

**H U G O   B O S S**

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## **ANALYSTS' CONFERENCE 2016**

Mark Langer (CFO)  
Metzingen, March 10, 2016

## Agenda

**Operational and financial review 2015**

**Strategic outlook 2016**

**Financial outlook 2016**

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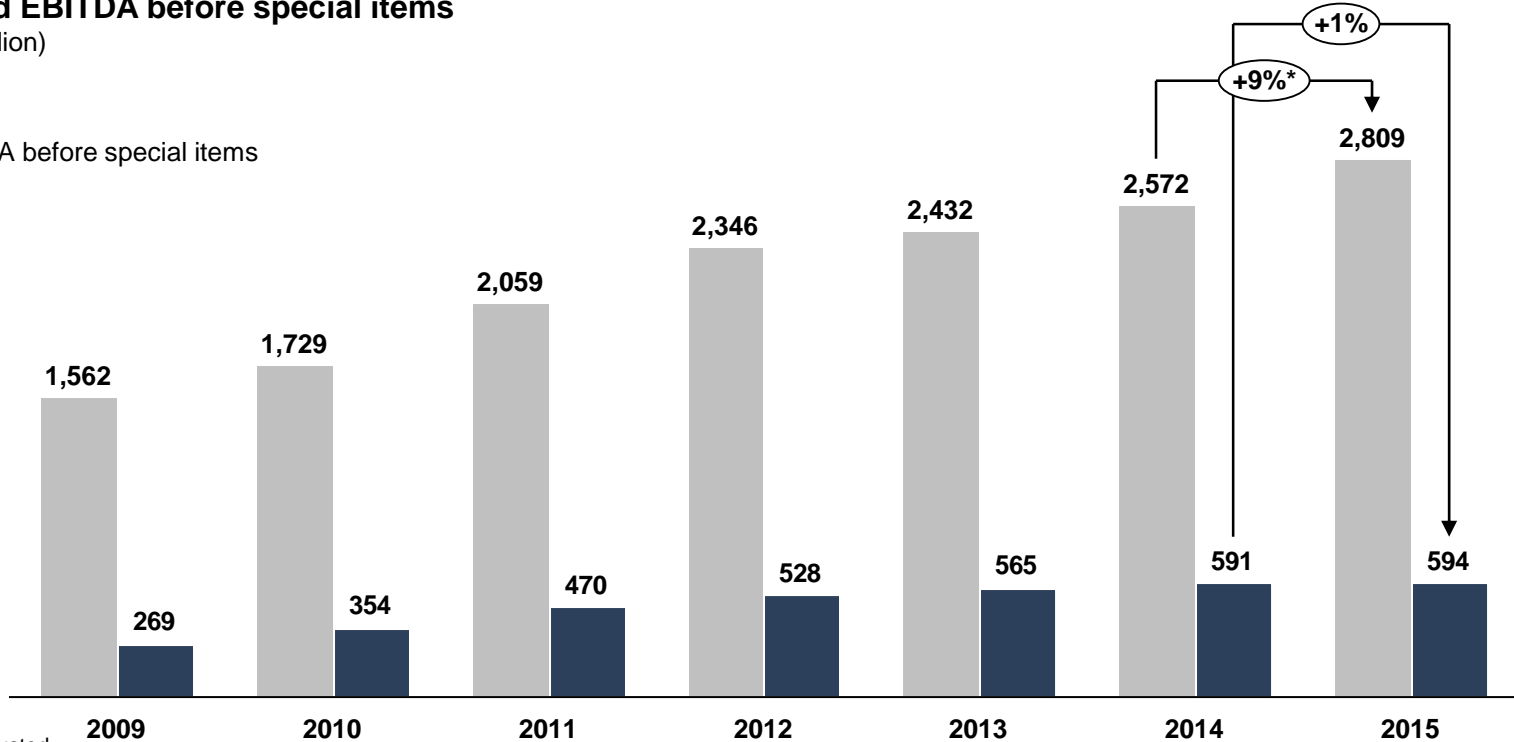
## 2015 marks another year of growth for HUGO BOSS despite slowdown

### Sales and EBITDA before special items

(in EUR million)

