HUGO BOSS

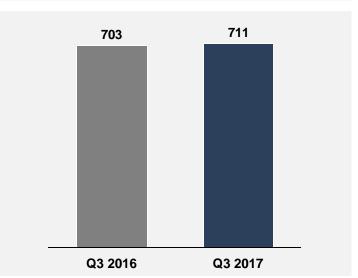




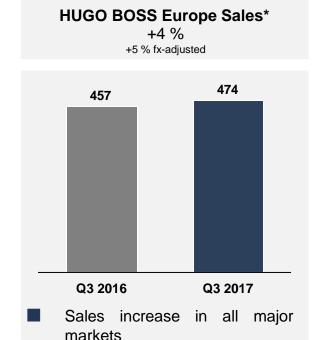
HUGO BOSS records solid sales increase in the third quarter

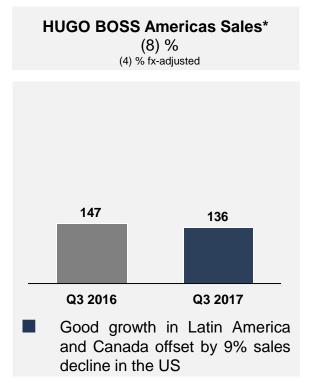
- Improved sales momentum in own retail
- Healthy increases in Europe and China
- US retail business returns to comp store sales growth

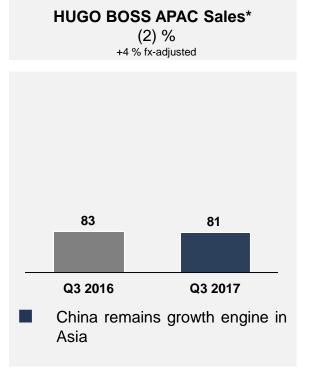




Europe and Asia/Pacific contribute to sales growth







*in EUR million

Pace of growth in own retail accelerates



*in EUR million

First BOSS stores refurbished with new store concept

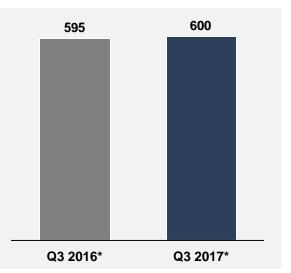




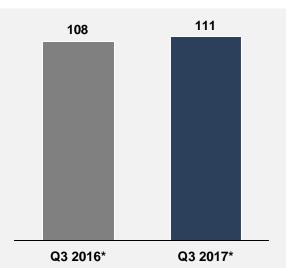
Sales up across both brands

- BOSS sales increase across all wearing occasions
- Solid growth of HUGO driven by region Europe
- Menswear up 4%, womenswear down 1%





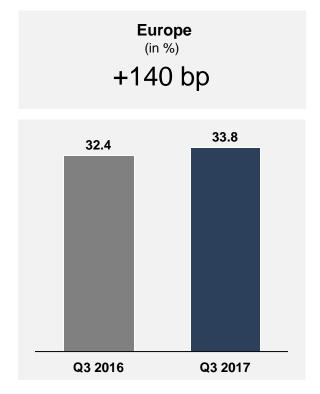




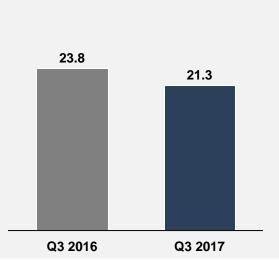
Investments in future growth and currency effects weigh on operating profit



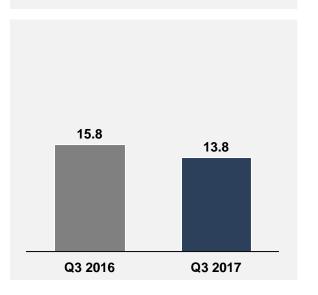
Margin performance differs by region











Sales and earnings increase in the first nine months

Group Sales (Jan. - Sep. 2017) +2% 1.998 Mio. EUR +2% fx-adjusted **EBITDA** (before special items) 348 Mio. EUR **Net income** 186 Mio. EUR

