HUGO BOSS

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Deutsche Bank Berlin Conference

BERLIN JUNE 7, 2018



FINANCIAL PERFORMANCE Q1 2018

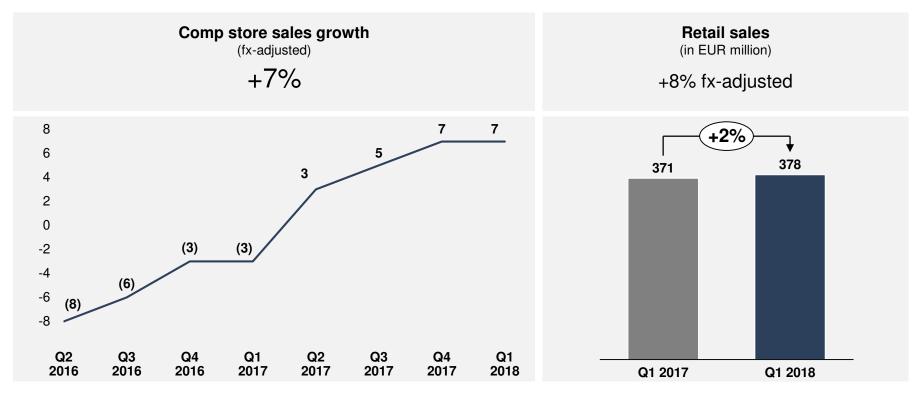
HUGO BOSS records solid currency-adjusted sales growth in the first quarter



All regions contribute to currency-adjusted Group sales growth

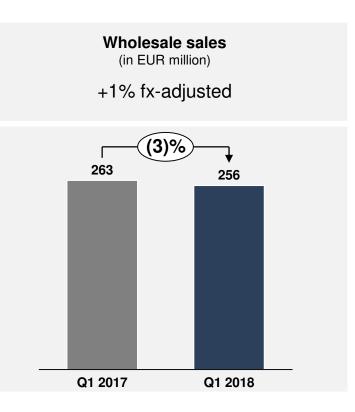


First quarter performance confirms good momentum in own retail



Mixed sales trends in the wholesale channel

- Declines in the Americas offset by Europe
- Online outperforms the physical channel
- Challenging overall market conditions set to continue



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Sales decline in the quarter masks positive outlook for license business