■ Sales

■ EBITDA before special items

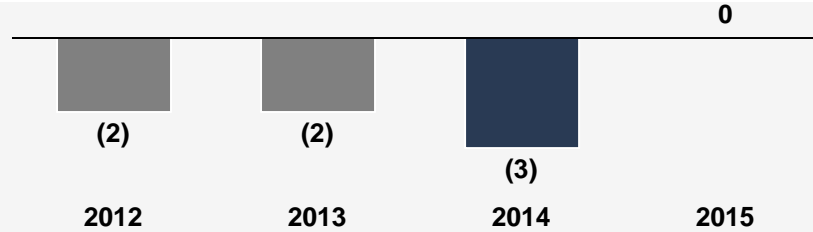


\*+3% FX-adjusted

## Stable or even recessionary global market environment

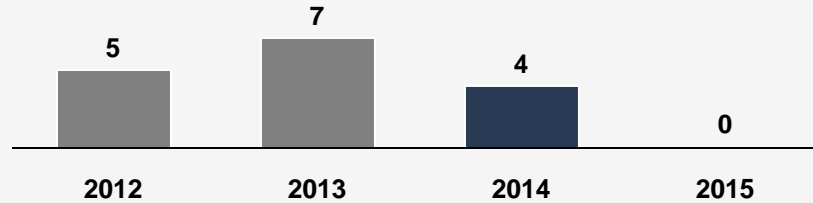
### German apparel market, y-o-y

Retail sales development  
(in %)\*



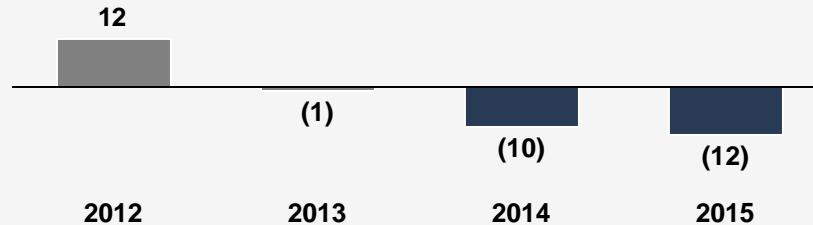
### Americas luxury goods market, y-o-y

Personal luxury goods market  
(in %)\*\*



### Chinese men's luxury apparel market, y-o-y

Retail sales development  
(in %)\*\*\*

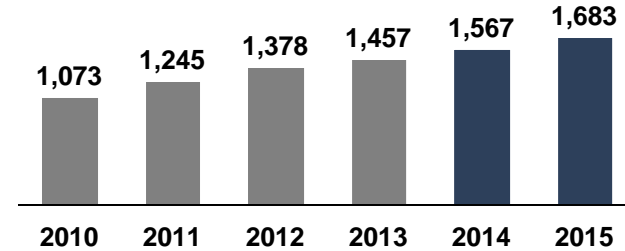


\*Source: TextilWirtschaft, based on TW-Testclub Panel; \*\*Source: Bain & Comp. Altagama 2015 Worldwide Markets Monitor; \*\*\*Source: Bain & Comp., 2015 China Luxury Market Study

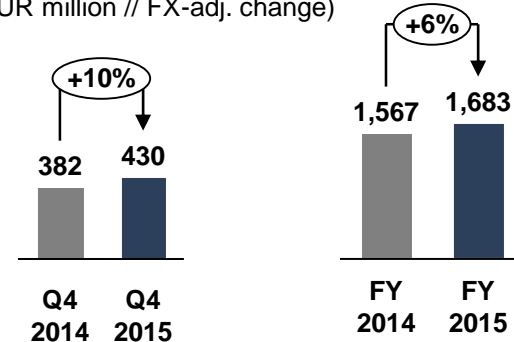
## Europe best performing region again in 2015

- Business model transformation ongoing
- Successful completion of category migration process supports uplift of BOSS brand perception at wholesale
- Solid growth expected also in 2016

**HUGO BOSS Europe sales 2010-2015**  
(in EUR million)



**HUGO BOSS Europe sales 2015**  
(in EUR million // FX-adj. change)



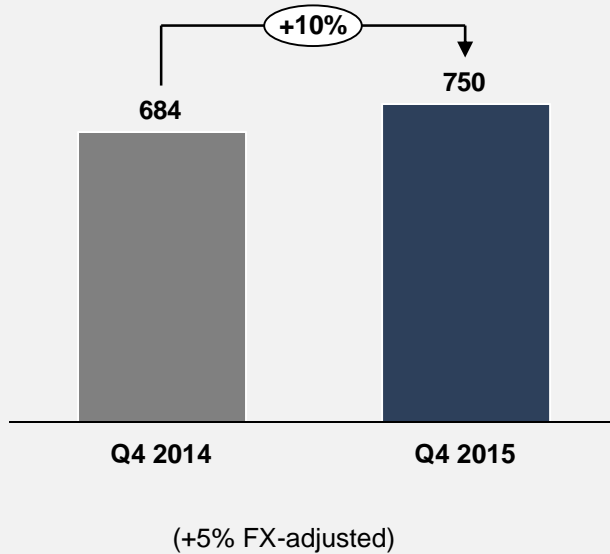
## Impressive fashion shows build BOSS Womenswear brand recognition



