First Quarter 2019
Results Presentation

May 2, 2019
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Results Presentation

Yves Müller
Chief Financial Officer
Focus on strategic growth drivers
### Strategic growth drivers
make further progress

<table>
<thead>
<tr>
<th>ONLINE</th>
<th>RETAIL PRODUCTIVITY</th>
<th>ASIA</th>
<th>HUGO</th>
</tr>
</thead>
<tbody>
<tr>
<td>+26%*</td>
<td>+3%</td>
<td>+4%*</td>
<td>+4%*</td>
</tr>
</tbody>
</table>

*Currency-adjusted*
Group sales
(in EUR million)

Q1 2018  Q1 2019

650  664

1%*  

Solid top-line performance
in the first quarter

*Currency-adjusted
Americas impacted by challenging market environment

Americas sales
(in EUR million)

Q1 2018 | Q1 2019
---|---
118 | 115
(8)%*

*Currency-adjusted

Americas

Store traffic negatively impacted by softer consumer sentiment and lower tourist purchases

Delivery shift effect weighs on U.S. wholesale business

Mexico and Brazil drive robust top-line momentum in Latin America

*Currency-adjusted
Europe sales grow despite market uncertainties

Europe sales (in EUR million)

Q1 2018: 416
Q1 2019: 424
Increase: 2%*

Europe
Own retail business records mid-single-digit sales increase
Wholesale business declines, reflecting impact from delivery shift effect
UK business up 5% currency-adjusted, driven by double-digit improvements in own retail

*Currency-adjusted
Asia/Pacific sales (in EUR million)

Mainland China with double-digit comp store sales improvements

Hong Kong and Macau impacted by initiatives to optimize store network

Strong momentum in Japan and South Korea continues

*Currency-adjusted
Retail comp store sales grow 4% in Q1 2019

Retail sales (in EUR million)

Q1 2018: 378
Q1 2019: 397

BOSS Store Amsterdam

*Currency-adjusted
Wholesale business impacted by delivery shifts

Wholesale
(in EUR million)

Q1 2018: 256
Q1 2019: 250
(4)%*

Delivery shift effect weighs on overall wholesale business

Replenishment business slightly up versus the prior-year period

Online wholesale continues to outperform brick-and-mortar business

Wholesale
*Currency-adjusted
License business

License business with growth across all product categories

Fragrance business returns to growth in the first quarter

Focus on innovation and product launches drive fragrance business

Eyewear and watch business also contribute to sales growth

+8%

Q1 2019 vs. Q1 2018*

*Currency-adjusted
BOSS shows ongoing momentum in casual- and athleisurewear
**HUGO** records double-digit growth in casualwear

Q1 2018: 88

Q1 2019: 93

4%* Currency-adjusted

*Currency-adjusted
Gross margin development negatively impacted by currency effects

- Gross margin: (20)bp
- Selling & distribution expenses*: +6%
- Administration expenses*: +10%
- EBIT*: (22)%
- Net income*: (21)%

- Gross margin: 63.8%
- Selling & distribution expenses*: EUR 288 million
- Administration expenses*: EUR 81 million
- EBIT*: EUR 55 million
- Net income*: EUR 39 million

*Excluding IFRS 16 impact
Timing of marketing spend and efficiency measures weigh on EBIT development in Q1

(in EUR million)

EBIT Q1 2018
Marketing
Organization (one-off)
Currency effects
EBIT* Q1 2019

70
55

*Excluding IFRS 16 impact
Inventory growth continues to decline as planned

Inventories

Ongoing tight focus on inventory management

Further normalization of inventory levels expected over the course of the year

Increase in TNWC in line with inventory development
Higher capital expenditure weighs on FCF as expected

Capital expenditure

\[ +13 \text{ EUR million} \]

(Jan. – March 2019)

Free cash flow*

\[ (13) \text{ EUR million} \]

(Jan. – March 2019)

Free cash flow

Capital expenditure increases to EUR 30 million, driven by store renovations and IT investments.

FCF decreases to minus EUR 60 million, reflecting the increase in capital expenditure.

*Excluding IFRS 16 impact
HUGO BOSS confirms outlook for full year 2019

<table>
<thead>
<tr>
<th>Metric</th>
<th>Outlook</th>
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</thead>
<tbody>
<tr>
<td>Group sales*</td>
<td>Increase at a mid-single-digit percentage rate</td>
</tr>
<tr>
<td>Gross margin</td>
<td>Increase of up to 50 basis points</td>
</tr>
<tr>
<td>EBIT**</td>
<td>Increase at a high single-digit percentage rate</td>
</tr>
<tr>
<td>Consolidated net income**</td>
<td>Increase at a high single-digit percentage rate</td>
</tr>
<tr>
<td>Capital expenditure</td>
<td>EUR 170 million to EUR 190 million</td>
</tr>
<tr>
<td>Free cash flow**</td>
<td>EUR 210 million to EUR 260 million</td>
</tr>
</tbody>
</table>

*Currency-adjusted

**Excluding IFRS 16 impact
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.