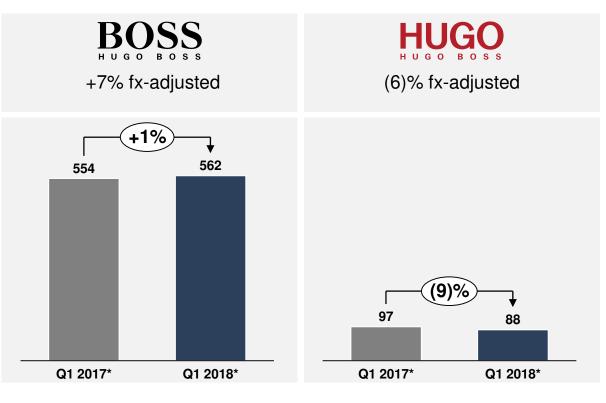


Casualwear grows disproportionately at both brands

Collection upgrade drives growth of BOSS Casualwear

Strategic distribution changes impact HUGO sales

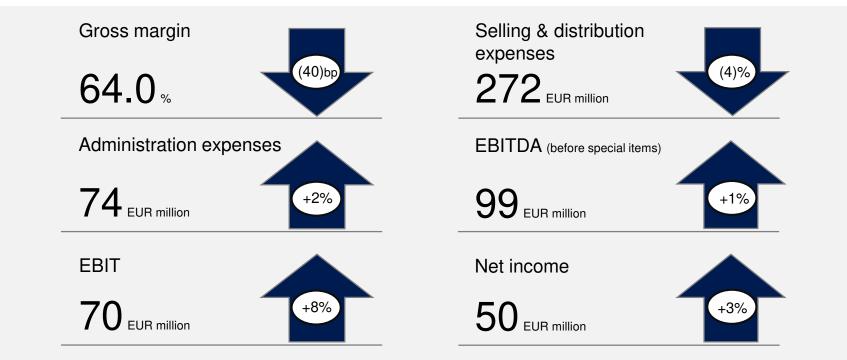
Menswear up 6%, womenswear down 3%



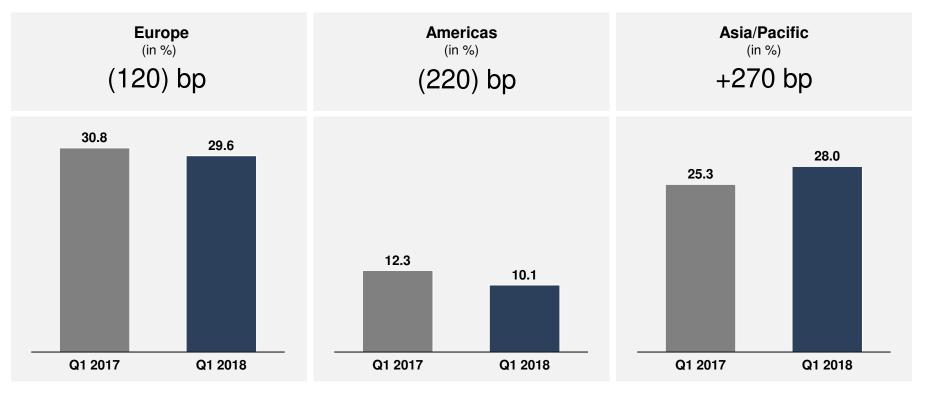
*in EUR million.

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Operating expense decline supports EBITDA growth

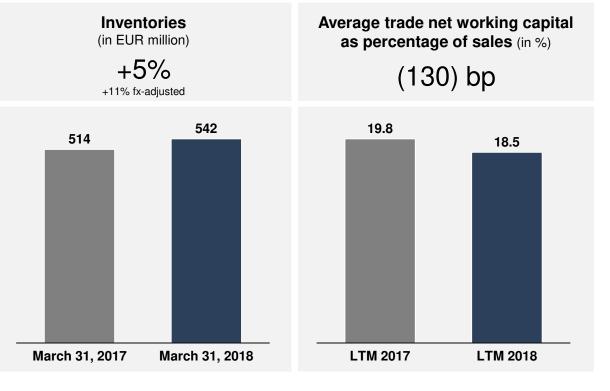


Margin in Asia/Pacific expands strongly

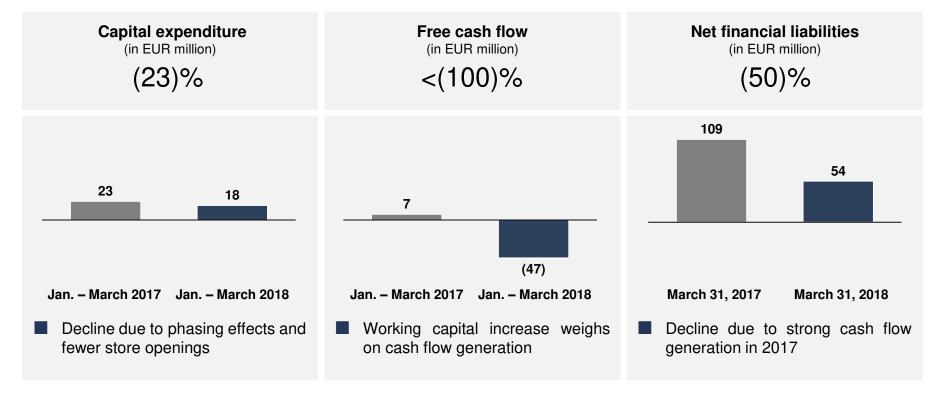


Inventory development normalizes following significant declines in 2017

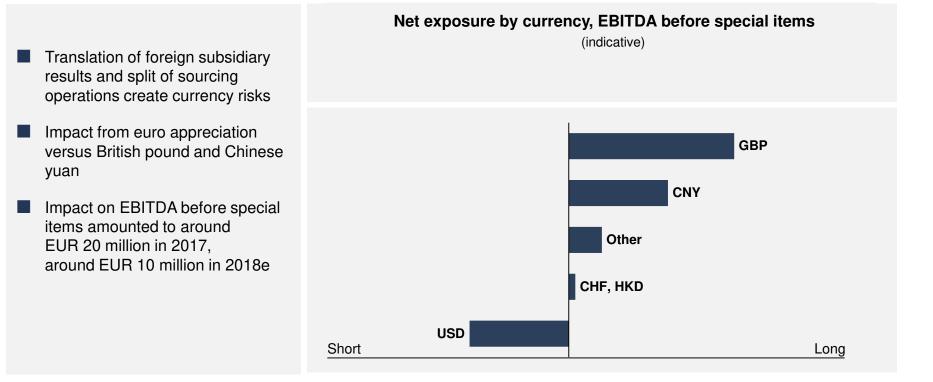
- Inventory growth to support future sales increases in own retail
- Trade net working capital up 3% on a currency-adjusted basis
- Ratio of working capital to sales still significantly below prior-year level



