# HUGO BOSS

#### HUGO BOSS

### Warburg Highlights 2018

Yves Müller, CFO Hamburg, June 22, 2018

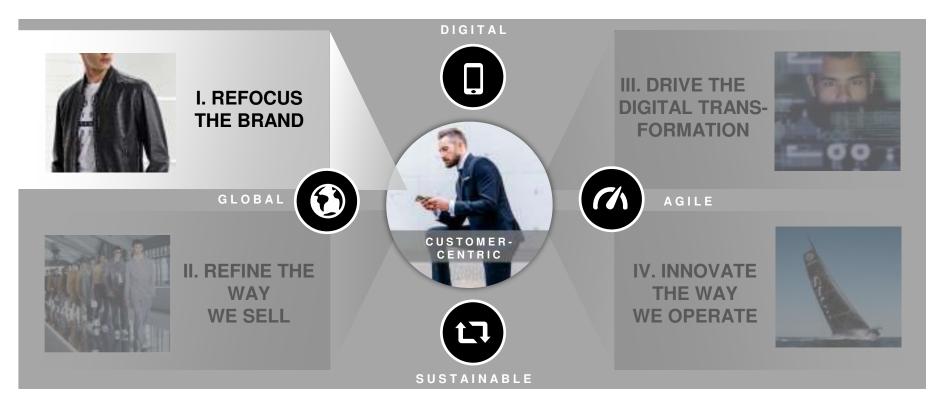


# GROUP STRATEGY

#### Group strategy focuses on four fields of action



#### **Strategic Fields of Action**



HUGO BOSS

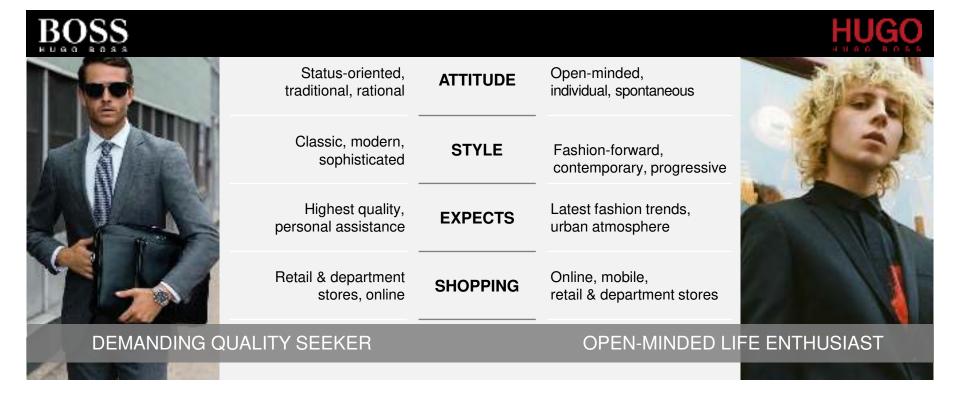
#### Two brands: BOSS and HUGO

#### #THISISBOSS

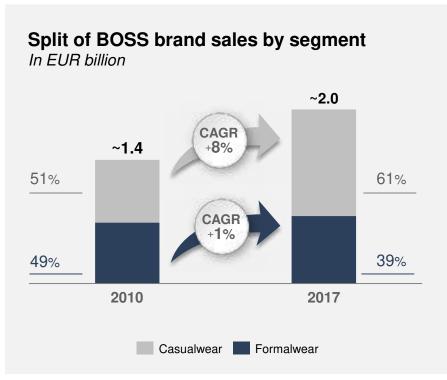
#### #IAMHUGO



#### BOSS and HUGO customers have different attitudes towards fashion



#### Athleisure influence runs through the core of the BOSS collection





#### Global pricing architecture implemented to ensure global brand positioning

#### Americas

 Pricing remained virtually unchanged

#### Europe

 All European countries now fully aligned

#### Asia

 Price gap narrowed to European levels

#### **Strategic Fields of Action**



#### Three key distribution priorities

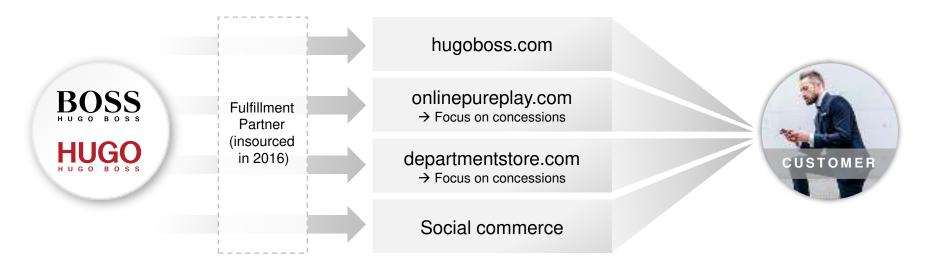


Exploit the full potential of online





Further integrate distribution across all channels



