YVES MÜLLER
SPOKESPERSON OF THE MANAGING BOARD
HUGO BOSS successfully overcomes challenges associated with the pandemic
Key priorities while managing the pandemic

 Executing measures to maintain financial stability and flexibility

 Gradual recovery of business

 Execution of strategic initiatives
Successful execution of comprehensive measures to protect financial stability

**Strict cost management**

~ EUR 200 million*

- Significant payroll as well as rental savings achieved
- Lower marketing spend due to postponement of events
- Elimination of non-business-critical operating expenses

**Postponement of investments**

~ EUR 70 million

- Postponement of store openings and renovations
- Non-essential IT investments halted

**Protection of inventory position**

~ EUR 300 million

- Significant cutback in merchandise inflow
- Cautious approach with regard to never-out-of-stock business
- Own production adjusted to lower demand

**Retention of net profit**

~ EUR 190 million

- Suspension of the dividend payment except for the legal minimum dividend
- Retention of net profit strengthens financial flexibility

* VS. BUDGET.
Strong **free cash flow** generation in 2020

**Strong free cash flow generation in 2020**

Successful execution of **comprehensive measures** safeguards free cash flow

Revolving **syndicated loan** of EUR 633 million only utilized in the amount of EUR 105 million

Additional **credit commitments** totaling EUR 275 million not drawn yet

**Net financial debt** only slightly above the prior-year level

**FY 2020**

**EUR 164 MILLION**
~20% of global store network closed on average in fiscal year 2020
Third consecutive year with strong double-digit online sales growth

Own online sales of **EUR 221 million** achieved in 2020

Share of own online business more than doubles to **11% of Group sales**

Successful expansion of **hugoboss.com** to 32 additional markets

* CURRENCY-ADJUSTED
Renewed lockdowns in Europe weigh on sales towards year end

EUROPE SALES **

Major markets, including the UK, Germany, and France with low to mid-double-digit sales declines

Markets in southern Europe particularly hit by lower tourist flows in light of international travel restrictions

On average, around 25% of own stores temporarily closed in 2020

(31)%*
AMERICAS SALES

Business in the U.S. and Canada severely impacted by lockdown-related store closures and lower tourist flows.

Sequential business recovery in the U.S. continues in Q4, supported by robust local demand.

Latin America returns to growth in the fourth quarter.

Gradual business recovery in the Americas continues.
ASIA/PACIFIC SALES

Mainland China continues its double-digit growth trajectory with sales up 24% in Q4.

Markets such as Australia and Japan record sequential improvements in the fourth quarter.

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

Recovery in Asia/Pacific driven by double-digit sales growth in mainland China.
Casualwear benefits from ongoing trend towards casualization
Unique product assortment
across all wearing occasions
HUGO BOSS records operating profit in Q4

GROUP SALES
IN Q4

(26)%

EBIT
IN Q4

EUR 13 MILLION

* CURRENCY-ADJUSTED
Execution of **comprehensive cost-saving measures** limits EBIT decline in 2020

<table>
<thead>
<tr>
<th>Category</th>
<th>2020</th>
<th>Change</th>
<th>2020</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Group sales</td>
<td>EUR 1,946</td>
<td>(31)%*</td>
<td>EUR 1,313</td>
<td>(14)%</td>
</tr>
<tr>
<td>Gross margin</td>
<td>61.0%</td>
<td>(400) bp</td>
<td>EUR (126)</td>
<td>&lt;(100)%</td>
</tr>
<tr>
<td>Operating expenses</td>
<td>EUR 1,313</td>
<td>(14)%</td>
<td>EUR (126)</td>
<td>&lt;(100)%</td>
</tr>
<tr>
<td>EBIT</td>
<td>EUR (131)</td>
<td></td>
<td>EUR (131)</td>
<td></td>
</tr>
<tr>
<td>Net income</td>
<td>EUR (131)</td>
<td></td>
<td>EUR (131)</td>
<td></td>
</tr>
</tbody>
</table>

* * CURRENCY-ADJUSTED
** EXCLUDING NON-CASH IMPAIRMENT CHARGES IN THE AMOUNT OF EUR 110 MILLION
Pushing ahead with execution of strategic initiatives

GLOBAL SALES OPPORTUNITIES

EXPLOIT

CREATE

BRAND HEAT & PRODUCT DESIRE
Exploiting the full potential of mainland China

Momentum continues into 2021, supported by strong activation around Chinese New Year.

Local brand ambassadors drive awareness among younger customers.

Leveraging full potential through space expansion and strong focus on online.
Strong double-digit growth trajectory of online business to continue

Own online sales well on track to break EUR 400 million mark in 2022

Global expansion of hugoboss.com in full swing

Strong focus on further elevating the shopping experience
Driving brand desirability
Community engagement on social media further accelerates

Average number of likes per post: more than double

Instagram followers: double-digit growth

2020 vs. 2019
Chris Hemsworth is the global face of BOSS
BOSS x AJBXNG gains further momentum
Successful launch of exclusive BOSS x NBA capsule
CREATING EXCITEMENT WITH THE LAUNCH OF
HUGO Louder makes young musicians’ voice heard
HUGO x Liam Payne supports “Cotton made in Africa”
Share of RESPONSIBLE styles to almost double in 2021
HUGO BOSS included in the DJSI World for the fourth consecutive year
Outlook for full year 2021
OLIVER TIMM
STARTED ON
JANUARY 1, 2021
AS NEW CSO