

INVESTOR PRESENTATION

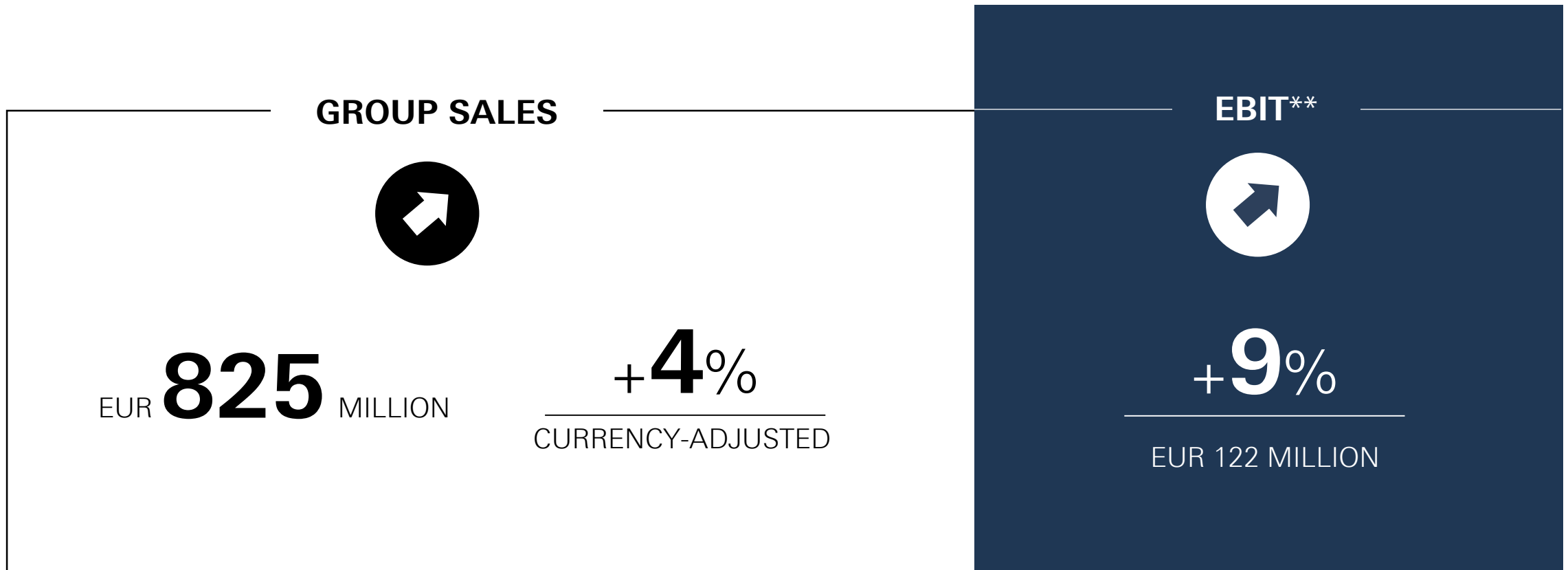
YVES MÜLLER, CHIEF FINANCIAL OFFICER

JANUARY 22, 2020



HUGO BOSS

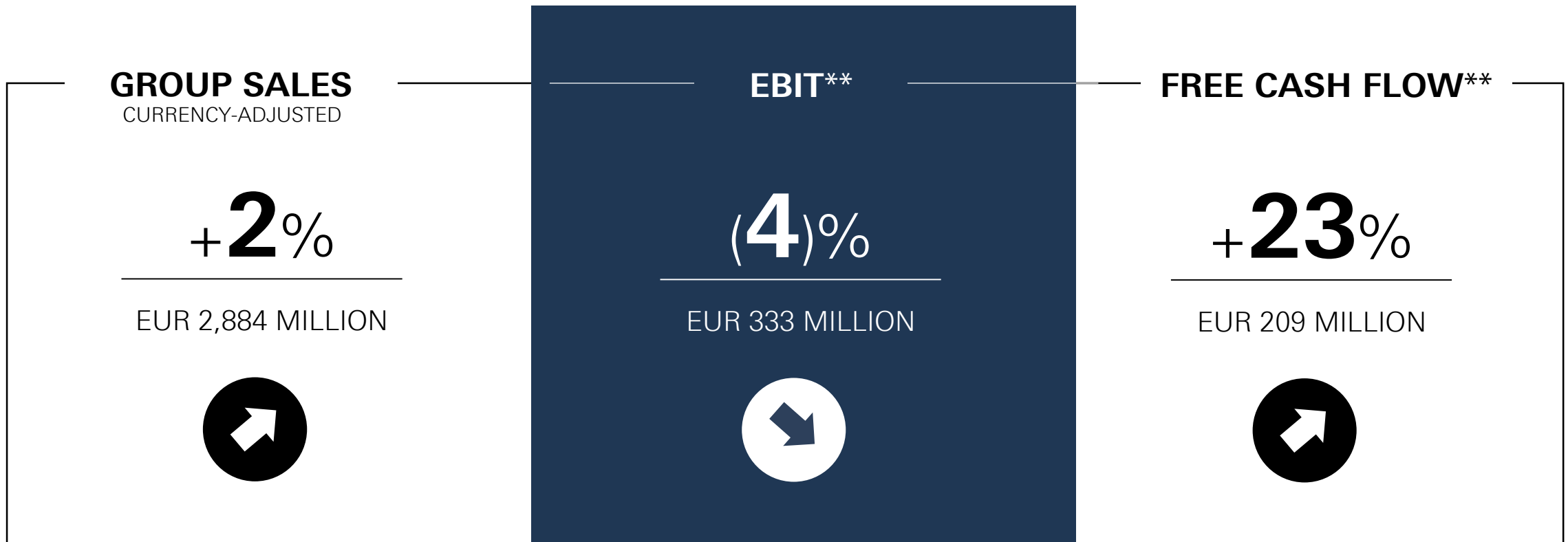
Strong sales and earnings increase in Q4*