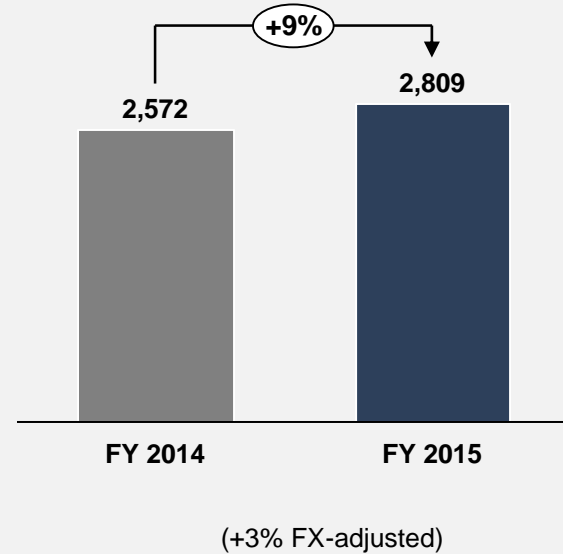


## Acceleration in the fourth quarter supports solid full year sales growth

**Q4 Group sales**  
(in EUR million)



**FY Group sales**  
(in EUR million)

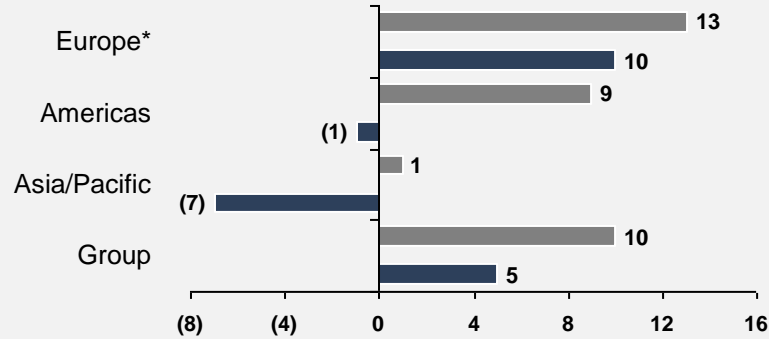


## Region Europe more than offsets sales declines in the Americas and Asia/Pacific

Sales growth by region, y-o-y

Q4 2015  
(in %)

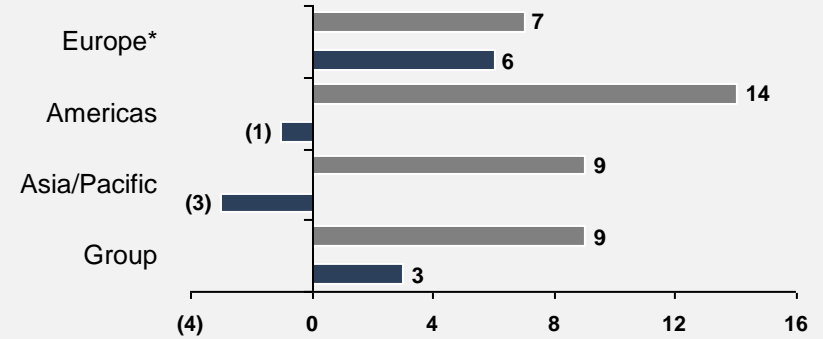
■ in EUR  
■ FX-adjusted



Sales growth by region, y-o-y

FY 2015  
(in %)

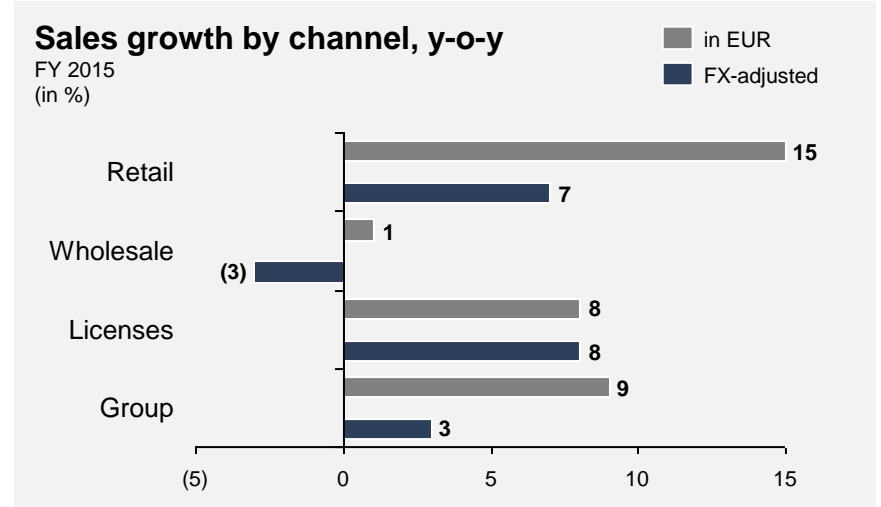
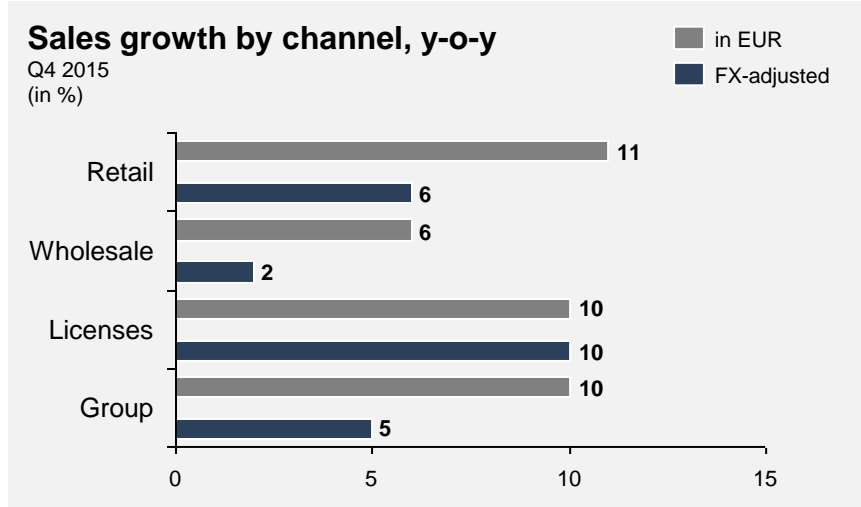
■ in EUR  
■ FX-adjusted



