On average ~25% of global store network closed in the first quarter
Solid start to the year as business recovery continues

Q1 2021

EUR 497 MILLION

(8)% CURRENCY-ADJUSTED
Almost 50% of own retail stores temporarily closed in the first quarter.

**Germany** and the **UK** record mid-double-digit sales declines in own retail, reflecting persistent lockdowns.

Strong momentum in **Russia** and **Middle East** with low to mid-double-digit sales growth.

Extended lockdowns weigh on business recovery in Europe.
Business in the U.S. with noticeable recovery reflecting a robust rebound in consumer sentiment

Persistent store closures continue to weigh on business in Canada

Latin America returns to pre-COVID-19 levels in the first quarter

Recovery in the Americas continues as momentum in the U.S. further improves
Sales in **mainland China** almost double supported by robust local demand in Q1.

While business in **Japan** continues its gradual recovery, **Australia** and **South Korea** return to growth in Q1.

Absence of international tourism continues to weigh on **Hong Kong** and **Singapore**.

**Asia/Pacific returns to growth** driven by ongoing strong momentum in mainland China.
Momentum in online business strongly accelerates in the first quarter
Wholesale business benefits from robust order intake and delivery shift effects

OWN RETAIL

\((14)\)%*

WHOLESALE

\(+1\)%*

* CURRENCY-ADJUSTED
License business back on growth track

Q1 2021

+5% CURRENCY-ADJUSTED
Casualwear returns to mid-single-digit growth in Q1

BOSS (8)%

HUGO (6)%

*TOTAL BRAND SALES; CURRENCY-ADJUSTED
Successful launch of
BOSS x RUSSELL ATHLETIC
BOSS x NBA capsule creates excitement in the U.S. market
HUGO BOSS records **positive EBIT** in the first 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><strong>60.4%</strong></td>
<td>EUR 231 MILLION</td>
<td>EUR 68 MILLION</td>
<td>EUR 1 MILLION</td>
<td>EUR (8) MILLION</td>
</tr>
<tr>
<td>62.9%</td>
<td>EUR 288 MILLION</td>
<td>EUR 75 MILLION</td>
<td>EUR (14) MILLION</td>
<td>EUR (18) MILLION</td>
</tr>
<tr>
<td>Q1 2020</td>
<td>Q1 2020</td>
<td>Q1 2020</td>
<td>Q1 2020</td>
<td>Q1 2020</td>
</tr>
</tbody>
</table>
Trade net working capital improvement supports free cash flow development

**TNWC**
March 31, 2021
- EUR 592 MILLION
- March 31, 2020

**Capital expenditure**
January - March
- EUR 18 MILLION
- Jan - March 2020

**Free cash flow**
January - March
- EUR (86) MILLION
- Jan - March 2020

**Inventories** remain stable reflecting ongoing tight management

Lower **capital expenditure** reflecting continued prudent approach in light of persistent uncertainties

**Net financial liabilities** decline 5% to EUR 221 million*
Outlook

GLOBAL BUSINESS EXPECTED TO RECOVER NOTICEABLY IN 2021
Capital markets day
planned for H2 2021