* = Based on preliminary figures

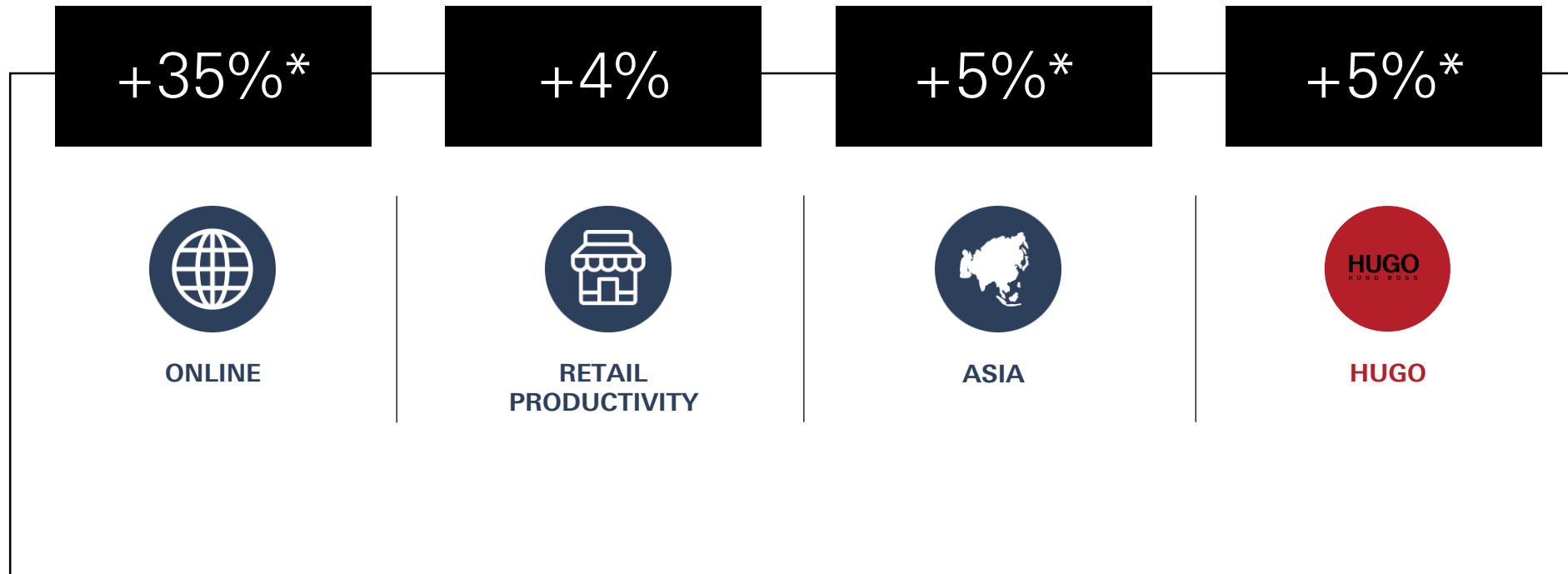
** = Excluding IFRS 16 impact

FY 2019 top- and bottom line targets achieved*



* = Based on preliminary figures

** = Excluding IFRS 16 impact

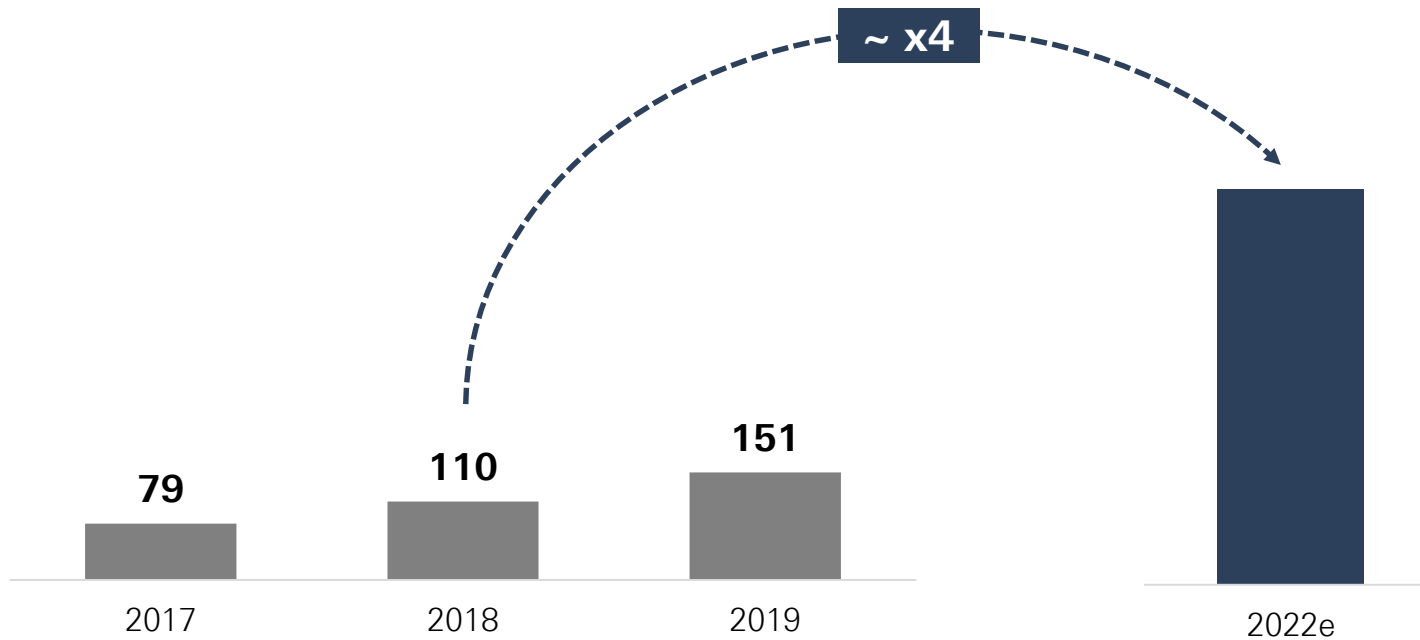


Strategic initiatives with