- Double-digit sales growth in the UK supports solid increases in **Europe**
- 5% currency-adjusted sales decline in the U.S. in the full year partly offset by smaller countries in the **Americas**
- Deteriorating sales trends in China mask strong performance in Australia and Japan in the **Asia/Pacific** region

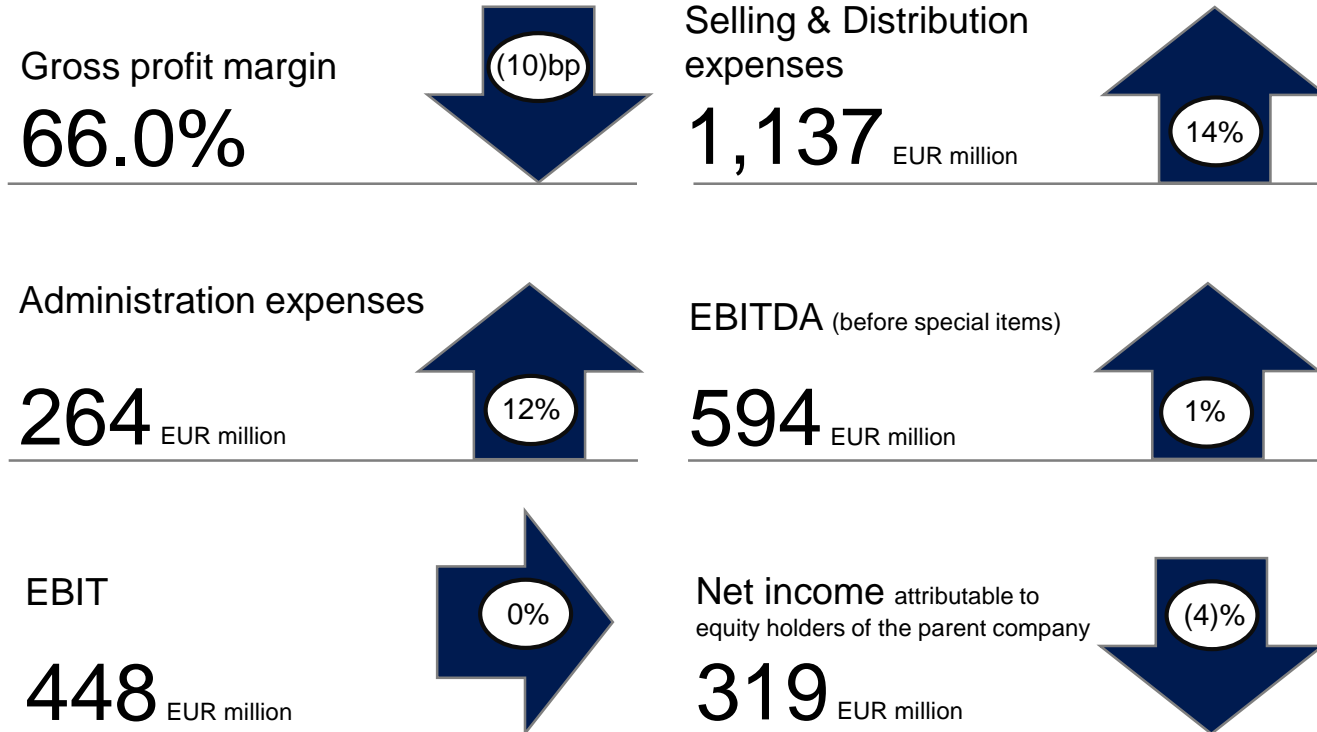
\*Incl. Middle East and Africa

## Own retail is the Group's growth driver also in 2015



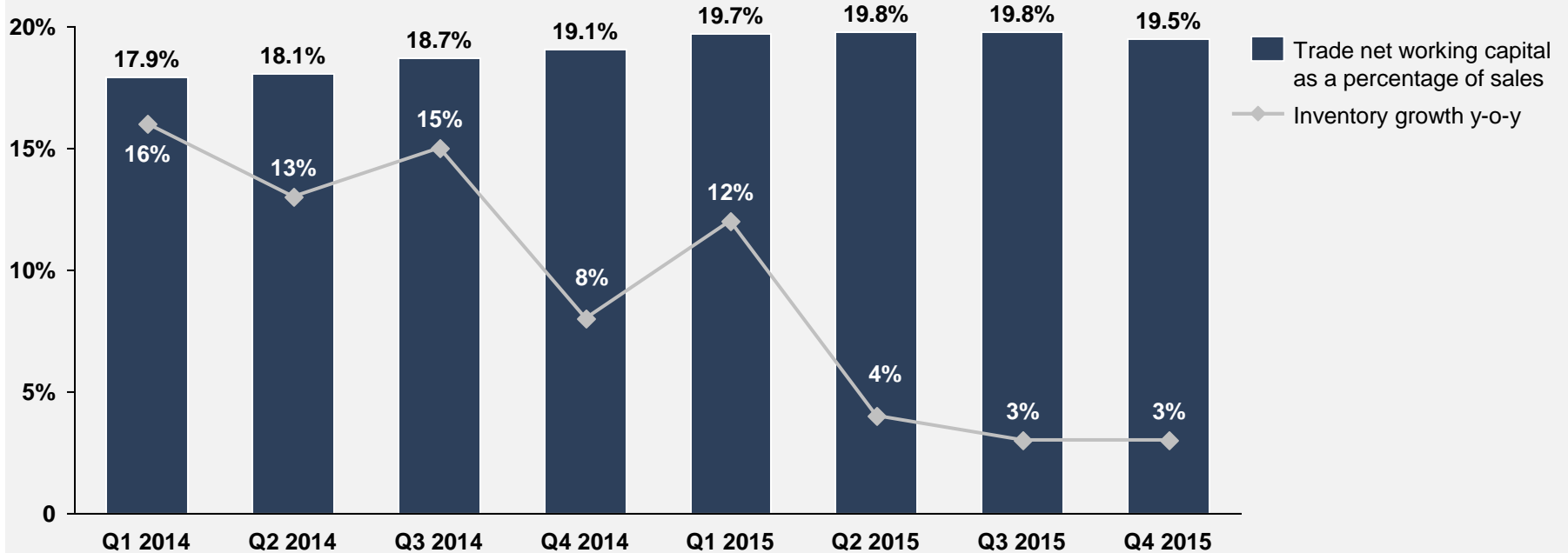
- **Retail** comp store sales up 2% in the full year, down 1% in the fourth quarter