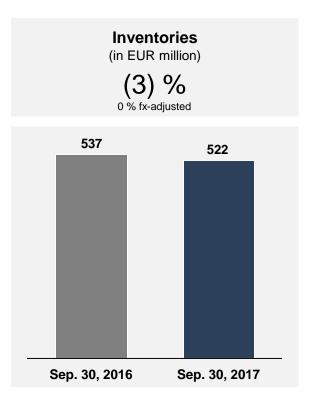


Working capital to sales ratio continues to improve

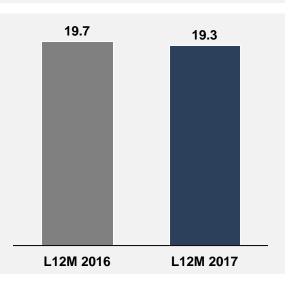
Inventory position well controlled

Trade net working capital up 5%

Timing effects impact trade receivables



Average trade net working capital as percentage of sales (in %) $(40) \ bp$



Earnings increase and lower investments drive cash flow growth

Capital expenditure

(in EUR million)

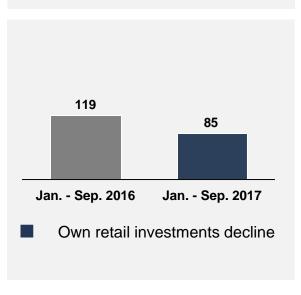
(29)%

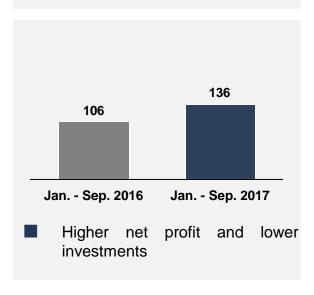
Free cash flow (in EUR million) +29 %

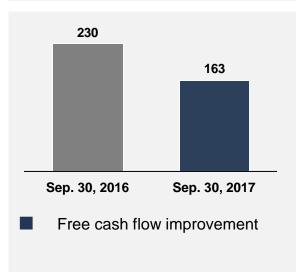
Net financial liabilities

(in EUR million)