#### Three key distribution priorities



#### Omnichannel services link online and physical retailing



**Exploit the full potential** of online





Increase own retail sales



Further integrate distribution across all channels



Investor Meeting Presentation

#### 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

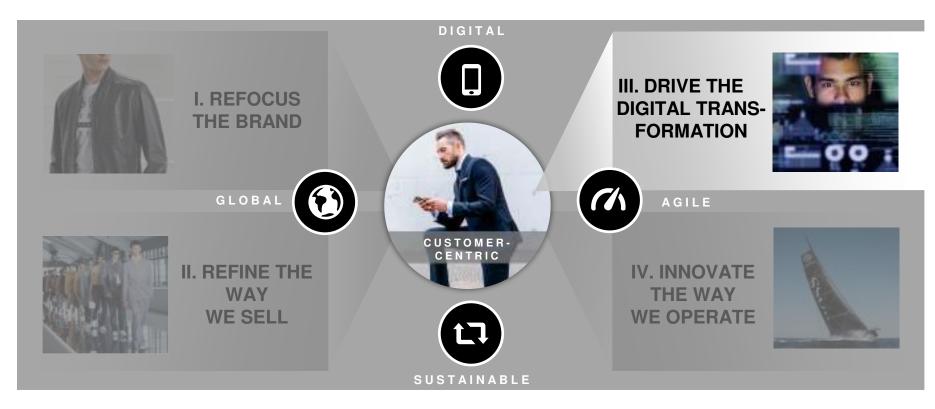


#### Renovations

 Renovations to account for the bulk of retail investments

#### Own retail selling space will remain largely stable going forward

#### **Strategic Fields of Action**



#### HUGO BOSS



HUGO BOSS

# HUGO will launch first fully digitally designed capsule //////// DIGITAL [ e ] VOLUTION

Investor Meeting Presentation

#### **Strategic Fields of Action**



#### 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 PERFORMANCE Q1 2018

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

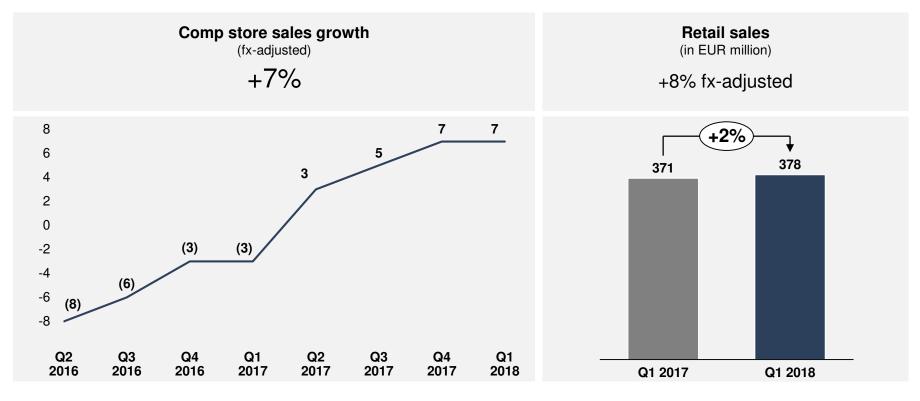


#### All regions contribute to currency-adjusted Group sales growth



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#### First quarter performance confirms good momentum in own retail