- Difficult U.S. market and takeovers affect **wholesale** sales development
- Double-digit growth in watches and eyewear drives **license business**

## Gross profit margin decline and higher operating expenses weigh on profit growth



## Better inventory management supports working capital improvement

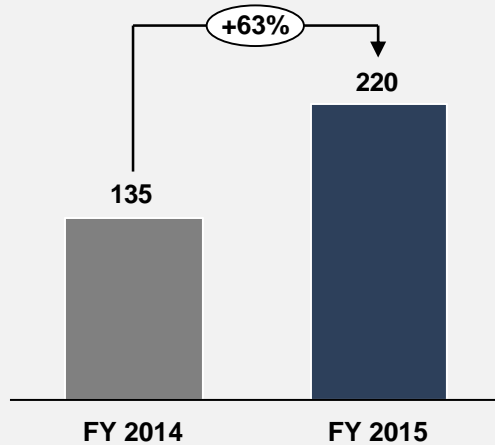
Average trade net working capital as a percentage of sales (in %)  
 Currency-adjusted inventory growth, y-o-y



## Higher investments affect free cash flow and net debt position

### Investments

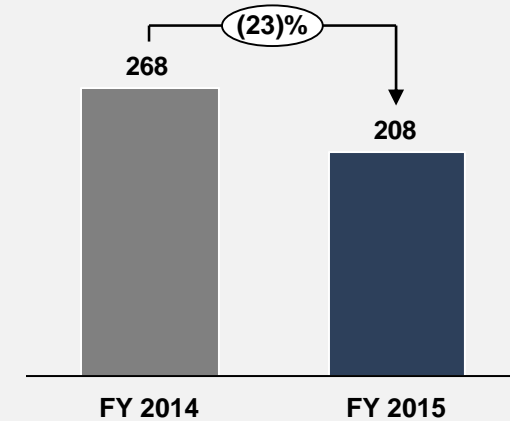
(in EUR million)