(29) %

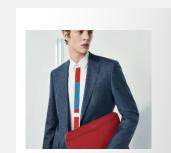








Group strategy focuses on four fields of action



I. REFOCUS
THE BRAND

GLOBAL



II. REFINE THE WAY WE SELL









SUSTAINABLE

III. DRIVE THE DIGITAL TRANS-FORMATION



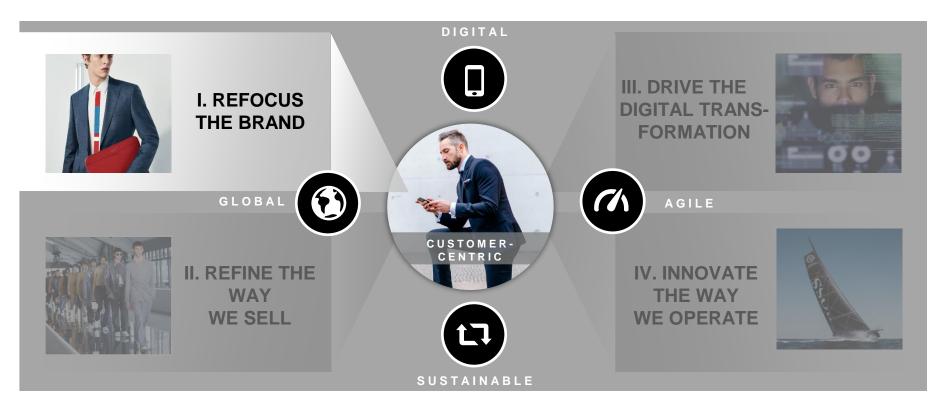


AGILE

IV. INNOVATE
THE WAY
WE OPERATE



Strategic Fields of Action



Two brands: BOSS and HUGO

#THISISBOSS #IAMHUGO TWO BRANDS TWO TARGET CUSTOMERS TWO BRAND IDENTITIES

BOSS and HUGO customers have different attitudes towards fashion



BOSS and HUGO are distinct brands based on a common set of values

EXCLUSIVE CHARACTERISTICS

MODERN DESIGN

EFFORTLESS LOOKS

SHARP TAILORING AND REFINED CASUALWEAR

PRODUCT EXCELLENCE

TO BE DRESSED IMPECCABLY FOR EVERY OCCASION



EXCLUSIVE CHARACTERISTICS

CONTEMPORARY DESIGN

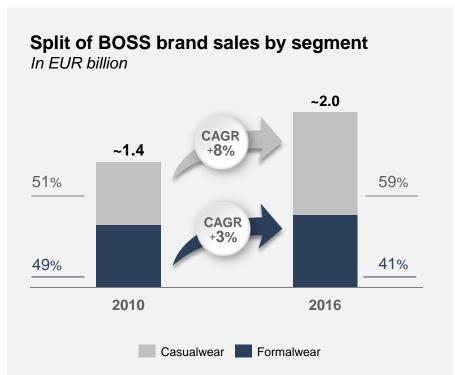
PROGRESSIVE LOOKS

FASHION - FORWARD

DESIGNER CLOTHES FOR AN AFFORDABLE PRICE

TO BE DRESSED INDIVIDUALLY FOR EVERY OCCASION

BOSS: Upgrade of casualwear and new interpretation of formalwear





BOSS: Rebalanced offer takes advantage of BOSS core strength in upper premium

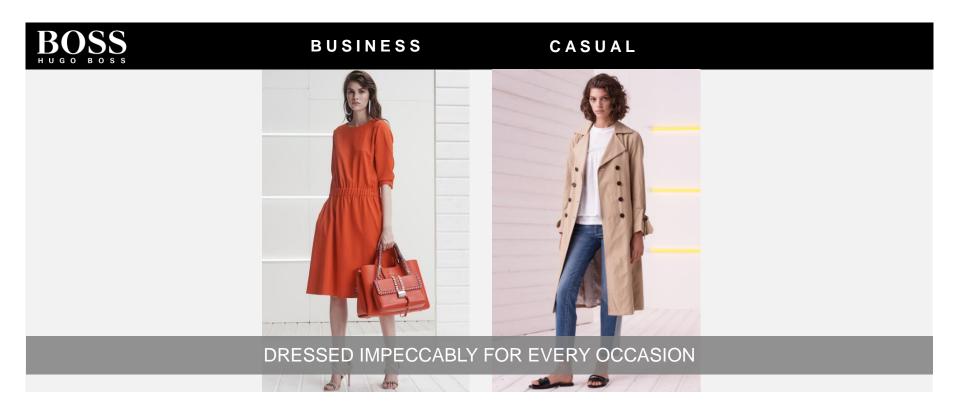




BOSS Menswear collection spans three wearing occasions



BOSS Womenswear collection consists of Business and Casual



Business and Casual form HUGO Menswear



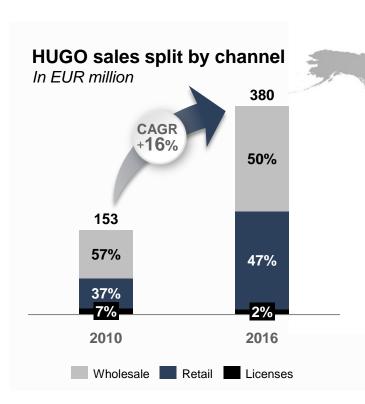
...and HUGO Womenswear collections



HUGO: Refined brand positioning receives strong feedback



HUGO has grown significantly above industry average in recent past

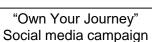


- Strong position in central European markets
- Short-term growth focus on other European markets
- Ambition to grow in the US and key Asian markets