Working capital build-up affects free cash flow in seasonally small quarter



Exchange rate effects are impacting the Group's financial results



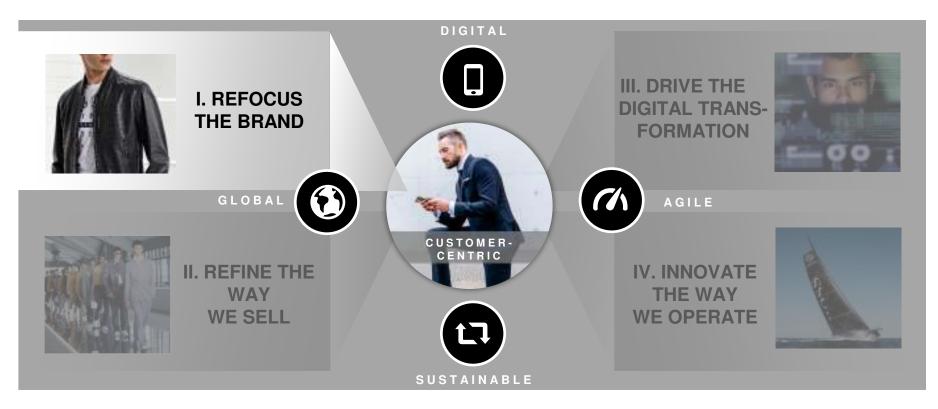


GROUP STRATEGY

Group strategy focuses on four fields of action



Strategic Fields of Action



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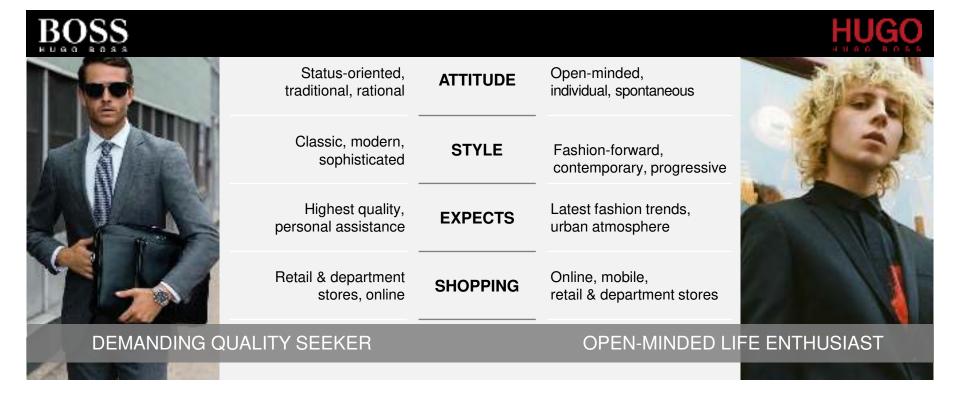
Two brands: BOSS and HUGO

#THISISBOSS

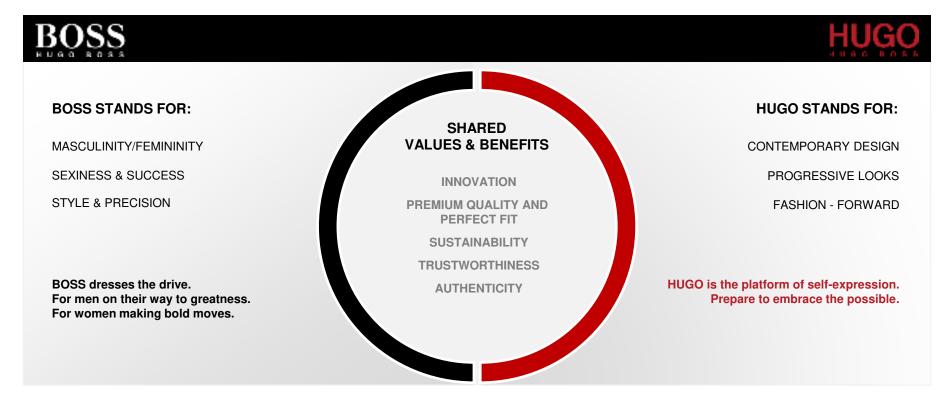
#IAMHUGO



BOSS and HUGO customers have different attitudes towards fashion



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



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BOSS: Upgrade of casualwear and new interpretation of formalwear