■ Investments in retail and operational infrastructure drive growth

### Free cash flow

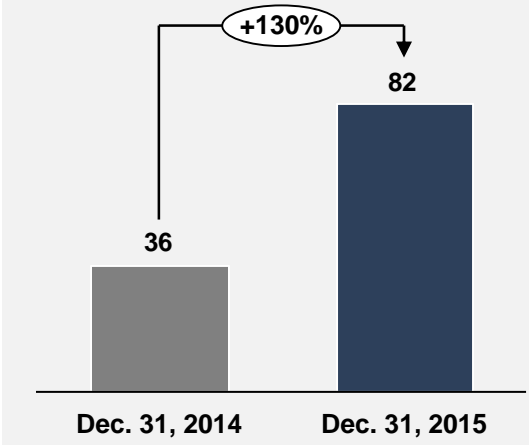
(in EUR million)



■ Decrease due to higher investments

### Net debt

(in EUR million)

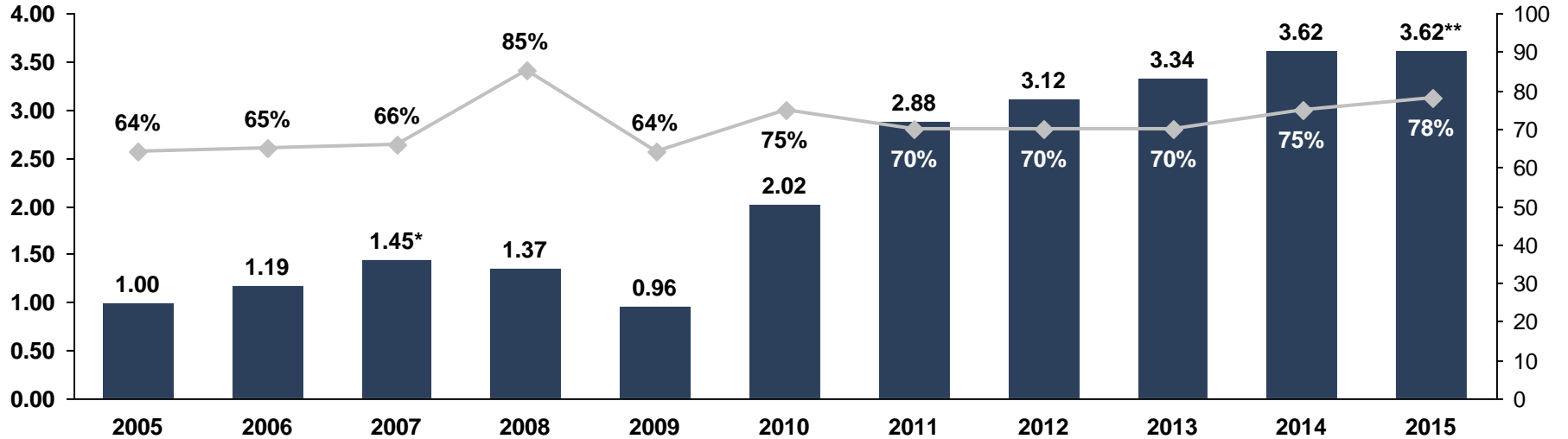


■ Increase due to lower free cash flow

## Dividend proposal underlines financial strength and confidence in long-term growth

in EUR

in %\*\*\*



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

\*Excluding special dividend of €5.00 per share \*\*Proposal for fiscal year 2015 \*\*\*As a percentage of net income attributable to shareholders

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## Strong assets are solid foundation for Group's long-term success

Globally recognized brand



Strong operational infrastructure



Passionate workforce

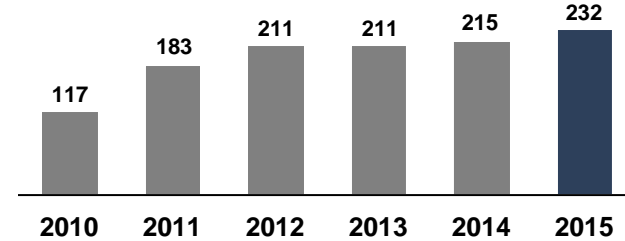


Customer centricity, focus on brand control and global growth ambition to remain cornerstones of Group strategy

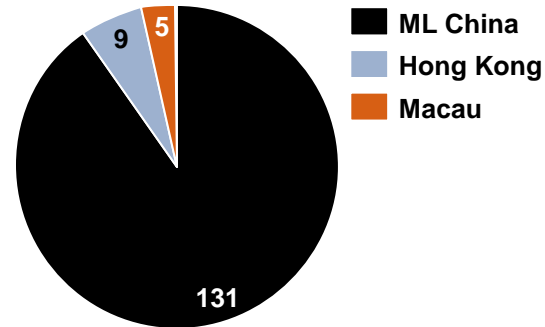
## Upgrade of store network in China addresses legacy of prior franchise model

- Upgrade and optimization of retail presence ongoing
- Around 20 store closures planned in 2016
- Renegotiation of rental contracts yields positive initial results