High profile events and campaigns drive brand awareness

BOSS







"Gallery Collection" BOSS Womenswear

HUGO

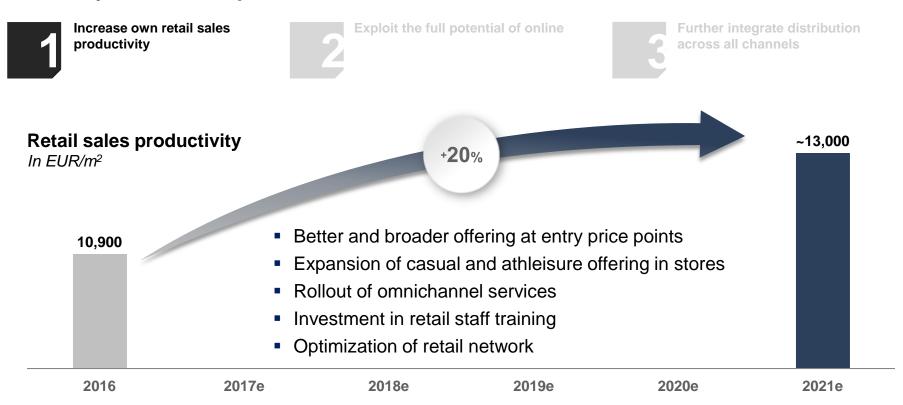


Bread & Butter by Zalando

Strategic Fields of Action



Three key distribution priorities



Three key distribution priorities



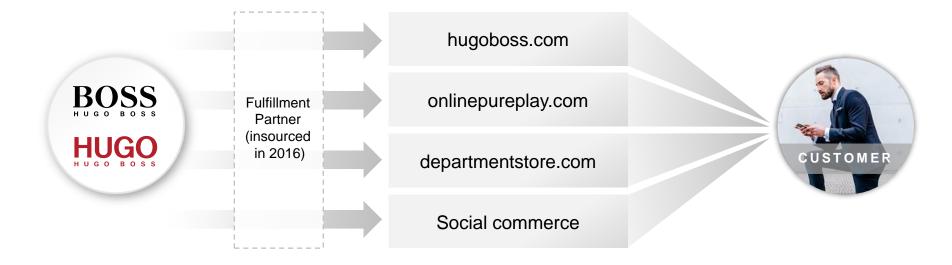
Increase own retail sales productivity



Exploit the full potential of online



Further integrate distribution across all channels



Three key distribution priorities

1

Increase own retail sales productivity



Exploit the full potential of online



Further integrate distribution across all channels



% of European retail business omnichannel-enabled

Positive reaction from wholesale partners to new Spring/Summer 2018 collection

Orders for athleisure wear up at double-digit rates

 HUGO orders up solidly driven by double-digit increase in casualwear

 Overall order book broadly stable y-o-y, outperforming the global wholesale market



Store renovations will upgrade own retail network



Openings

- 10-15 freestanding store openings will strengthen the network
- First HUGO stores will open in key European cities from 2018 onwards



Closures

- 15 of 20 stores designated for closure will be closed by year-end
- Profitability of remaining five stores has improved significantly
- Additional store closures based on expiration of rental contract

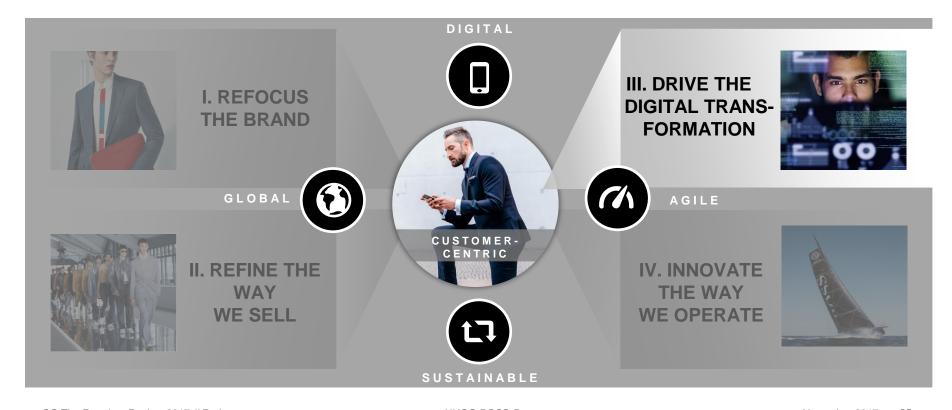


Renovations

 Renovations to account for the bulk of retail investments

► Own retail selling space will remain largely stable going forward

Strategic Fields of Action



Digital transformation comprises the entire value chain



Product & collection development



Sourcing and production



Distribution and logistics



Own retail and wholesale distribution

Increasing use of virtual prototyping accelerates collection development

- Improved communication flow with suppliers
- Reduction of mock-ups and prototypes
- 100% of HUGO shirt, neckwear and knitwear offering digitalized