Split of BOSS brand sales by segment In EUR billion

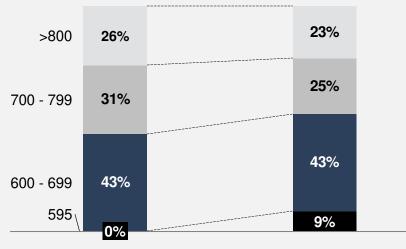




BOSS: Rebalanced offer takes advantage of BOSS core strength in upper premium

Suit offer by price point

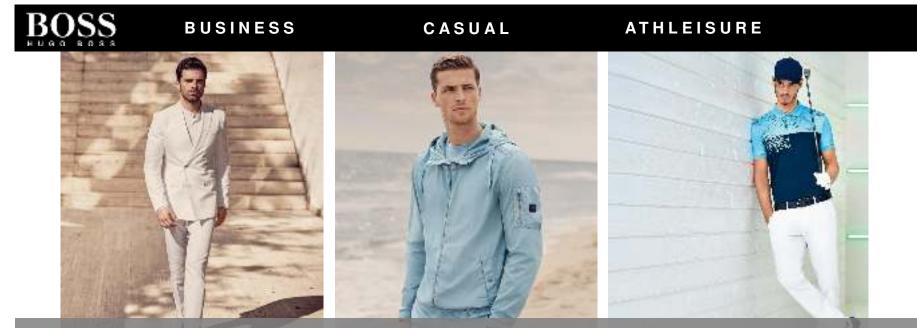
Based on number of styles offered in France, in % of total



Spring/Summer 2017 collection Spring/Summer 2018 collection



BOSS Menswear collection spans three wearing occasions



BOSS DRESSES THE DRIVE – FOR EVERY OCCASION

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BOSS Womenswear collection consists of Business and Casual



BOSS DRESSES THE DRIVE – FOR EVERY OCCASION

Business and Casual form HUGO Menswear



HUGO IS THE PLATFORM OF SELF-EXPRESSION – FOR EVERY OCCASION

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...and HUGO Womenswear collections



HUGO IS THE PLATFORM OF SELF-EXPRESSION – FOR EVERY OCCASION

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Positive feedback on BOSS fashion shows

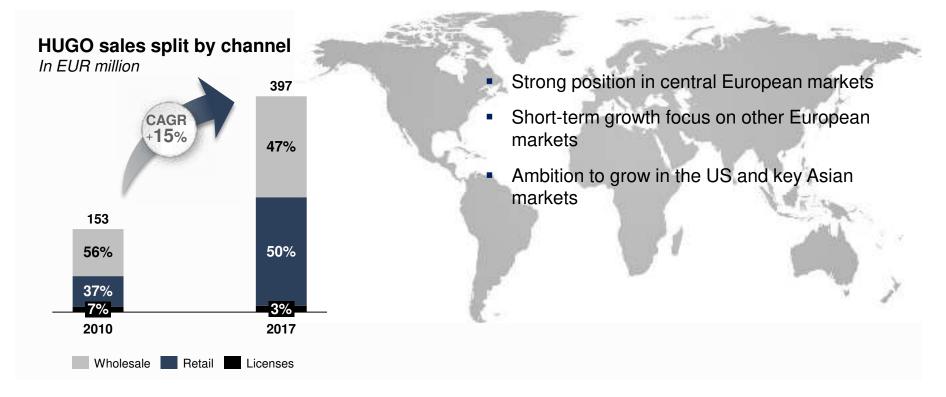




Florence fashion show marks the start of a new era for HUGO



HUGO has grown significantly above industry average in recent past

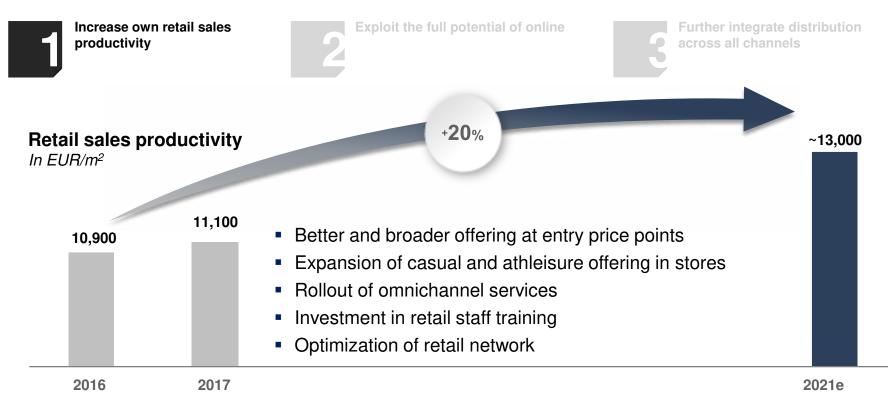


Strategic Fields of Action



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Three key distribution priorities



