VIRTUAL ANNUAL SHAREHOLDERS’ MEETING

2021

MAY 11, 2021
YVES MÜLLER
CHIEF FINANCIAL OFFICER &
SPOKESPERSON OF THE MANAGING BOARD
AGENDA

1. BUSINESS PERFORMANCE IN FISCAL YEAR 2020

2. STRATEGIC INITIATIVES

3. EXPECTATIONS FOR FISCAL YEAR 2021
HUGO BOSS FULLY LIVES UP TO ITS CORPORATE RESPONSIBILITY
Key priorities while managing the pandemic

- Executing measures to maintain financial stability and flexibility
- Gradual recovery of the business
- Execution of strategic initiatives
Successful execution of measures to protect financial stability

**Strict cost management**
- ~ EUR 200 million*
- Lower marketing and selling and distribution expenses
- Payroll savings achieved
- 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
- Own production adjusted to lower demand
- Significant cutback in merchandise inflow
- Cautious approach with regard to never-out-of-stock business

**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 despite implications of the pandemic

- Successful execution of comprehensive measures safeguards cash flow
- Revolving syndicated loan of EUR 633 million only utilized to a small extent
- Additional credit commitments totaling EUR 275 million not drawn yet
- Net financial debt only slightly above the prior-year level

2020

EUR 164 MILLION
~20% of global store network closed on average in fiscal year 2020
Implications of the pandemic weigh on brick-and-mortar business

OWN RETAIL
(30)\%*

WHOLESALE
(34)\%*

* CURRENCY-ADJUSTED
Third consecutive year with strong double-digit online sales growth

+49%*  
EUR >200 MILLION
Lockdowns in Europe weigh on sales development

Key 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.
Business in the U.S. and Canada severely impacted by temporary store closures and lower tourist flows

Local demand picks up noticeably over the course of the year

Gradual business recovery in the Americas in the second half of the year
Mainland China records gradual recovery with return to double-digit growth during the second quarter.

Key markets such as Japan, Hong Kong and Macao suffer noticeably from the implications of the pandemic.

Double-digit sales growth in mainland China drives recovery in Asia/Pacific.
Casualwear trend continues to gain in importance

(32)%

(27)%

* CURRENCY-ADJUSTED
First-class product offering across all wearing occasions
Execution of comprehensive **cost-saving measures** limits EBIT decline

<table>
<thead>
<tr>
<th></th>
<th>Group sales</th>
<th>Gross margin</th>
<th>Operating expenses**</th>
<th>EBIT**</th>
<th>Net income**</th>
</tr>
</thead>
<tbody>
<tr>
<td>EUR</td>
<td>1,946</td>
<td>61.0 %</td>
<td>EUR 1,313 (126)</td>
<td>EUR (131)</td>
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<tr>
<td>MILLION</td>
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<td>(31)%*</td>
<td>(400) bp</td>
<td>(14)%</td>
<td>&lt; (100)%</td>
<td>&lt; (100)%</td>
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</tr>
</tbody>
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**EXCLUDING NON-CASH IMPAIRMENT CHARGES IN THE AMOUNT OF EUR 110 MILLION**

* CURRENCY-ADJUSTED
HUGO BOSS share price performance

2020

CLOSING PRICE
DEC. 31, 2020
EUR 27.29

* BASED ON CLOSING PRICE AS OF DECEMBER 31, 2020
(INDEX: DECEMBER 31, 2019 = 100)
HUGO BOSS share price performance

YTD 2021

CLOSING PRICE MAY 5, 2021
EUR 39.95
+46%*

* BASED ON CLOSING PRICE AS OF MAY 5, 2021
(INDEX: DECEMBER 31, 2020 = 100)
PUSHING AHEAD WITH EXECUTION OF STRATEGIC PRIORITIES
Exploiting the full potential of mainland China
Online business continues its double-digit growth trajectory.
50% of Boss and Hugo products developed digitally already today.

Digital product development shortens development times.
DRIVING

BRAND DESIRABILITY
BOSS and HUGO strengthen community engagement on social media

AVERAGE NUMBER OF LIKES PER POST
MORE THAN 2X

INSTAGRAM FOLLOWERS
double-digit

2020 VS. 2019

2020 VS. 2019
Chris Hemsworth is the global face of BOSS
BOSS x AJBXNG gains further momentum
Cooperation with Caro Daur strengthens BOSS Womenswear
Collaboration with Russell Athletic provides a strong boost
Highly successful collaboration with the NBA
Fashion Show in Milan
accompanied by brand event in Shanghai
HUGO Louder reflects the mood of younger generations
Partnership with Liam Payne successfully continued
Share of RESPONSIBLE styles to double by 2025
30% reduction in CO$_2$ emissions by 2030
HUGO BOSS included in the DJSI World for the fourth consecutive year
HUGO BOSS and its brands stand for diversity
Business recovery continues in the first quarter of 2021

GROUP SALES

(8)%

EBIT

+1 EUR MILLION

* CURRENCY-ADJUSTED
Expectations for full year 2021
BUSINESS MODEL OF HUGO BOSS GEARED TOWARD
LONG-TERM SUCCESS & SUSTAINABLE GROWTH
THANK YOU!