Production facility in Izmir is developing into a "smart factory"



Key elements of logistics infrastructure upgraded or renewed

European flat-packed goods distribution center Filderstadt, Germany

> New construction completed in 2014



US distribution center Midway (Georgia), **United States**

> SAP implementation completed in 2017



2014

2016

2017

European e-Com and B-pool distribution center Wendlingen, **Germany**

> Refurbishment completed in 2016

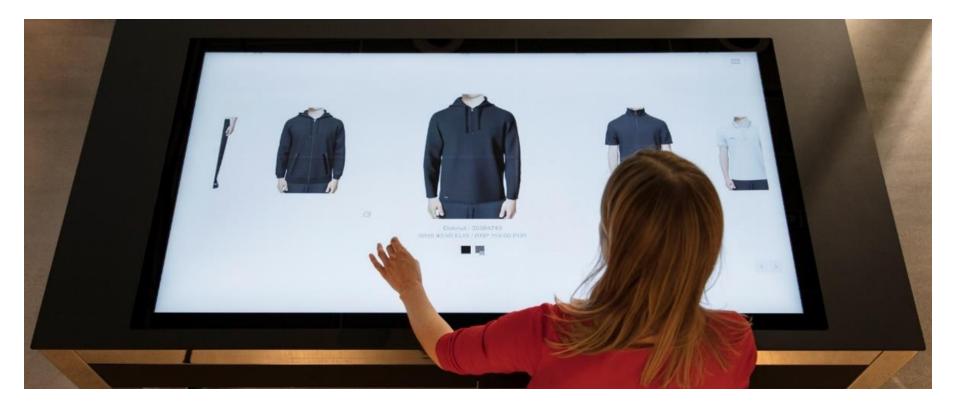


New store concepts create strong link between physical and digital retailing





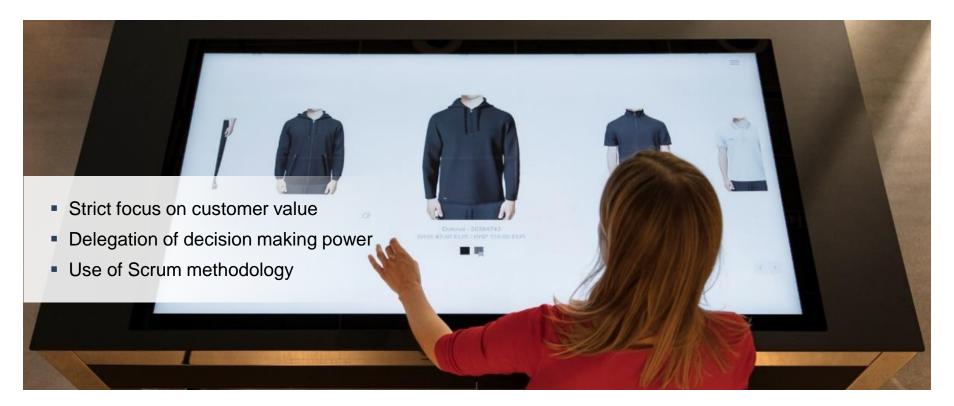
HUGO digital showroom with full order functionality went live in October



Strategic Fields of Action



Digital showroom development demonstrates adoption of new ways of working



Speed drives commercial success

Replenish sold-out bestsellers in-season

Adjust collection content based on short-term trends

Become more flexible in our approach towards seasons

Demand-driven supply

Supplement the regular collection development process with a fast track concept which reduces the time to market to weeks rather than months

Senior management changes brought new expertise to the company



Filippo
Bernasconi
Director Brand &
Creative Management
Shoes and Leather
(formerly at Bally)



Tony LuciaPresident and CEO, USA (G-Star, Escada)



Linda Dauriz
Director Customer
Experience & Corporate
Development
(McKinsey & Company)





Dr. Marcus Meyer

Managing Director

Central Markets

(Navyboot, Geox)



Richard Lloyd-Williams Director of Digital Transformation (NET-A-PORTER)



New Chief Financial Officer Yves Müller will take office in December

Responsibilities // Controlling, Finance, Central Services,
Investor Relations and IT