Three key distribution priorities



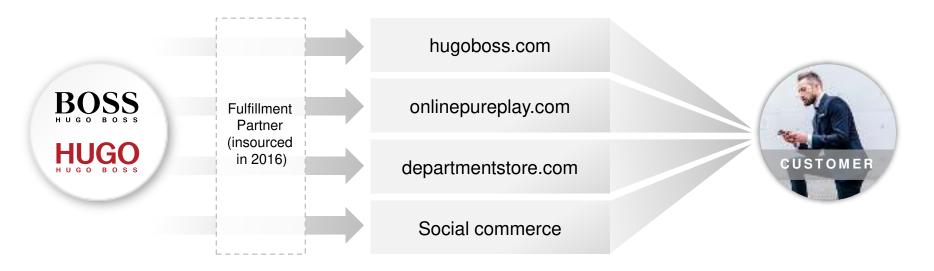
Increase own retail sales productivity



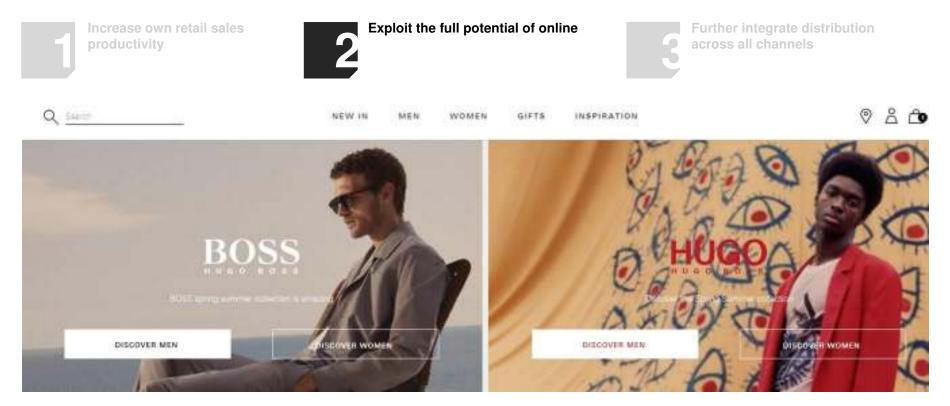
Exploit the full potential of online



Further integrate distribution across all channels



Improvements to hugoboss.com site will propel growth of online business



Omnichannel services link online and physical retailing



Increase own retail sales productivity





Further integrate distribution across all channels



Store renovations will upgrade own retail network



Openings

- 15-20 freestanding store openings will strengthen the network
- This includes the opening of around 10 HUGO stores



Closures

 Store closures based on expiration of rental contract

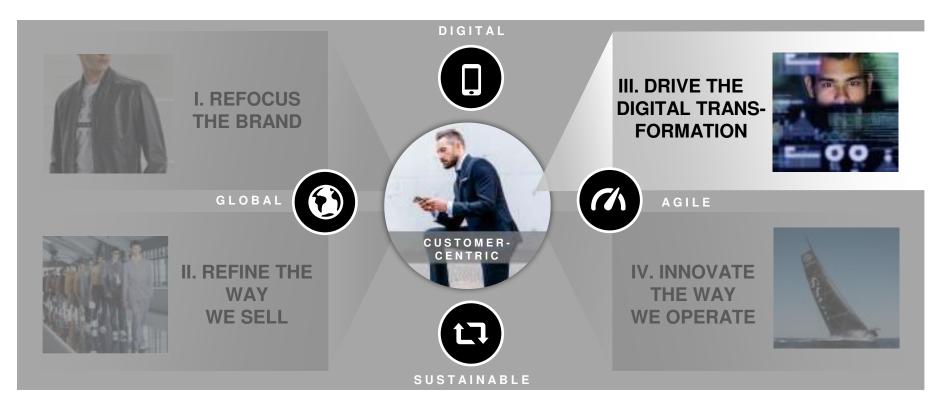


Renovations

- Renovations to account for the bulk of retail investments
- Around 150 POS renovations planned in 2018

