YVES MÜLLER
SPOKESPERSON OF THE MANAGING BOARD
Gradual business recovery continues in the third quarter
Robust recovery in own retail, supported by average store opening rate of ~95% in Q3

Local demand improves in key markets while travel restrictions continue to weigh on business with tourists

Wholesale business impacted by lower deliveries to partners

Own retail business benefits from higher store opening rate
Online business continues its double-digit growth trajectory

hugoboss.com and concession business record strong improvements in both traffic and conversion rates

Further expansion of hugoboss.com to 24 additional countries in June and August

12th consecutive quarter with strong double-digit online sales growth
Momentum in mainland China further accelerates in Q3

Recovery in mainland China continues, with revenues up 27% in Q3

Strong improvements in conversion rates in brick-and-mortar retail

High double-digit online sales growth recorded in the third quarter
ASIA/PACIFIC SALES

Strong **momentum in mainland China** drives overall recovery in Asia/Pacific

Lower tourist flows continue to negatively impact business in **Hong Kong** and **Macao**

Local lockdowns and temporary store closures weigh on several markets such as **Australia**

Asia/Pacific with strong business recovery in Q3

* CURRENCY-ADJUSTED
EUROPE SALES **

Solid rebound in local demand, in particular in France, Benelux and the UK.

Sales recovery in Germany broadly in line with that of the region.

Southern European markets negatively impacted by lower tourist flows.

Europe records solid rebound in local demand.
Robust business recovery continues in Latin America

Temporary store closures due to local lockdowns in several key areas weighs on business recovery in the U.S.

U.S. business also impacted by ongoing traffic declines in brick-and-mortar retail and wholesale

Pandemic continues to weigh on business in the Americas
BOSS and HUGO with similar trends in Q3

* CURRENCY-ADJUSTED
Profitability returns to positive territory in the third quarter

<table>
<thead>
<tr>
<th>Gross margin</th>
<th>Selling &amp; distribution expenses</th>
<th>Administration expenses</th>
<th>EBIT</th>
<th>Net income</th>
</tr>
</thead>
<tbody>
<tr>
<td>61.9%</td>
<td>EUR 251 MILLION</td>
<td>EUR 65 MILLION</td>
<td>EUR 15 MILLION</td>
<td>EUR 3 MILLION</td>
</tr>
<tr>
<td>(140) bp YOY</td>
<td>(18)% YOY</td>
<td>(4)% YOY</td>
<td>(83)% YOY</td>
<td>(94)% YOY</td>
</tr>
</tbody>
</table>
Inventories remain broadly stable year over year

**Inventory** growth curbed, reflecting gradual business recovery and measures to reduce inventory inflow

Decrease in **trade net working capital** due to lower trade receivables and slightly higher trade payables

Lower **capital expenditure** to protect cash flow during the pandemic, with investments focused on retail and digital

### Inventories

<table>
<thead>
<tr>
<th></th>
<th>September 30, 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Inventories</td>
<td>EUR 644 MILLION</td>
</tr>
</tbody>
</table>

**+2%**

YOY

### TNWC

<table>
<thead>
<tr>
<th></th>
<th>September 30, 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>TNWC</td>
<td>EUR 554 MILLION</td>
</tr>
</tbody>
</table>

**-(7)%**

YOY

### Capital expenditure

<table>
<thead>
<tr>
<th></th>
<th>July–September</th>
</tr>
</thead>
<tbody>
<tr>
<td>Capital expenditure</td>
<td>EUR 18 MILLION</td>
</tr>
</tbody>
</table>

**-(65)%**

YOY

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* CURRENCY-ADJUSTED
Strong free cash flow generation accelerates in the third quarter

Revolving syndicated loan, totaling EUR 633 million, only utilized in the amount of EUR 134 million as of September 30

Additional credit commitments of EUR 275 million not drawn at the end of Q3

Cash and cash equivalents total EUR 110 million at the end of September
Key priorities while managing the pandemic

Measures to maintain financial stability and flexibility

Gradual recovery of business

Execution of strategic initiatives
Exploiting the full potential of mainland China
Local activation drives customer engagement
Leveraging sales opportunities in mainland China

1. Robust retail footprint across tier 1 and tier 2 cities

2. White spot opportunities, especially in tier 2 and tier 3 cities

3. Upsizing opportunities in prime locations

1. Concession business on Tmall and JD with strong double-digit growth

2. Tapping in to additional e-com opportunities to support momentum

3. Implementation of WeChat Work to exploit social commerce
Well on track to achieve 2022 online sales target

Online sales to grow to more than EUR 400 million by 2022

EUR 200 million mark to be crossed well before year-end 2020

CAGR of >40% achieved between 2018 and 2020
Geographical rollout of hugoboss.com in full swing
Geographical rollout of hugoboss.com in full swing
Geographical rollout of hugoboss.com in full swing
Marketing initiatives to drive brand desirability
Milan Fashion Show goes Shanghai with local brand experience
Brand ambassadors drive brand heat for BOSS and HUGO
Strong uplift in engagement on social media

AVERAGE NUMBER OF LIKES PER POST

Q3 2020 VS. Q3 2019

4x

AVERAGE ENGAGEMENT RATE INCREASED BY

Q3 2020 VS. Q3 2019

>60%
BOSS teams up with Russell Athletic

CAPSULE COLLECTION WITH FOCUS ON BOLD CASUALWEAR

LAUNCH ACCOMPANIED BY AN EXCLUSIVE CAMPAIGN PRODUCED BY HIGHSNBGIETY
Driving casualization across all wearing occasions
Q&A