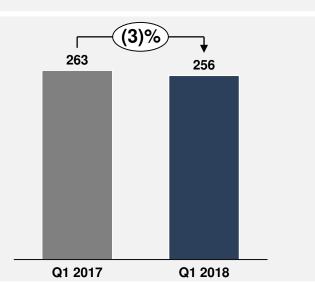
#### Mixed sales trends in the wholesale channel

- Wholesale sales decline in the U.S. due to shop-in-shop takeovers now accounted for as own retail
- Online outperforms the physical channel



Wholesale sales (in EUR million)

+1% fx-adjusted

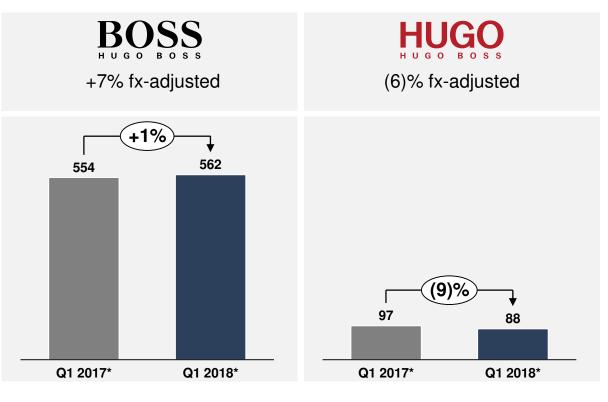


#### Casualwear grows disproportionately at both brands

Collection upgrade drives growth of BOSS Casualwear

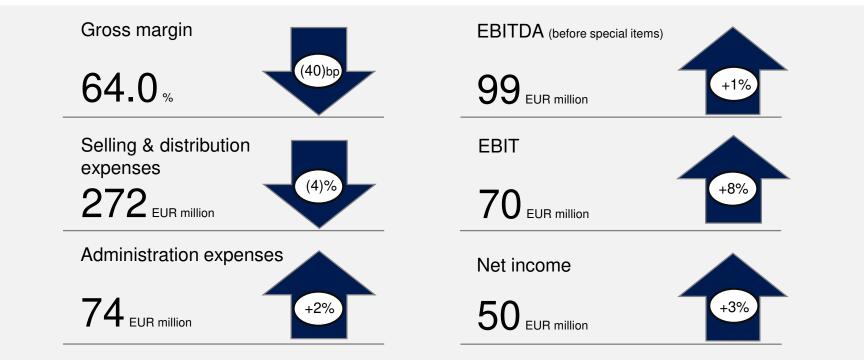
Strategic distribution changes impact HUGO sales

Menswear up 6%, womenswear down 3%



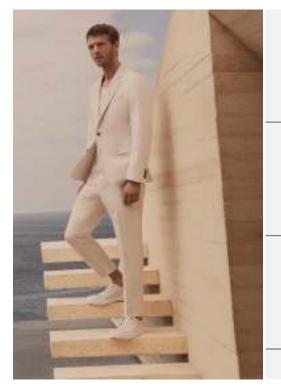
#### \*in EUR million.

#### **Operating expense decline supports EBITDA growth**



# FINANCIAL AND OPERATIONAL OUTLOOK

#### **Outlook 2018 reconfirmed**



### Group sales

Increase at a low to mid single-digit percentage rate (fx-adjusted)