Own retail selling space will remain largely stable going forward

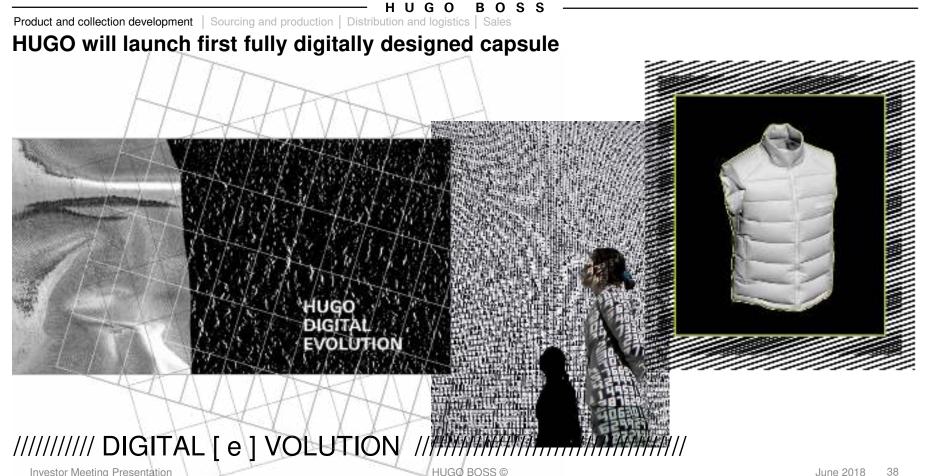
Strategic Fields of Action



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Product and collection development | Sourcing and production | Distribution and logistics | Sales

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



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Product and collection development | Sourcing and production | Distribution and logistics | Sales

Key elements of logistics infrastructure upgraded or renewed



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HUGOBOSS Product and collection development | Sourcing and production | Distribution and logistics | Sales New store concepts create strong link between physical and digital retailing





Strategic Fields of Action



HUGO contributes to the transformation of the Group's culture



HUGO digital showroom rolled out in more European markets



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

FINANCIAL AND OPERATIONAL OUTLOOK

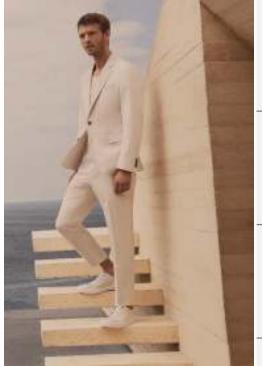
Key principles of financial management reconfirmed



All regions and distribution channels will contribute to sales growth in 2018

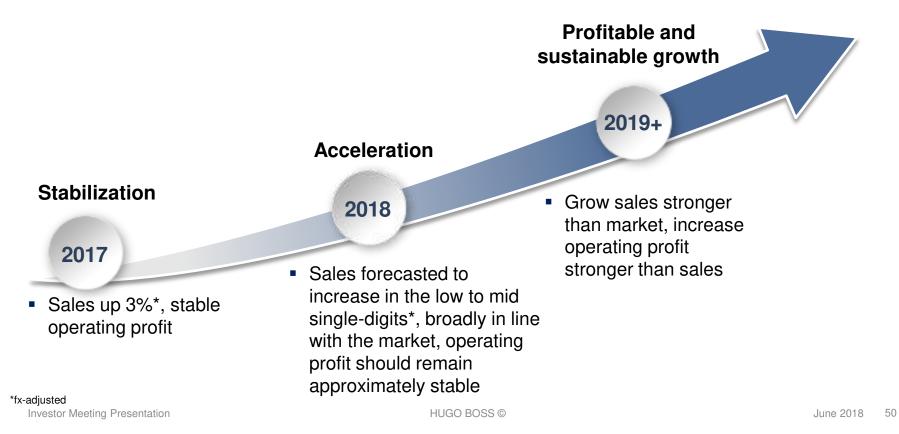
1 AM	Europe	Retail
AND ALL A	Increase at a low to	Increase at a
National Annual Contraction of the second	mid single-digit	mid single-digit
li stanta i sta	percentage rate	percentage rate
	Americas	Wholesale
2023-	Increase at a low single-digit	Increase at a low single-digit
	percentage rate	percentage rate
a**	Asia/Pacific	Licenses
	Increase at a mid to	Increase at a
	high single-digit	mid single-digit
	percentage rate	percentage rate

Outlook 2018: Growth set to accelerate compared to 2017 levels



Group sales	Consolidated net income
Increase at a low to mid single-digit percentage rate (fx-adjusted)	Increase at a low to mid single-digit percentage rate
Gross profit margin	Capital expenditure
Largely stable	EUR 170 million to EUR 190 million
EBITDA (before special items)	Free cash flow
Development within a range of -2% to +2%	EUR 150 million to EUR 200 million

Strategy execution will drive profitable and sustainable growth



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Backup

Sales by region and major markets

Share of Group sales*



Europe (incl. Middle East/Africa)