2006 - 2017: CFO at Tchibo

1999 – 2006: Head of group accounting and IT at Tchibo

1994 - 1999: Auditor at Arthur Andersen





Sales outlook upgraded for all three regions

Sales by region*

Europe

Increase at a low single-digit percentage rate

Americas

Largely stable

Asia/Pacific

Increase at a low to mid single-digit percentage rate



Increased retail sales outlook reflects better than expected year-to-date performance

Sales by channel*

Retail

Mid single-digit increase, low single-digit comp store sales growth

Wholesale

Decline at a low to mid single-digit percentage rate

Licenses

Double-digit growth

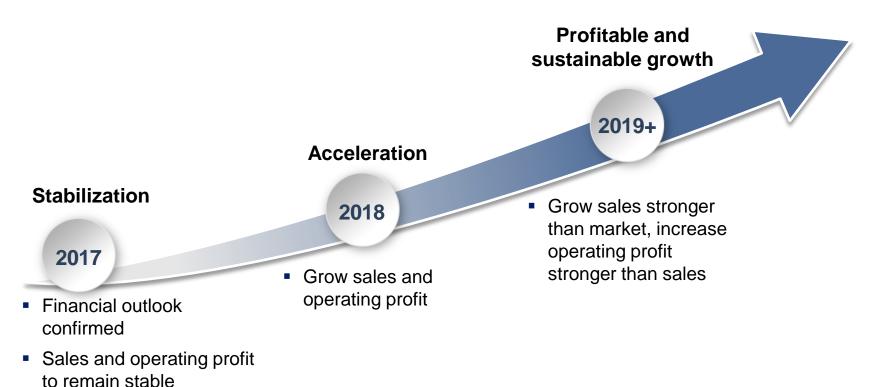


Operating profit to remain on prior year level in 2017

Sales*	Low single-digit percentage rate increase	7
Gross profit margin	Slight increase	\rightarrow
EBITDA before special items	Largely stable	Specification
Consolidated net income	Low double-digit percentage rate increase	\rightarrow
Capital expenditure	EUR 130 million to EUR 150 million	\rightarrow
Free cash flow	Increase to around EUR 250 million	\rightarrow

*on a currency-adjusted basis

Strategy execution will drive profitable and sustainable growth



HUGO BOSS will further strengthen its position in the premium apparel industry





Sales by region and major markets

Share of Group sales*



Europe (incl. Middle East/Africa)

61%

Germany: 17%
Great Britain: 12%
France: 6%
Benelux: 5%
Other: 21%



Americas

22%

16%

Canada: 3%
Central &
South America: 2%
Other: 1%

U.S.:



Asia/Pacific

14%

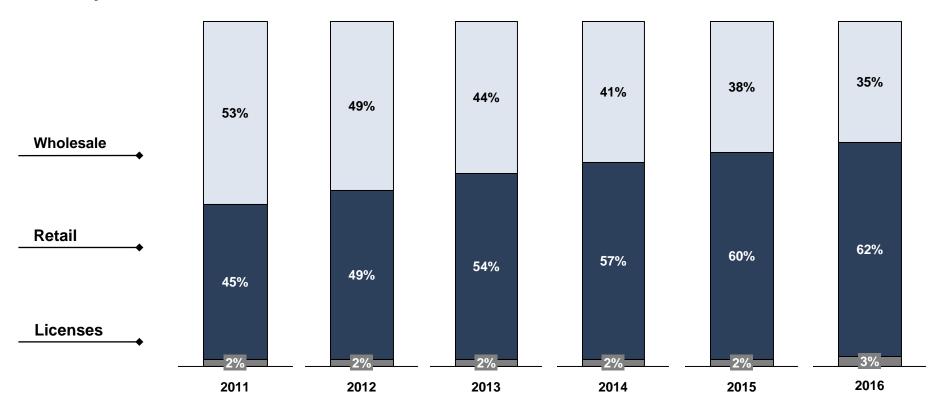
 China:
 8%

 Oceania:
 2%

 Japan:
 2%

 Other:
 2%

Sales by distribution channel

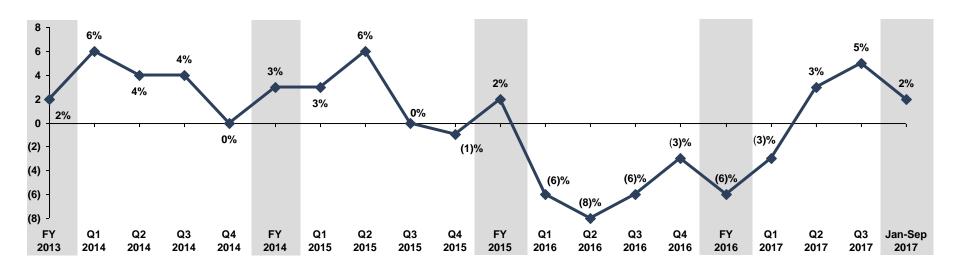


Number of Group's own retail stores by region

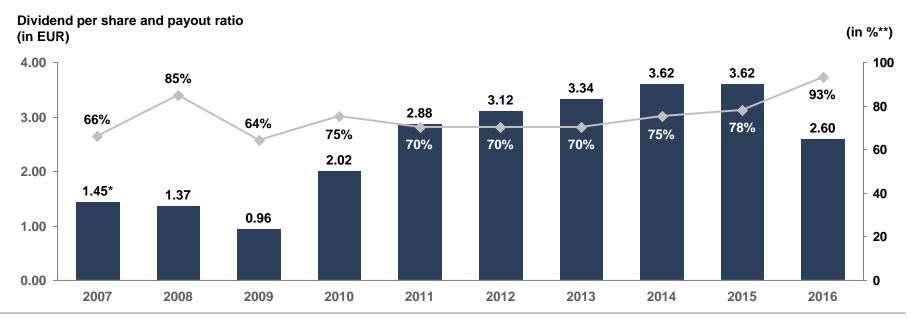
As of 30/09/2017	Freestanding stores	Shop-in-Shops	Outlets	Total
Europe	187	342	62	591
Americas	91	99	49	239
Asia/Pacific	157	87	44	288
Total	435	528	155	1,118

Retail comp stores sales

Retail I-f-I sales development*



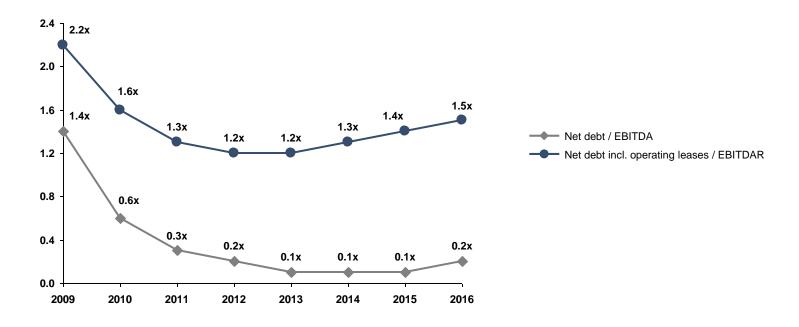
Dividend policy



▶ Dividend policy of paying out between 60% and 80% of consolidated net income reconfirmed

^{*} Excluding special dividend of €5.00 per share ** As a percentage of net income attributable to shareholders

(Adjusted) financial leverage

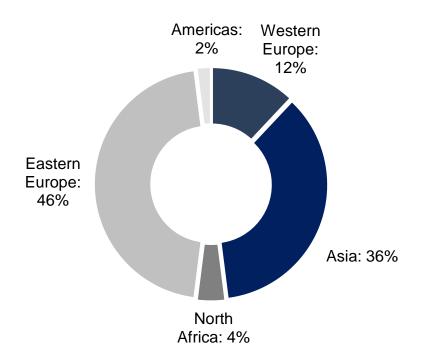


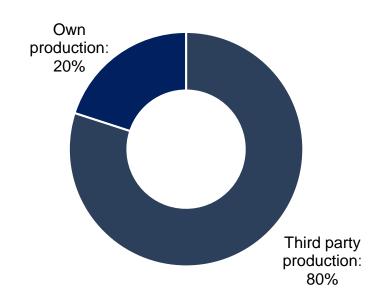
Operating leases EBITDAR

= Future committed operating lease obligations capitalized according to S&P methodology