**HUGO BOSS China sales 2010-2015**  
(in EUR million)



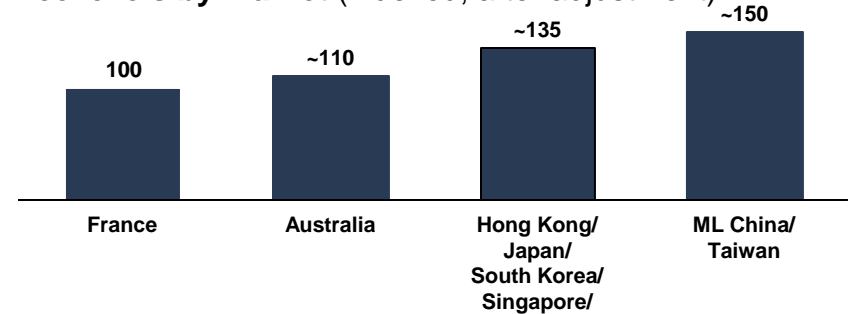
**Number of own retail stores in China (Dec 31, 2015)**



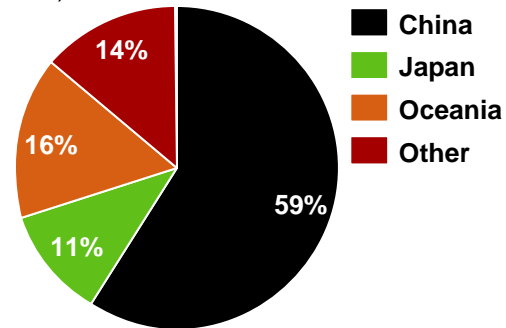
## Price adjustments further strengthen the brand's value proposition in Asia/Pacific

- Price reduction of around 20% in China yields positive effect on demand and unit sales
- Stepped-up of social media and CRM activities contributes to traffic improvement
- Smaller adjustments in remaining Asian markets ex Australia and Japan

Price levels by market (indexed, after adjustment)



Asia/Pacific sales split (FY 2015)



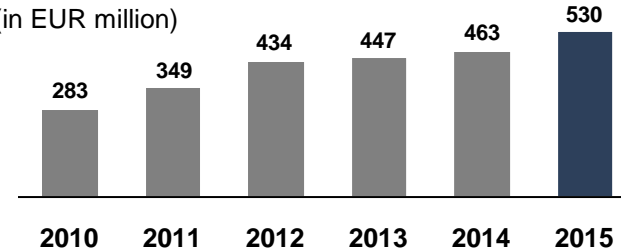
## Upgrade of distribution in U.S. wholesale initiated

- Category migration limits exposure of BOSS core brand to promotional retail environment
- Concession agreement with Macy's in place since the end of January
- BOSS core brand presence in off-price concepts to become significantly smaller

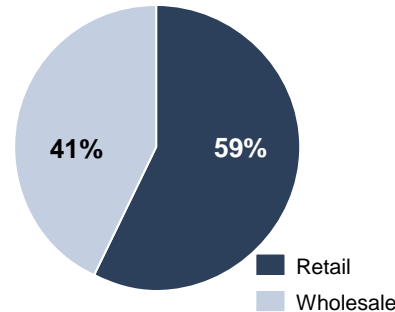


### HUGO BOSS U.S. sales 2010-2015

(in EUR million)



### U.S. sales mix by distribution channel (2015)



#### Top 5 U.S. / CAD wholesale partners

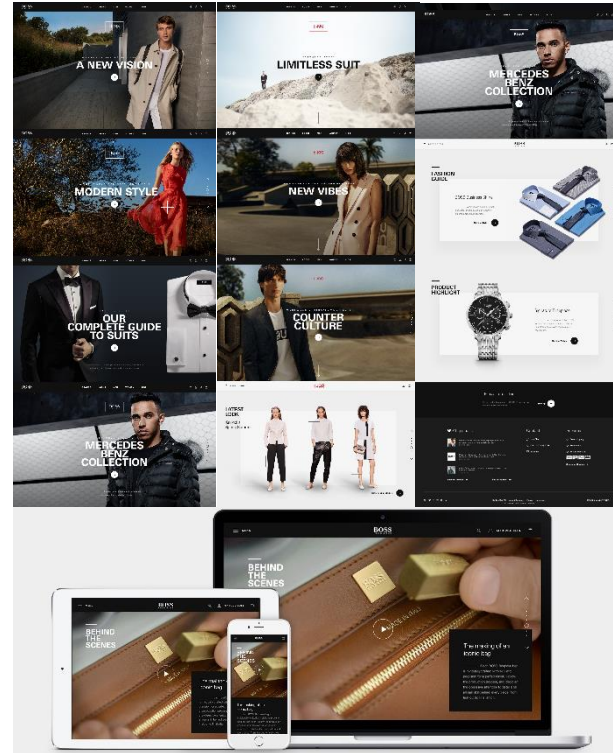
1. Nordstrom
2. Bloomingdale's
3. Hudson's Bay
4. Macy's
5. Dillards

“Man of today” influencer program to re-ignite brand interest in the U.S.