62%

Germany:	18%
Great Britain:	12%
France:	6%
Benelux:	5%
Other:	21%



Americas

21%		
U.S.: Canada: Central &	15% 3%	
South America:	3%	

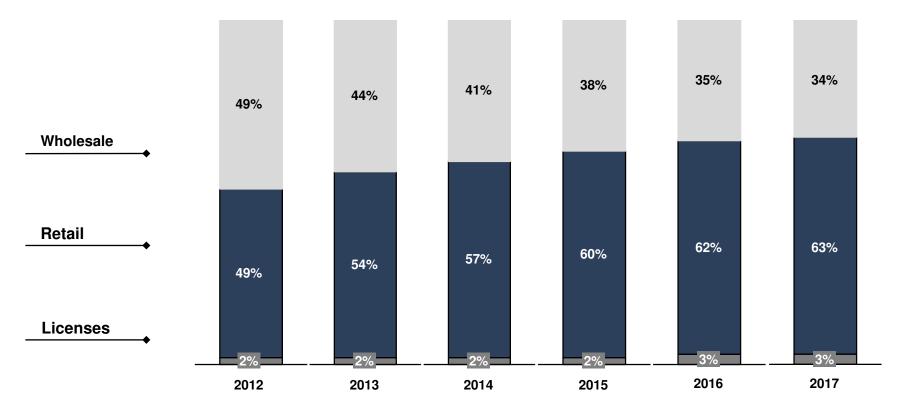


Asia/Pacific

14%

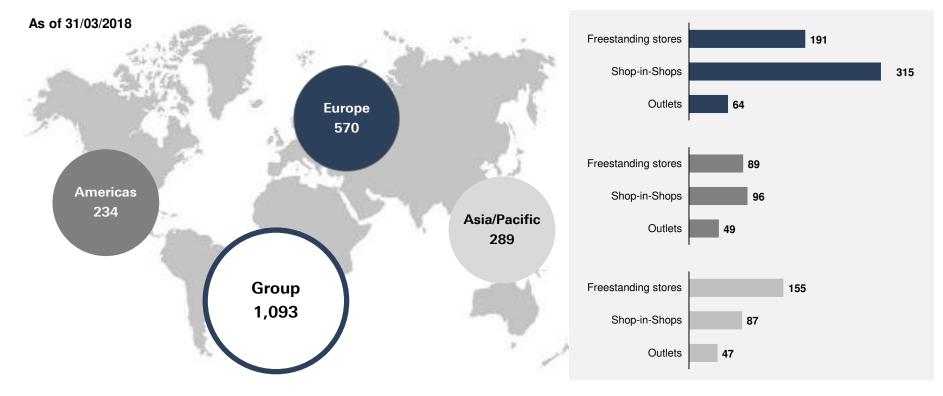
8%
2%
2%
2%

Sales by distribution channel



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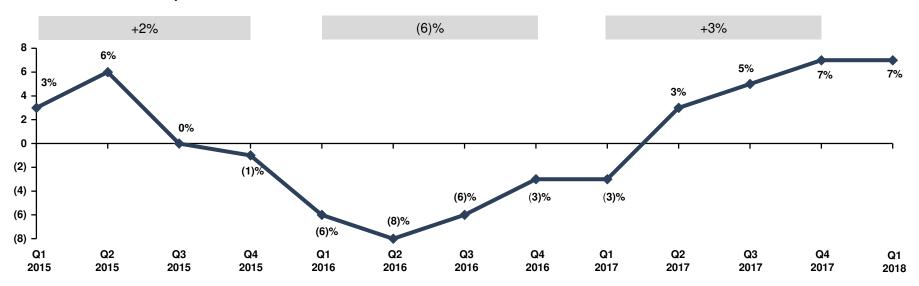
Number of Group's own retail stores by region



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Retail comp stores sales

Retail I-f-I sales development*

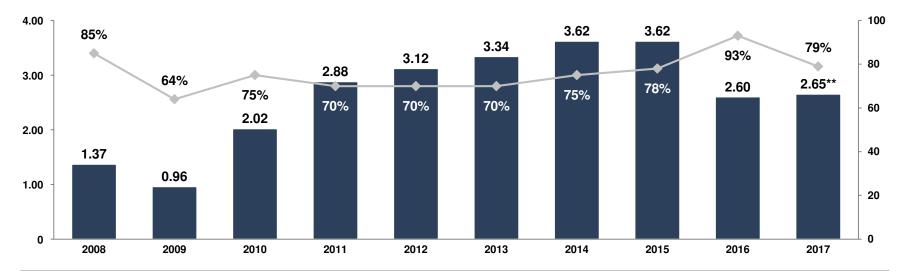


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Dividend policy

Dividend per share and payout ratio* (in EUR)



