HUGO BOSS VIRTUAL
ANNUAL SHAREHOLDERS’ MEETING

MAY 27, 2020
MARK LANGER
CHIEF EXECUTIVE OFFICER
AGENDA

1. Business performance 2019
2. Current situation and measures
3. Foundation for long-term success
Adjusted full year 2019 targets achieved

GROUP SALES 2019

EUR 2.9 BILLION

CURRENCY-ADJUSTED

+2%
Online business records **strong double-digit growth**

**ONLINE**

+35%*

**Successful expansion** of own online store hugoboss.com to Scandinavia and Ireland

**Intensification of online partnerships** contributes strongly to overall sales growth

* Currency-adjusted.
Own retail stores with increase in retail productivity

Further optimization of global store network achieved

New store concept meanwhile implemented in more than 100 BOSS stores
HUGO records over-proportionate sales growth in 2019

HUGO casualwear with strong double-digit sales increases

Logo-inspired products very well received by fashion-conscious HUGO customers

* Currency-adjusted.
Collaboration with Liam Payne successfully initiated
Double-digit comp store sales growth in Mainland China continues

Japan, South Korea, and Singapore with robust growth

Business in Hong Kong impacted by political unrest

Asia/Pacific with over-proportionate sales increase in 2019

* Currency-adjusted.
Li Yifeng named new BOSS Brand Ambassador
Strong momentum in the UK drives sales growth in Europe

- Sales increases in the **UK and France**
- Important foundation laid for future growth in **Germany**

* Currency-adjusted.
** Including Middle East and Africa.
New outlet successfully opened in Metzingen
Challenging market environment in North America

- Declining local demand and business with tourists
- Own retail business stabilizes during the course of the year

*Currency-adjusted.
Bottom-line development falls short of own expectations

- Difficult and promotional market environment in North America weighs on earnings development
- Investments in own retail lead to an increase in selling and distribution expenses

**Operating Result (EBIT)**

<table>
<thead>
<tr>
<th>Year</th>
<th>Value</th>
<th>Change</th>
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<tbody>
<tr>
<td>2019</td>
<td>EUR 333M</td>
<td>(4)%</td>
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**Net Income**

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<th>Value</th>
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<td>2019</td>
<td>EUR 212M</td>
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*Excluding the impact of IFRS 16.*
Focus remains on further executing strategic initiatives
HUGO BOSS takes corporate responsibility seriously

CROSS-FUNCTIONAL CRISIS TEAM ESTABLISHED

WORKING REMOTELY FROM HOME ENABLED FOR ALL CORPORATE EMPLOYEES
HUGO BOSS with meaningful contribution to society
Temporary store closures
to protect customers and employees

- Around 75% of own retail network closed at the end of March
- Remaining stores largely operate with shorter opening times
- Strict compliance and implementation of legal directives

As of March 31, 2020

Europe* | Americas | Asia/Pacific
Open | Closed

* Including Middle East and Africa.
Pandemic weighs on business performance in the first quarter
HUGO BOSS WELL POSITIONED TO WEATHER THE CURRENT CRISIS
Measures to secure financial stability and flexibility

1. **Strict cost management**
   Additional cost savings of at least EUR 150 million

2. **Postponement of investments**
   CAPEX budget cut by around one third

3. **Limitation of TNWC increase**
   Reduction of inventory inflow by at least EUR 200 million

4. **Retention of net profit**
   Suspension of the dividend for 2019 fiscal year proposed
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UPDATE

Expectations for the second quarter & full year 2020
HUGO BOSS well positioned to succeed in the long term.
Two strong brands – BOSS and HUGO
#thisisBOSS
Sustainability forms integral part of our activities
TRACEABLE WOOL COLLECTION SUCCESSFULLY LAUNCHED

- Seamless traceability along the supply chain
- Styles for men and women globally available
FULLY VEGAN SUIT SUCCESSFULLY INTRODUCED
AMBITIOUS SUSTAINABILITY TARGETS

<table>
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<th>BY 2030</th>
<th>BY 2025</th>
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<tr>
<td>REDUCTION OF CO₂ EMISSIONS</td>
<td>SOURCE 100% OF COTTON FROM SUSTAINABLE</td>
</tr>
<tr>
<td>BY 30%*</td>
<td>PRODUCTION</td>
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* Base year 2018, according to methods of science-based targets.
Digitization of business model a decisive factor for long-term success.
Digital product development allows faster response to latest trends

- Major parts of product development for HUGO already fully digitized
- Customer demand is met even more quickly
- Successful launch of digital material database
Digitization opens new doors for production facilities

- Digitization of own facility in Turkey continues
- Real-time tracking of production data made possible
- Usage of artificial intelligence optimizes processes
Successful expansion of own online business

- Establishment of hugoboss.com as a digital flagship store proceeds
- Variety of services further enhances shopping experience
- Strategic online partnerships significantly intensified
Targeted customer approach and focus on digital marketing

- Customer relationship management professionalized and expanded
- Personalized customer approach elevates shopping experience
- Digital marketing increases proximity to customer
Digital showroom offers swift and simple order process to partners

- Already today 100% digital distribution of HUGO products
- Digital showroom to be expanded to the BOSS brand
- Reduction of physical prototypes made possible
BUSINESS MODEL OF HUGO BOSS
GEARED FOR
LONG-TERM SUCCESS
& SUSTAINABLE GROWTH
Thank you for your attention!