## HUGO BOSS adjusts to changing customer journeys

- hugoboss.com website important mean to engage customers and drive them to store
- Insourcing of online fulfillment in Europe in May prerequisite for planned launch of omnichannel services later in the year
- Marketing spend to prioritize digital over print





## CRM and personalized service foster close ties with the customer

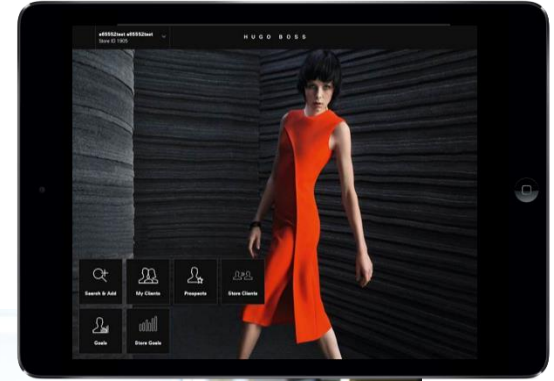
- Ongoing rollout of my HUGO BOSS and corresponding in-store application upgrades customer service
- High focus on personnel management and retail trainings



### HUGO BOSS EXPERIENCE

Create your **My HUGO BOSS** account and become a member of the exceptional customer programme **HUGO BOSS EXPERIENCE**. If you participate you will enjoy various benefits:

- **ONLINE BENEFITS**  
Manage your personal data and view all online and offline purchases of the last 24 months
- **IN-STORE BENEFITS**  
Visit us in one of our Stores and enjoy a tailored shopping experience as well as exclusive events
- **SERVICE & INFORMATION BENEFITS**  
Get exclusive Services like personal shopping and become a part of the inspiring world of HUGO BOSS
- [Learn more](#)



## In-store performance sole driver of retail merchandising decisions in 2016



**BOSS**  
Made To Measure



**BOSS**  
Full Canvas Suits



**BOSS**  
Tailored



**BOSS**  
Premium  
Formalwear



**BOSS**  
Premium  
Sportswear

~10% of net sales

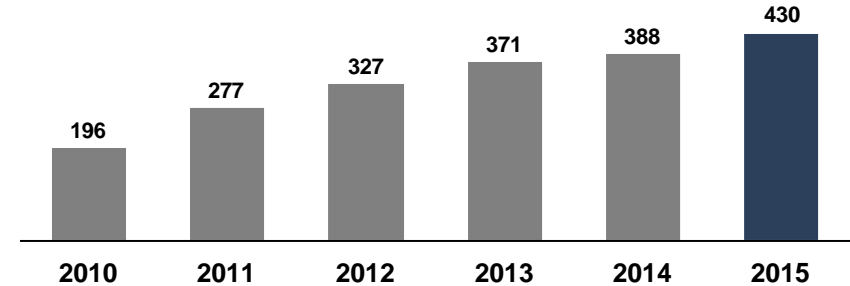
~90% of net sales



## Improvement of retail performance takes priority over further network expansion

- Around 100 store refurbishments planned in 2016
- Detailed analysis of underperforming stores being prepared
- New store opening projects planned for 2016 currently under review, number of new openings to amount to less than 20

Number of HUGO BOSS freestanding stores



BOSS Store  
Moscow // Gum  
Opening date: November 2016



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## Sales trends in the second half of 2015 forecast to extend into 2016

Group sales are forecast to increase at low single-digit percentage rate\*

### Sales by region\*



Europe



Americas



Asia/Pacific



### Sales by channel\*

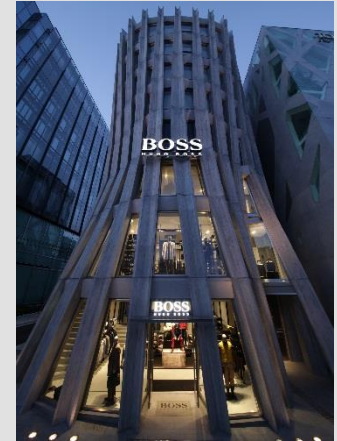
Retail



Wholesale



Royalties



\*On a currency-adjusted basis

## Strict focus on cost management and cash generation in light of challenging outlook

Margin protection	Free cash flow protection
Review of operating overhead cost structure	Re-evaluation of planned 2016 store openings
Renegotiations of rental contracts	Review of other non-committed capital investments
Performance analysis of key margin-dilutive stores	Tightening of inventory management

## Free cash flow to exceed prior year level despite earnings decline

### Outlook 2016

Sales growth (currency adjusted)

Low single-digit percentage increase

Gross margin

Stable performance

EBITDA before special items

Low double-digit percentage decrease

Capex

< EUR 200 million

Free cash flow

Increase

## Management committed to making 2016 a year of change and opportunity



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# Questions & Answers

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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.



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