disproportionate growth in FY 2019

* = currency-adjusted



Online sales (in EUR million)



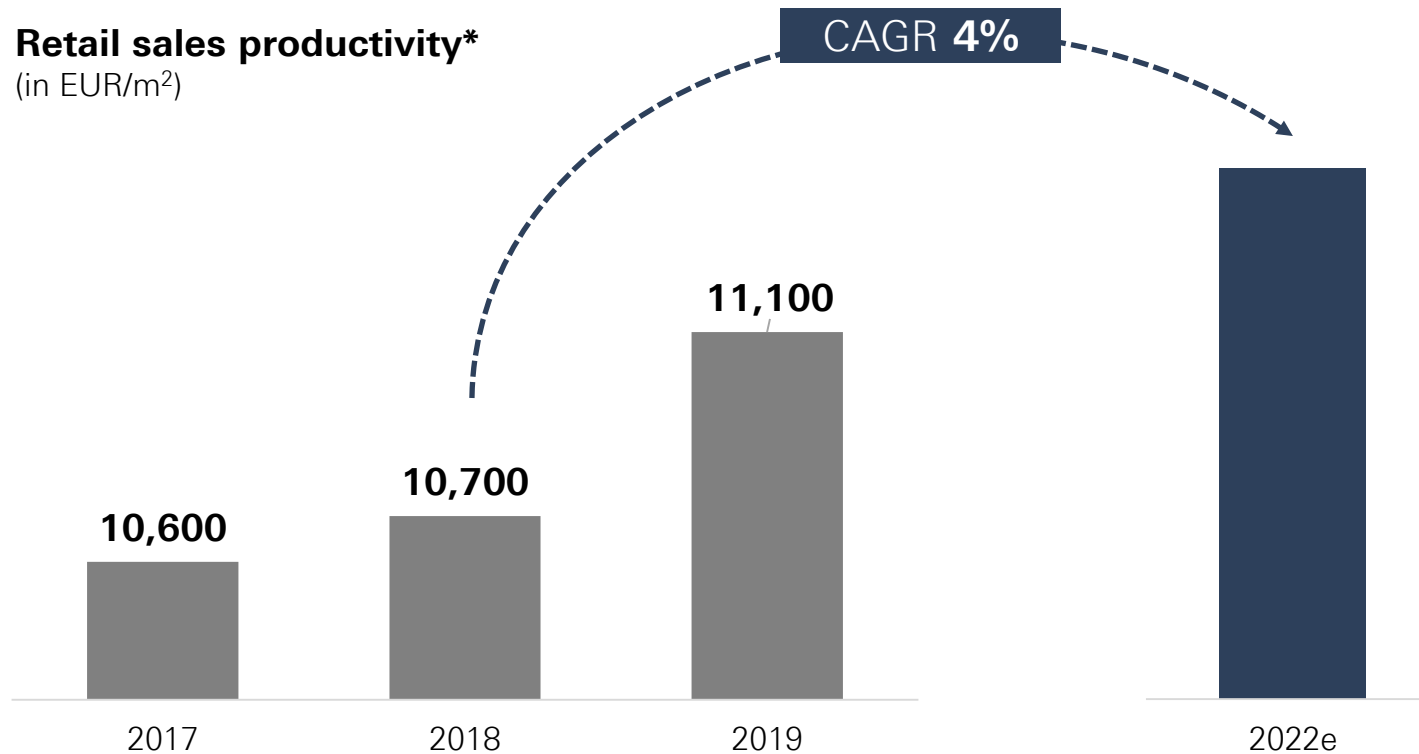
- 1 Accelerate online concession** business
- 2 Exploit full potential** of hugoboss.com
- 3 Enlarge omnichannel** services
- 4 Expand social** commerce

