment of all shareholders and any rights of the shareholders to sell shares to the Company in connection with the acquisition of the shares.

Own shares acquired under this authorization can be sold again through the stock exchange or through an offer addressed to all shareholders (also while excluding subscription rights of shareholders). With the consent of the Supervisory Board, they can also be redeemed as compensation, precluding the subscription rights of the shareholders, for the acquisition of companies and investments in companies, for sale at a price that is not significantly lower than the current quoted price, and for the admission of the share to foreign stock exchanges. In addition, the Managing Board is authorized, with the consent of the Supervisory Board,

precluding the subscription rights of the shareholders, to offer own shares to current or former employees or members of executive bodies of HUGO BOSS AG or affiliated companies, as well as to use the shares for the fulfillment of conversion and warrant rights or conversion obligations of HUGO BOSS AG or its affiliated companies, and to use the shares to carry out a stock dividend. In addition, in the case of an offer to all shareholders to purchase own shares, the subscription right for fractional shares may be excluded. By resolution of the Annual General Meeting of May 15, 2025, the Managing Board is further authorized to acquire own shares using equity derivatives.

## **Change of control regulations**

The syndicated loan taken out by HUGO BOSS AG and HUGO BOSS International B.V. and guaranteed by HUGO BOSS AG as well as the bilateral lines of credit contain standard market conditions that grant the contracting parties additional termination rights in the event of a change of control – known as “change of control clauses.”

## **Compensation agreements**

The service agreements of the current members of the Managing Board do not contain a provision under which, in the event of a change of control (acquisition of more than 30% of the voting rights in HUGO BOSS AG), the contracting parties are granted an additional termination right under certain circumstances and, if the service agreement is in fact terminated, the member of the Managing Board must be compensated.