= EBITDA + minimum rents + contingent rents

Sourcing and production structure*





Multi-Year overview

n EUR million	2016	2015	2014	2013	2012	2011
Sales	2,692.8	2,808.7	2,571.6	2,432.1	2,345.9	2,058.8
Gross profit	1,777.5	1,852.8	1,699.1	1,579.6	1,444.1	1,252.0
EBITDA	432.7	589.9	571.5	561.4	523.9	468.0
EBITDA before special items	493.1	594.1	590.8	564.7	528.1	469.5
EBIT	263.5	447.7	448.7	456.2	432.0	394.6
Net income	193.6	319.4	333.3	329.0	306.5	284.9
Free cash flow	220.2	207.6	268.4	230.0	220.6	194.9
Net debt	113.2	82.2	35.7	57.0	130.4	149.1
Capex	156.8	220.3	134.7	185.3	165.8	108.5
Depreciation/amortization	169.2	142.1	122.8	105.3	91.9	73.4
Dividend	179.4	249.8	249.8	230.5	215.3	199.1
Total assets	1,798.6	1,800.3	1,661.8	1,501.3	1,577.2	1,419.6
Shareholders equity	887.6	955.7	843.9	740.3	631.6	517.3
Trade net working capital	524.4	527.6	503.0	431.8	408.5	399.6
Non-current assets	751.7	764.6	660.3	611.5	587.7	503.2
Gross profit margin in %	66.0	66.0	66.1	64.9	61.6	60.8
Adjusted EBITDA margin in %*	18.3	21.2	23.0	23.2	22.5	22.8
Total leverage**	0.2	0.1	0.1	0.1	0.2	0.3
Equity ratio in %	49.3	53.1	50.8	49.3	40.0	36.4

^{*}EBITDA before special items/Sales **Net financial liabilities/EBITDA before special items

Analyst coverage

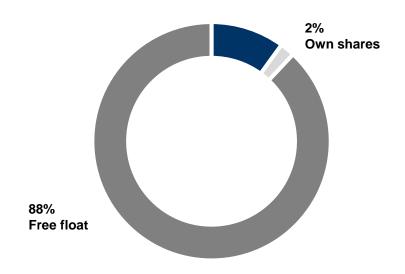
The HUGO BOSS AG share is covered by the following financial analysts:

Institution	Analyst
Aurel BGC	David Da Maia
Baader Bank	Volker Bosse
Bankhaus Lampe	Peter Steiner
Bank of America Merrill Lynch	Ashley Wallace
Barclays	Julian Easthope
Berenberg Bank	Zuzanna Pusz
Bloomberg Intelligence	Chris Chaviaras
Bryan Garnier	Cédric Rossi
Citigroup	Thomas Chauvet
Commerzbank	Andreas Riemann
Credit Suisse	Guillaume Gauville
Deutsche Bank	Warwick Okines
DZ Bank	Herbert Sturm
Equita	Fabio Fazzari
Equinet	Mark Josefson
Evercore ISI	Omar Saad
Exane BNP Paribas	Luca Solca
Goldman Sachs	Alberto D'Agnano

Institution	Analyst
Hamburger Sparkasse	Christian Hamann
Hauck & Aufhäuser	Christian Salis
HSBC	Antoine Belge
Intermonte	Daniele Alibrandi
Invest Securities	Peter Farren
J.P. Morgan	Melanie Flouquet
Kepler Cheuvreux	Jürgen Kolb
LBBW	Thomas Hofmann
M.M. Warburg	Jörg Philipp Frey
Macquarie	Andreas Inderst
MainFirst	John Guy
Mirabaud Securities	Alessandro Migliorini
Morgan Stanley	Elena Mariani
Nord LB	Wolfgang Vasterling
Oddo Seydler	Martin Decot
RBC	Piral Dadhania
Société Générale	Thierry Cota
UBS	Fred Speirs

Shareholder structure*

10% PFC S.r.l. / Zignago Holding S.p.A.



Financial Calendar 2018 and Investor Relations contact

Date	Event
March 8, 2018	Full Year Results 2017 & Press and Analysts' Conference
May 2, 2018	First Quarter Results 2018
May 3, 2018	Annual Shareholders' Meeting 2018

Investor Relations Contact

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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.



HUGO BOSS