Online: Own online business to quadruple until 2022



Retail sales productivity*

(in EUR/m²)



- 1 Accelerate** rollout of **new store** concept
- 2 Optimize store** network
- 3 Enlarge omnichannel** services
- 4 Enhance product** range
- 5 Drive retail** excellence

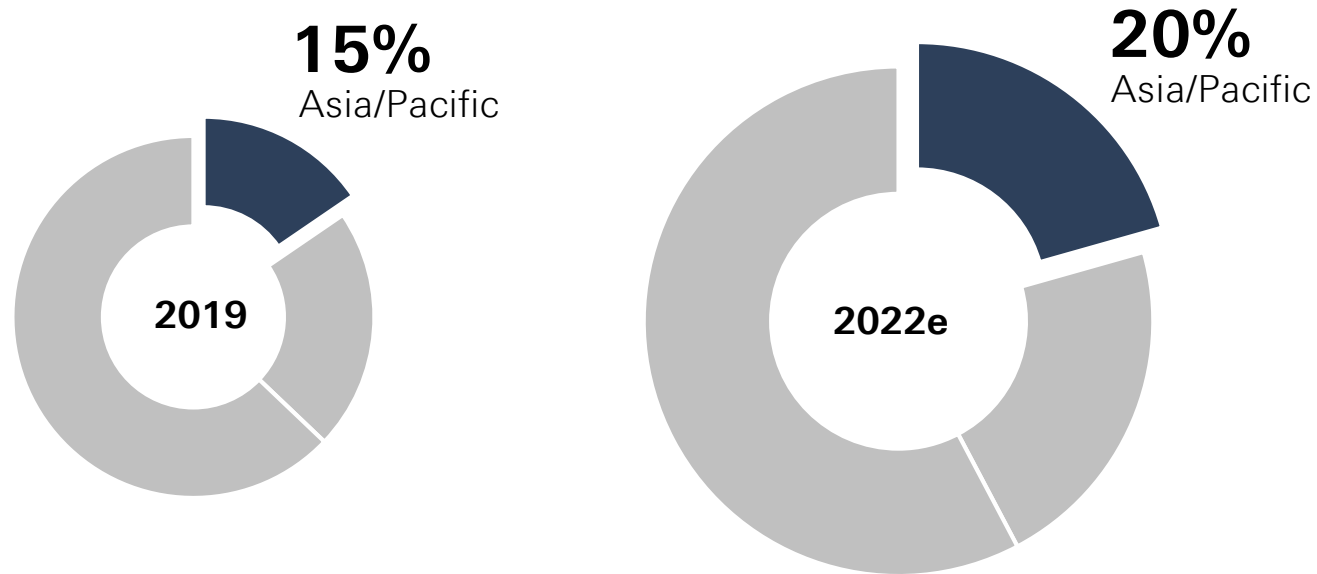
Retail: Further improving retail sales productivity

* = retail sales (excl. online) / net selling space

BOSS celebrates reopening of its flagship store on the Champs-Élysées

BOSS
HUGO BOSS





- 1 Leverage Chinese demand** across the region
- 2 Expand retail footprint** in Mainland China
- 3 Grow travel retail** business
- 4 Leverage digital opportunities** via leading online platforms

Asia/Pacific: Strong momentum in Mainland China to drive regional growth

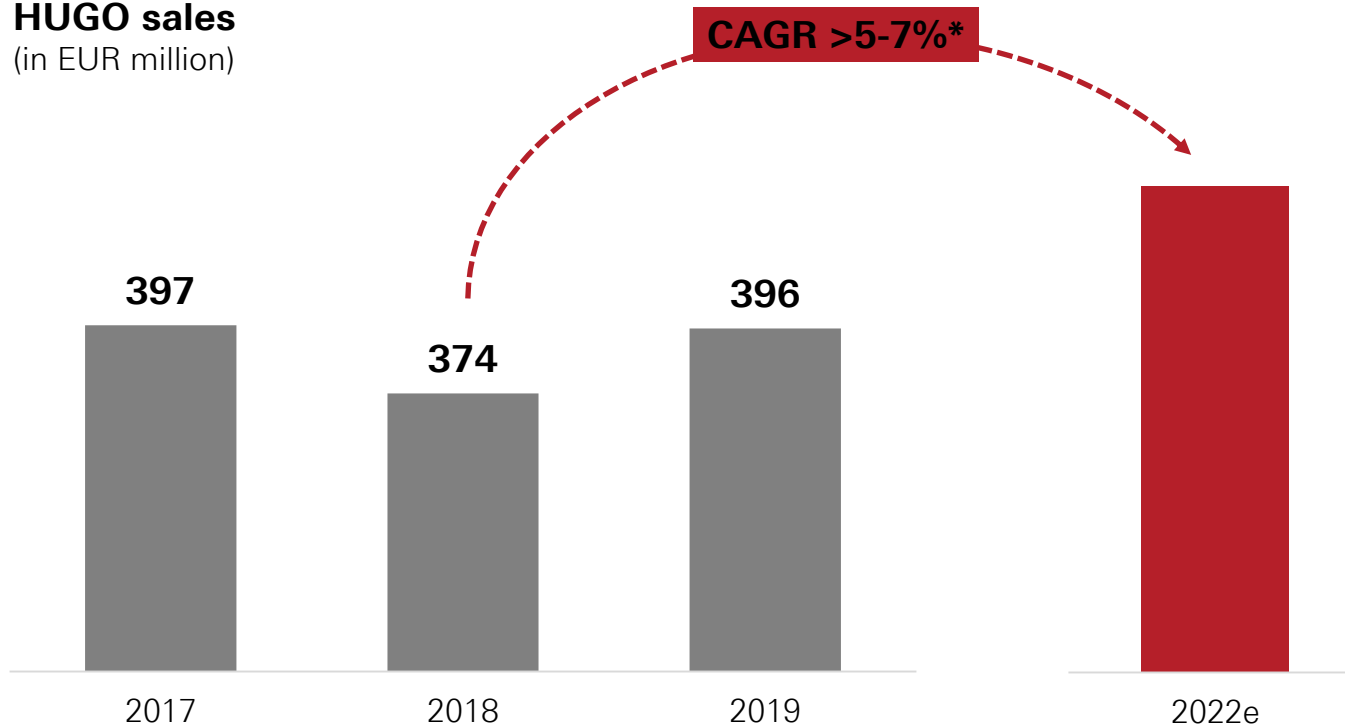
Chinese actor and singer Li Yifeng named new **BOSS** brand ambassador





