YVES MÜLLER
CFO
Momentum accelerates across all brands, channels, and key regions

Sales and earnings exceed pre-pandemic levels
BUSINESS RECOVERY STRONGLY ACCELERATES IN Q3

GROUP SALES

EUR 755 MILLION

+40%*
VS. Q3 2020

+7%*
VS. Q3 2019

* CURRENCY-ADJUSTED
STRONG LOCAL DEMAND DRIVES BUSINESS IN EUROPE

EUROPE SALES INCL. MIDDLE EAST AND AFRICA

Rebound in local demand spurs overall momentum in the region

Revenues in key markets such as the UK, France, and Germany exceed 2019 levels

+38%* VS. Q3 2020

+9%* VS. Q3 2019

*CURRENCY-ADJUSTED
MOMENTUM IN THE AMERICAS FURTHER ACCELERATES

AMERICAS SALES

+94%* VS. Q3 2020

+14%* VS. Q3 2019

Strong growth across all of the region’s key markets, driven by robust local demand

U.S. retail business grows double-digits as compared to pre-pandemic levels

*CURRENCY-ADJUSTED
CONSUMER SENTIMENT IMPACTED BY PANDEMIC-RELATED RESTRICTIONS

**ASIA/PACIFIC SALES**

Temporary store closures weigh on various markets in Southeast Asia

- (1)% * VS. Q3 2020
- (14)% * VS. Q3 2019

Consumer sentiment in mainland China reaccelerates towards the end of Q3

* *CURRENCY-ADJUSTED*
STRONG DYNAMIC ACROSS ALL CHANNELS

OWN RETAIL

- +40% vs. Q3 2020
- +13% vs. Q3 2019

Brick and mortar retail business returns to growth, up +4% vs. 2019

ONLINE

- +37% vs. Q3 2020
- +127% vs. Q3 2019

Strong double-digit growth across all regions

WHOLESALE

- +40% vs. Q3 2020
- (1)% vs. Q3 2019

Revenues with online partners grow strong double-digits vs. 2019

ALL FIGURES ARE CURRENCY-ADJUSTED
## Significant Bottom-Line Improvements in Q3

<table>
<thead>
<tr>
<th>Category</th>
<th>Q3 2021</th>
<th>VS. Q3 2020</th>
<th>VS. Q3 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Group Sales</strong></td>
<td>EUR 755 M</td>
<td>+42%</td>
<td>+5%</td>
</tr>
<tr>
<td><strong>Gross Profit</strong></td>
<td>EUR 466 M</td>
<td>+41%</td>
<td>+2%</td>
</tr>
<tr>
<td><strong>Gross Margin</strong></td>
<td>61.7%</td>
<td>(20) bp</td>
<td>(160) bps</td>
</tr>
<tr>
<td><strong>Operating Expenses</strong></td>
<td>EUR 381 M</td>
<td>+21%</td>
<td>+2%</td>
</tr>
<tr>
<td><strong>In % of Sales</strong></td>
<td>50.4%</td>
<td>(880) bp</td>
<td>(140) bp</td>
</tr>
<tr>
<td><strong>Selling &amp; Distribution Expenses</strong></td>
<td>EUR 299 M</td>
<td>+19%</td>
<td>(2)%</td>
</tr>
<tr>
<td><strong>Administration Expenses</strong></td>
<td>EUR 82 M</td>
<td>+26%</td>
<td>+21%</td>
</tr>
<tr>
<td><strong>EBIT</strong></td>
<td>EUR 85 M</td>
<td>&gt;100%</td>
<td>+3%</td>
</tr>
<tr>
<td><strong>EBIT Margin</strong></td>
<td>11.3%</td>
<td>860 bp</td>
<td>(20) bp</td>
</tr>
<tr>
<td><strong>Net Income Attributable to Shareholders</strong></td>
<td>EUR 53 M</td>
<td>&gt;100%</td>
<td>(5)%</td>
</tr>
</tbody>
</table>
**Strong Improvement in Free Cash Flow Development**

<table>
<thead>
<tr>
<th></th>
<th>TNWC</th>
<th>Capital Expenditure</th>
<th>Free Cash Flow</th>
</tr>
</thead>
<tbody>
<tr>
<td>EUR</td>
<td>EUR</td>
<td>EUR</td>
<td>EUR</td>
</tr>
<tr>
<td>474</td>
<td>26</td>
<td>171</td>
<td></td>
</tr>
<tr>
<td>(11)% *</td>
<td>+40%</td>
<td>+10%</td>
<td></td>
</tr>
</tbody>
</table>

*Currency-adjusted*

**Inventories** decrease 6%* as a result of the strong sales growth in the third quarter.

Increase in **capital expenditure** mainly reflects the further store network optimization.

**Free cash flow** more than doubles as compared to pre-pandemic levels.
EXECUTION OF CLAIM 5 STRATEGY IN FULL SWING
SPECTACULAR PHYGITAL LAUNCH OF BOSS X RUSSELL ATHLETIC 2.0

25 MILLION SOCIAL ENGAGEMENTS

4 BILLION IMPRESSIONS IN 4 DAYS

BOOST BRANDS
TURNING CONSUMERS INTO FANS
CREATING BUZZ AMONG YOUNGER CONSUMERS
FURTHER STRENGTHENING CASUALWEAR

PRODUCT IS KING
BRANDING REFRESH TO BECOME VISIBLE IN JANUARY 2022

BOOST BRANDS
RELaunch of hugoboss.com in early 2022

lead in digital
BOSS STORE
LONDON
OXFORD STREET
OPENING EARLY 2022

REBALANCE OMNICHANNEL
ORGANIZATIONAL STRUCTURE
FURTHER STRENGTHENED

ORGANIZE FOR GROWTH
## Hugo Boss Increases Outlook for FY 2021

### Group Sales
- Increase by ~40%

### EBIT
- Between EUR 175 million and EUR 200 million

### TNWC (in % of sales)
- Improve to a level of 19% - 20%

### CAPEX
- Between EUR 100 million and EUR 130 million

*CURRENCY-ADJUSTED*