#### Gross profit margin

Largely stable

**EBITDA** (before special items)

Development within a range of -2% to +2%

#### Consolidated net income

Increase at a low to mid single-digit percentage rate

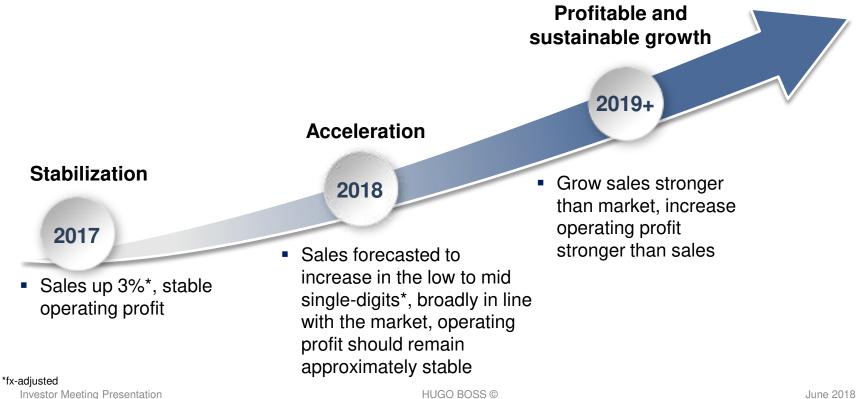
#### **Capital expenditure**

EUR 170 million to EUR 190 million

#### Free cash flow

EUR 150 million to EUR 200 million

#### Strategy execution will drive profitable and sustainable growth



### HUGO BOSS

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%

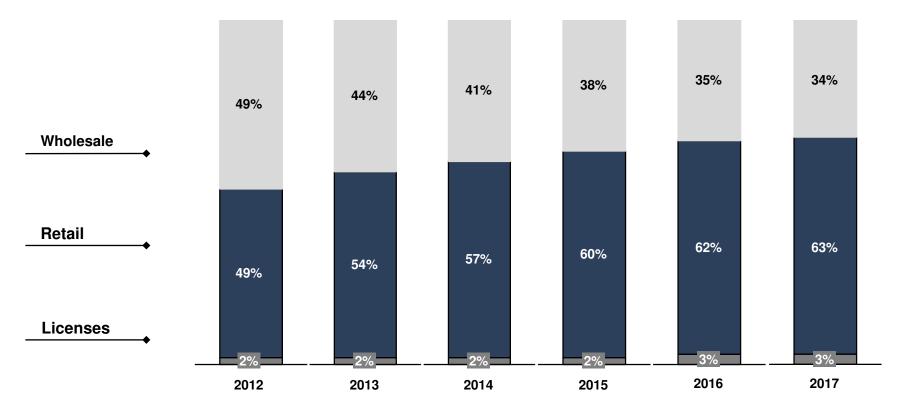


Asia/Pacific

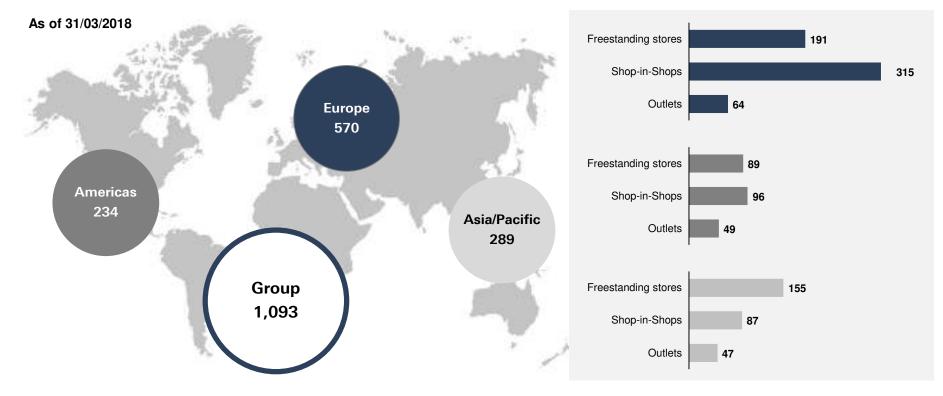
14%

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#### Sales by distribution channel