HUGO sales

(in EUR million)



- 1** Strengthen positioning in contemporary fashion segment
- 2** Focus on casualwear to benefit from casualization trend
- 3** Expand store network across key metropolitan cities
- 4** Leverage social media presence

HUGO: Overproportionate growth in contemporary fashion segment

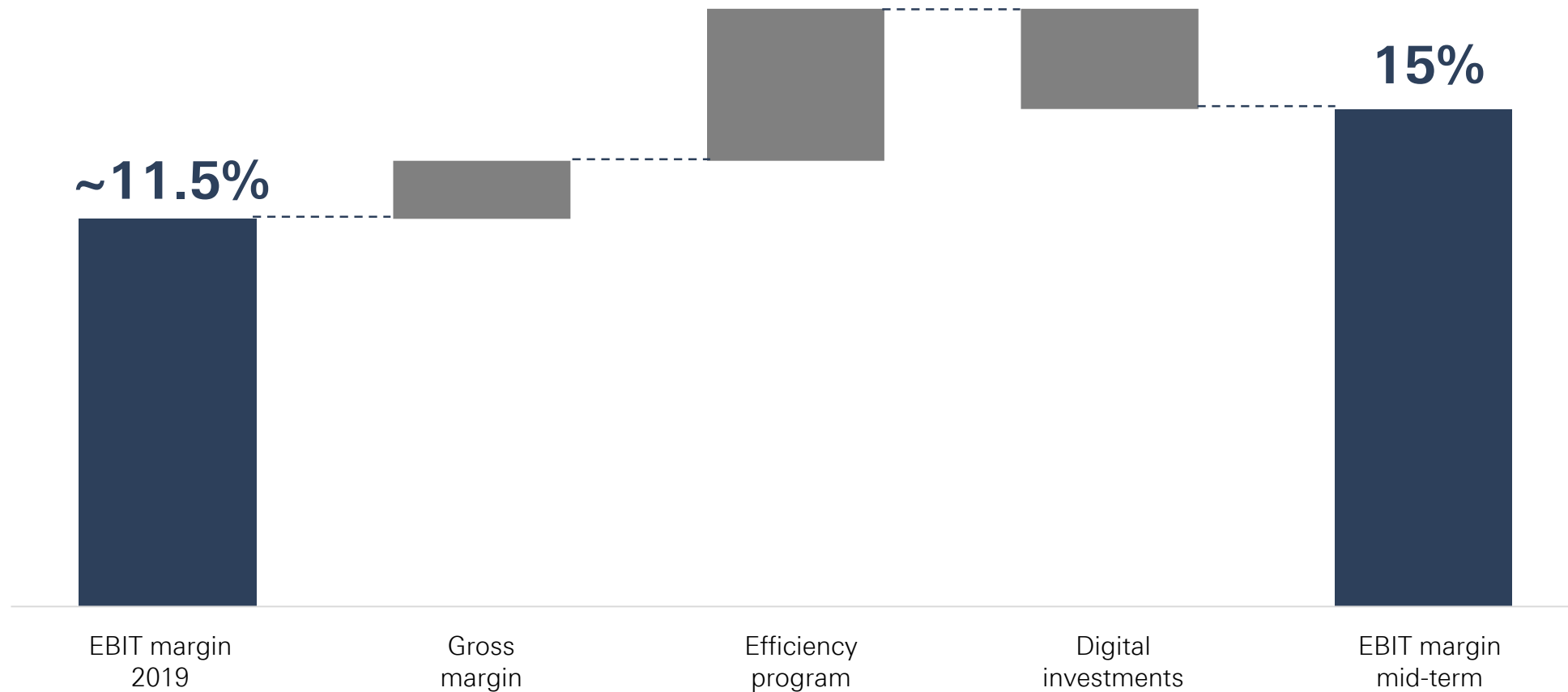
* = currency-adjusted

Brand ambassador Liam Payne starring the global face of HUGO fragrances

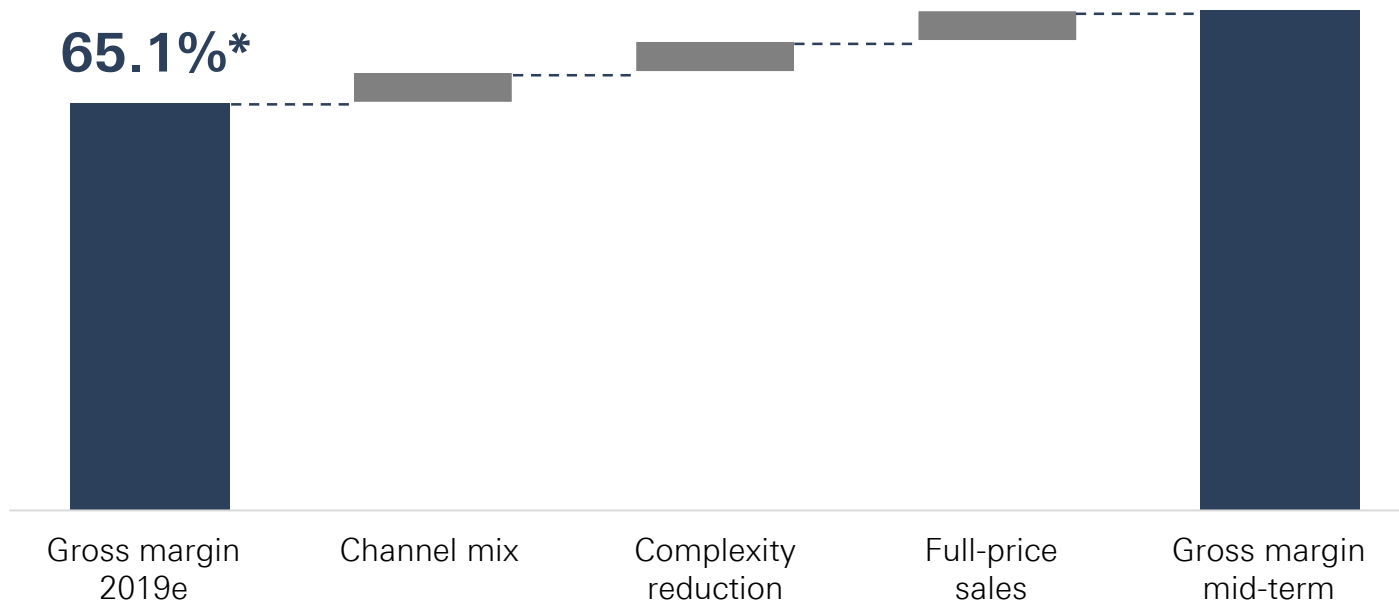
HUGO
HUGO BOSS



EBIT margin of 15% envisioned for the mid-term



Gross margin expansion supported by multiple levers



Channel mix

- Increased share of controlled distribution

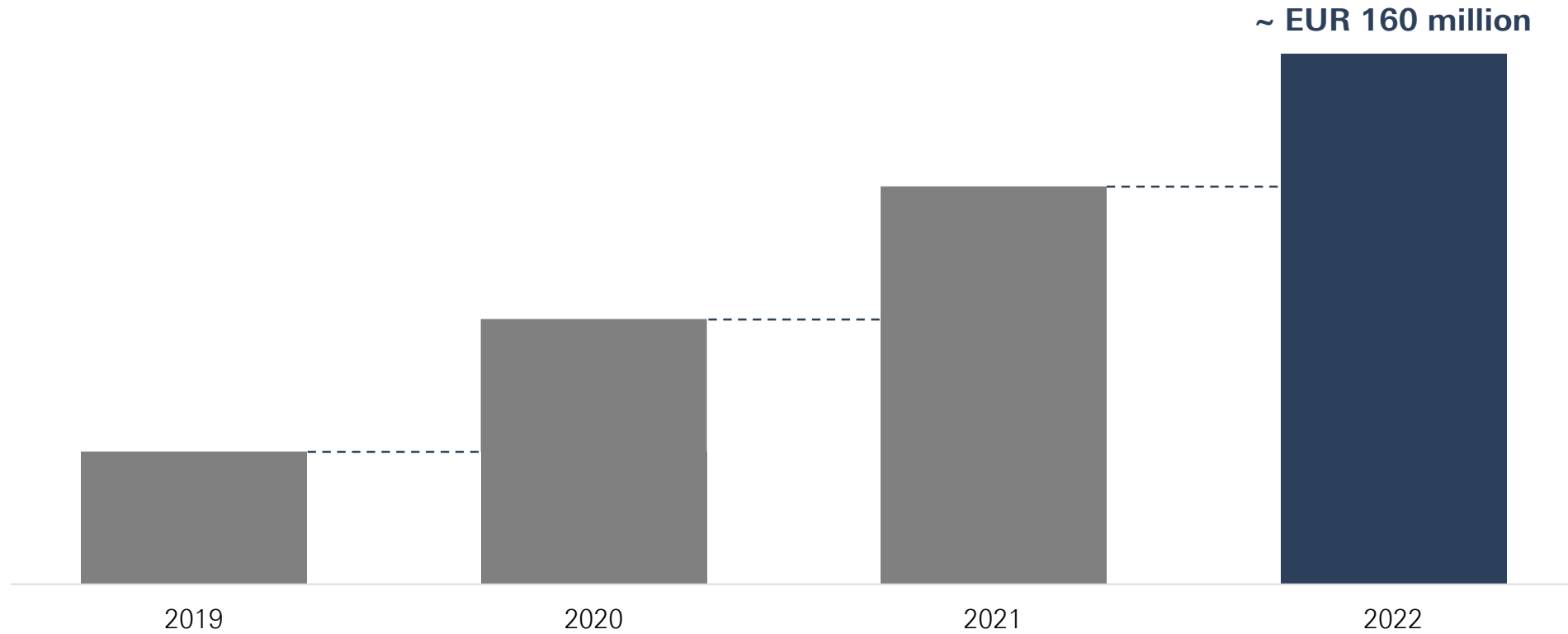
Complexity reduction