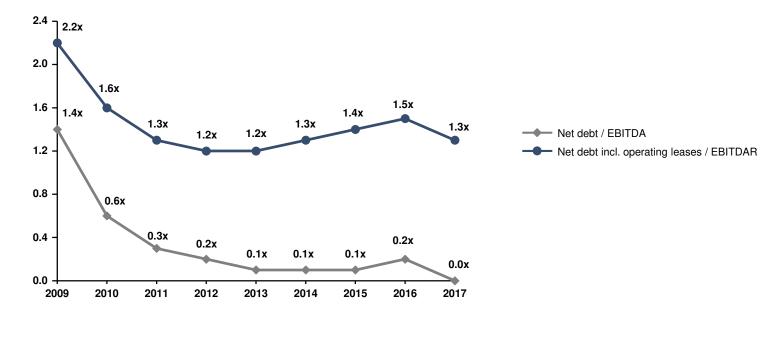


Dividend policy of paying out between 60% and 80% of consolidated net income reconfirmed

* As a percentage of net income attributable to shareholders ** Proposal for fiscal year 2017

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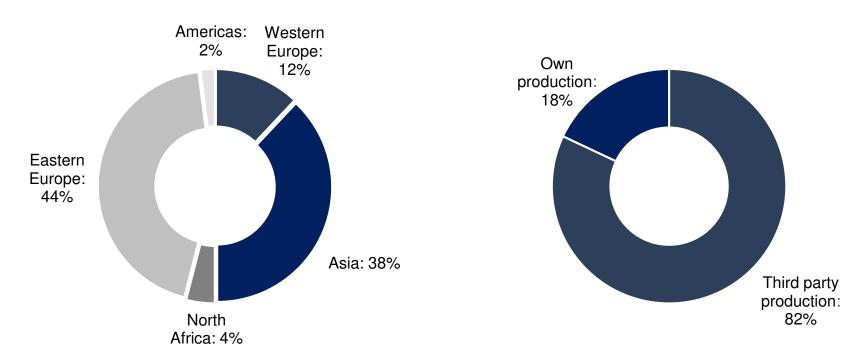
(Adjusted) financial leverage



Operating leases EBITDAR

= Future committed operating lease obligations capitalized according to S&P methodology = EBITDA + minimum rents + contingent rents

Sourcing and production structure*



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Multi-Year overview

	2017	2016	2015	2014	2013
Sales	2.733	2.693	2.809	2.572	2.432
Gross profit	1.808	1.777	1.853	1.699	1.580
Gross profit margin in %	66,2	66,0	66,0	66,1	64,9
EBITDA	499	433	590	572	561
EBITDA before special items	491	493	594	591	565
Adjusted EBITDA margin in %1	18,0	18,3	21,2	23,0	23,2
EBIT	341	263	448	449	456
Net income	231	194	319	333	329
Trade net working capital	459	524	528	503	432
Non-current assets	662	752	765	660	612
Shareholders equity	915	888	956	844	740
Equity ratio in %	53	49	53	51	49
Total assets	1.720	1.799	1.800	1.662	1.501
Free cash flow	294	220	208	268	230
Net debt	7	113	82	36	57
Capex	128	157	220	135	185
Depreciation/amortization	158	170	142	123	105
Total leverage ²	0,0	0,2	0,1	0,1	0,1
Dividend	183 ³	179	250	250	231
1 ERITDA boforo enocial itoms/Salos					

1 EBITDA before special items/Sales.

2 Net financial liabilities/EBITDA before special items.

3 Dividend proposal.

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Analyst coverage

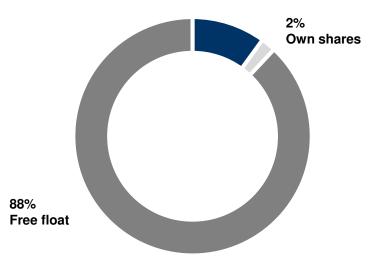
The HUGO BOSS AG share is covered by the following financial analysts:

Institution	Analyst
Baader Bank	Volker Bosse
Bankhaus Lampe	Peter Steiner
Bank of America Merrill Lynch	Ashley Wallace
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
equinet	Mark Josefson
Equita	Fabio Fazzari
Evercore ISI	Omar Saad
Exane BNP Paribas	Luca Solca
Goldman Sachs	Alberto D'Agnano
Hamburger Sparkasse	Christian Hamann

Institution	Analyst
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
Oddo BHF	Nicolas Kieffer
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
August 2, 2018	Second Quarter Results 2018 & First Half Year Report 2018
November 6, 2018	Third Quarter Results 2018
November 15, 2018	Investor Day in London

Investor Relations Contact

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Forward looking statements contain risks

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