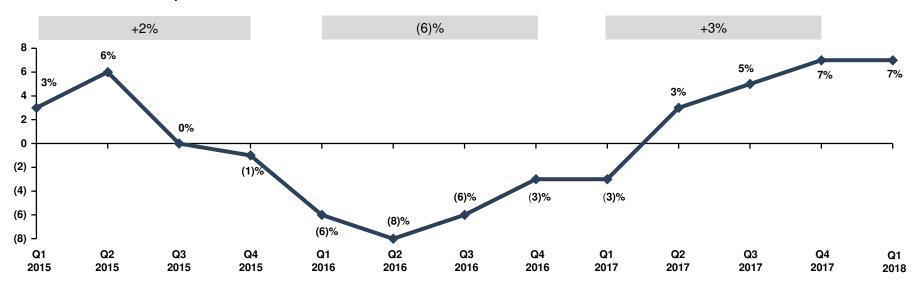


#### Number of Group's own retail stores by region



#### **Retail comp stores sales**

**Retail I-f-I sales development\*** 

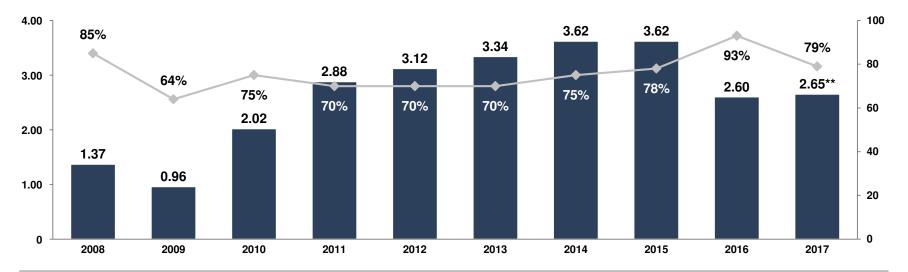


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#### **Dividend policy**

## Dividend per share and payout ratio\* (in EUR)

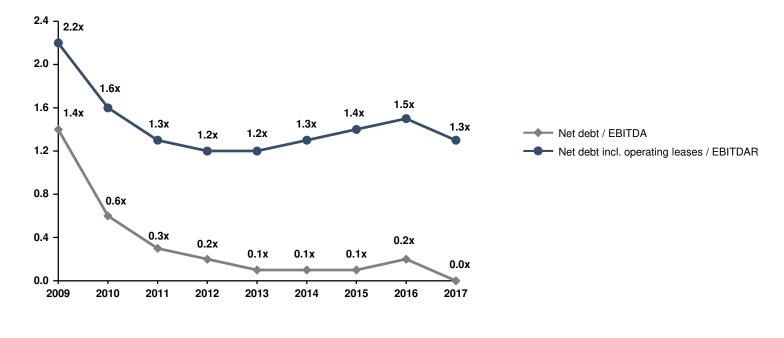




#### Dividend policy of paying out between 60% and 80% of consolidated net income reconfirmed

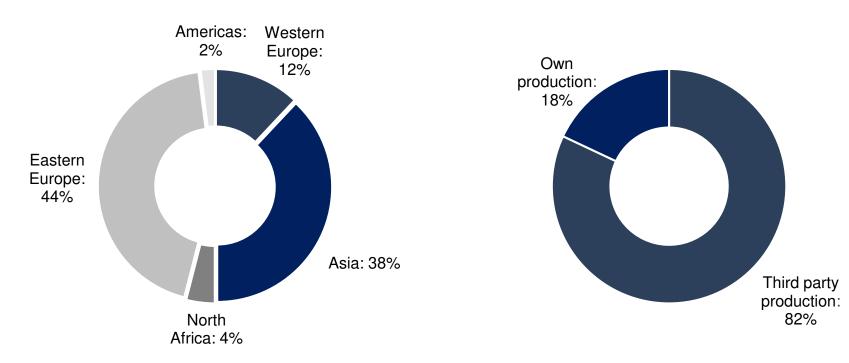
\* As a percentage of net income attributable to shareholders \*\* Proposal for fiscal year 2017

#### (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 % <sup>1</sup>	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 <sup>2</sup>	0,0	0,2	0,1	0,1	0,1
Dividend	183 <sup>3</sup>	179	250	250	231
1 EBITDA before special items/Sales					

1 EBITDA before special items/Sales.

2 Net financial liabilities/EBITDA before special items.

3 Dividend proposal.

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#### Analyst coverage

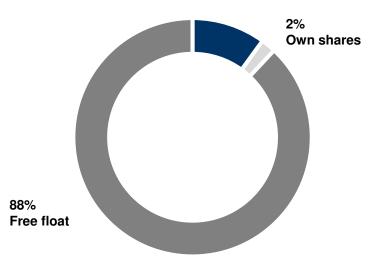
The HUGO BOSS AG share is covered by the following financial analysts:

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**

#### Christian Stöhr Head of Investor Relations

Phone: +49 (0) 7123 94 - 87563 E-Mail: Christian\_Stoehr@hugoboss.com

#### Frank Böhme Senior Investor Relations Manager

Phone: +49 (0) 7123 94 - 87581 E-Mail: Frank\_Boehme@hugoboss.com



#### 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.



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