- Simplified brand portfolio leading to complexity reduction

Full-price sales

- Reduced share of outlet business
- Advanced markdown management

Efficiency Program to generate total cost savings of ~ EUR 160 million



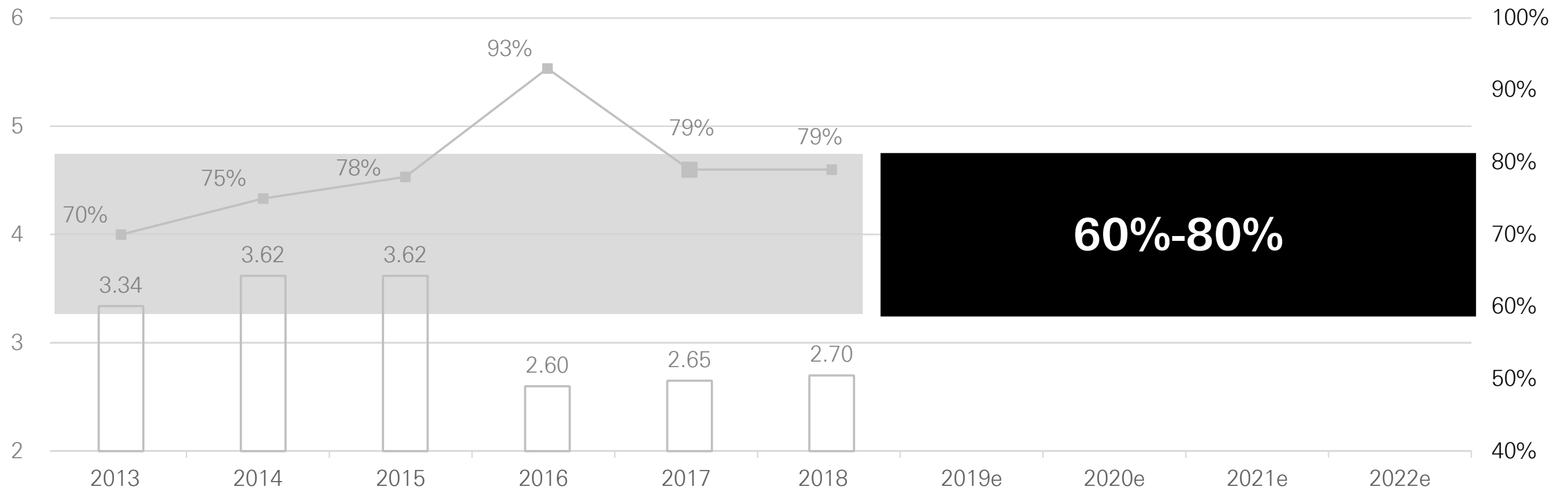


Efficiency program to **drive operating leverage**

Shareholder return

Strong commitment to profit-based dividend policy

Dividend payout ratio in % of net income, dividend in EUR





OUR VISION

**BE THE MOST
DESIRABLE PREMIUM
FASHION AND
LIFESTYLE BRAND**

Upcoming financial events

MAR

5

2020

Full Year Results 2019

MAY

5

2020

First Quarter Results 2020

MAY

7

2020

Annual Shareholders' Meeting



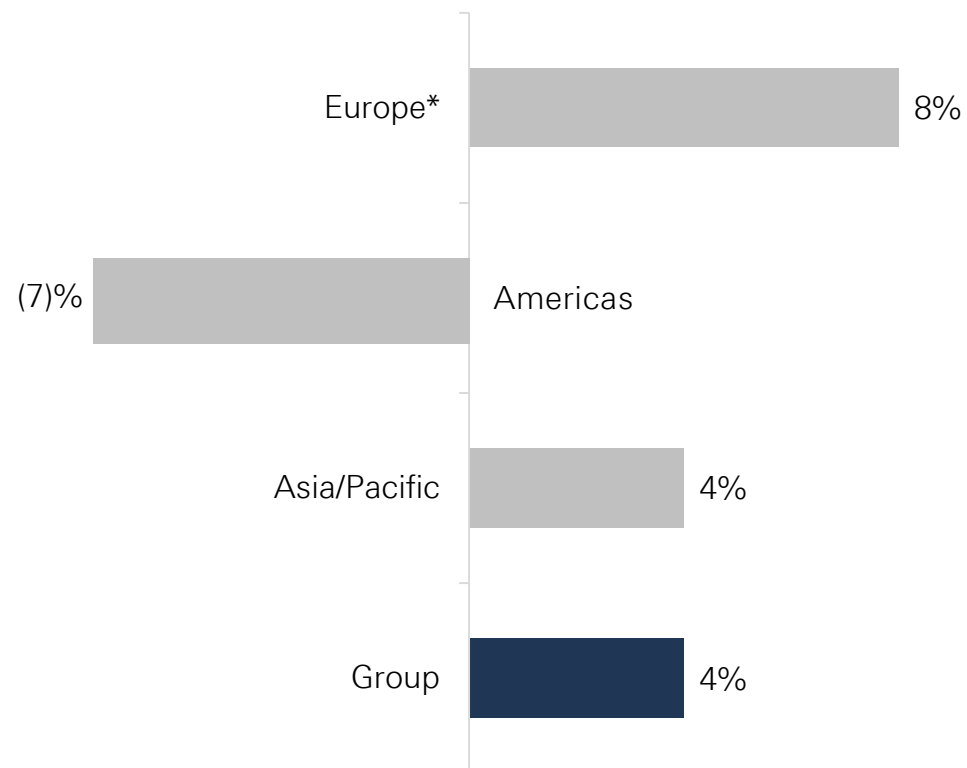
Forward-looking statements contain risks

This document contains forward-looking statements that reflect management's current views with respect to future events. The words “anticipate”, “assume”, “believe”, “estimate”, “expect”, “intend”, “may”, “plan”, “project”, “should”, and similar expressions identify forward-looking statements. Such statements are subject to risks and uncertainties. If any of these or other risks and uncertainties occur, or if the assumptions underlying any of these statements prove incorrect, then actual results may be materially different from those expressed or implied by such statements. We do not intend or assume any obligation to update any forward-looking statement, which speaks only as of the date on which it is made.



Sales growth in Europe accelerates in the fourth quarter

Sales growth by region, y-o-y (in %, currency-adjusted)



Growth in **Europe** supported by double-digit sales increase in the UK and France

Sales decline in the **Americas** reflects challenging market environment in the US and Canada

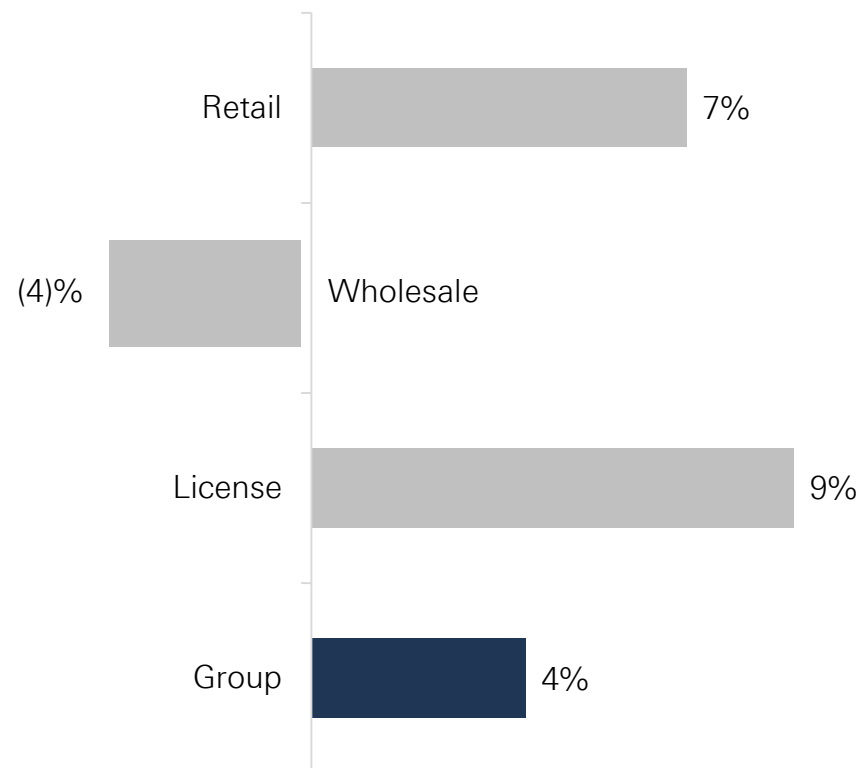
Ongoing challenging market environment in Hong Kong weighs on sales growth in **Asia/Pacific**

*Incl. Middle East and Africa

Retail sales accelerate in Q4

supported by 3%-increase in comp store sales

Sales growth by channel, y-o-y (in %, currency-adjusted)



Retail sales up 7%, supported by 3%-increase in comp store sales

Wholesale sales decline, partly impacted by the further rollout of the concession model

Growth in **licenses** supported by ongoing strong momentum in fragrance business
