

**H U G O   B O S S**

# Investor Meeting Presentation

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• Roadshow Paris • MainFirst • July 4, 2017 •

Dennis Weber, Head of Investor Relations



# First Quarter Results 2017



## HUGO BOSS starts the year with sales increase



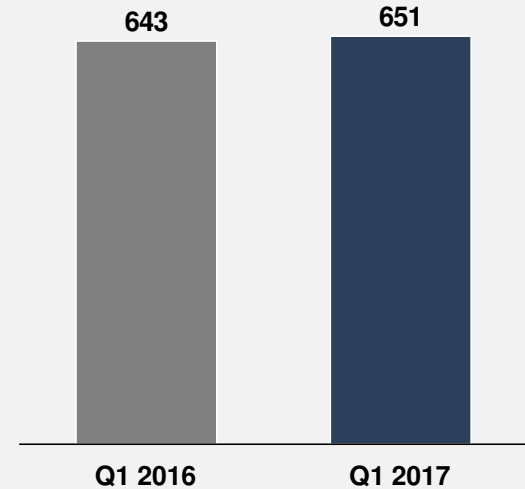
- Difficult market environment continues in Q1
- Good performance in core markets UK and China
- Sales growth in Europe and Asia more than compensates for declines in the Americas

### HUGO BOSS Sales

(in EUR million)

**1 %**

1 % fx-adjusted



## Solid sales growth in Europe and Asia/Pacific

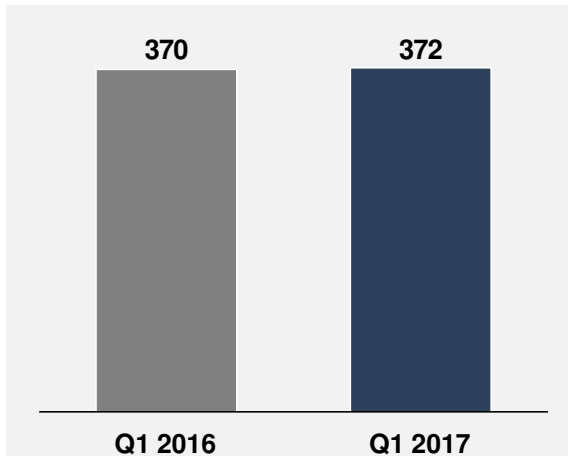


\*in EUR million

## Wholesale and license businesses up solidly

### HUGO BOSS Retail Sales\*

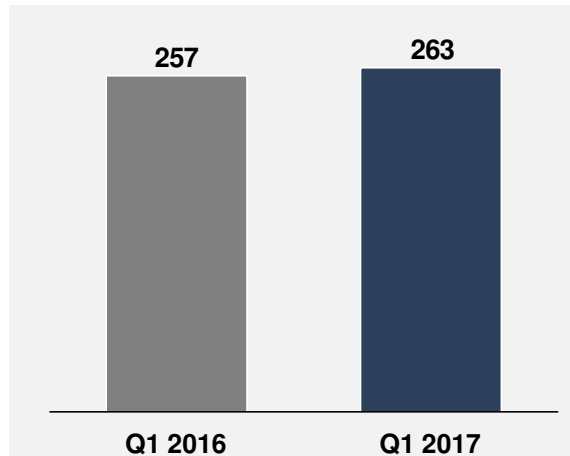
0 %  
0 % fx-adjusted



■ Sales down 3% on a comp store basis, momentum improves over the course of the quarter

### HUGO BOSS Wholesale Sales\*

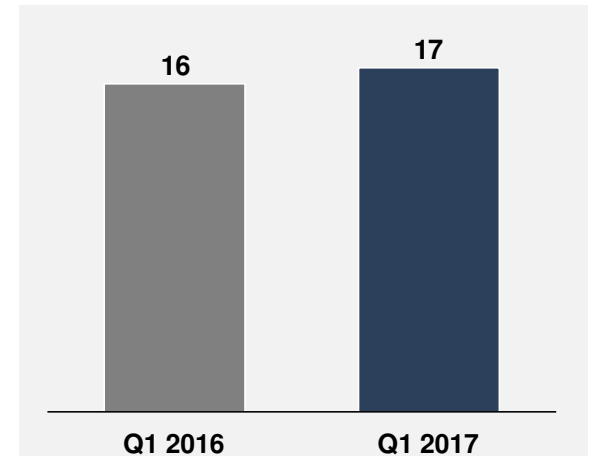
3 %  
2 % fx-adjusted



■ Wholesale sales benefit from delivery shift effect in Europe

### HUGO BOSS License Sales\*

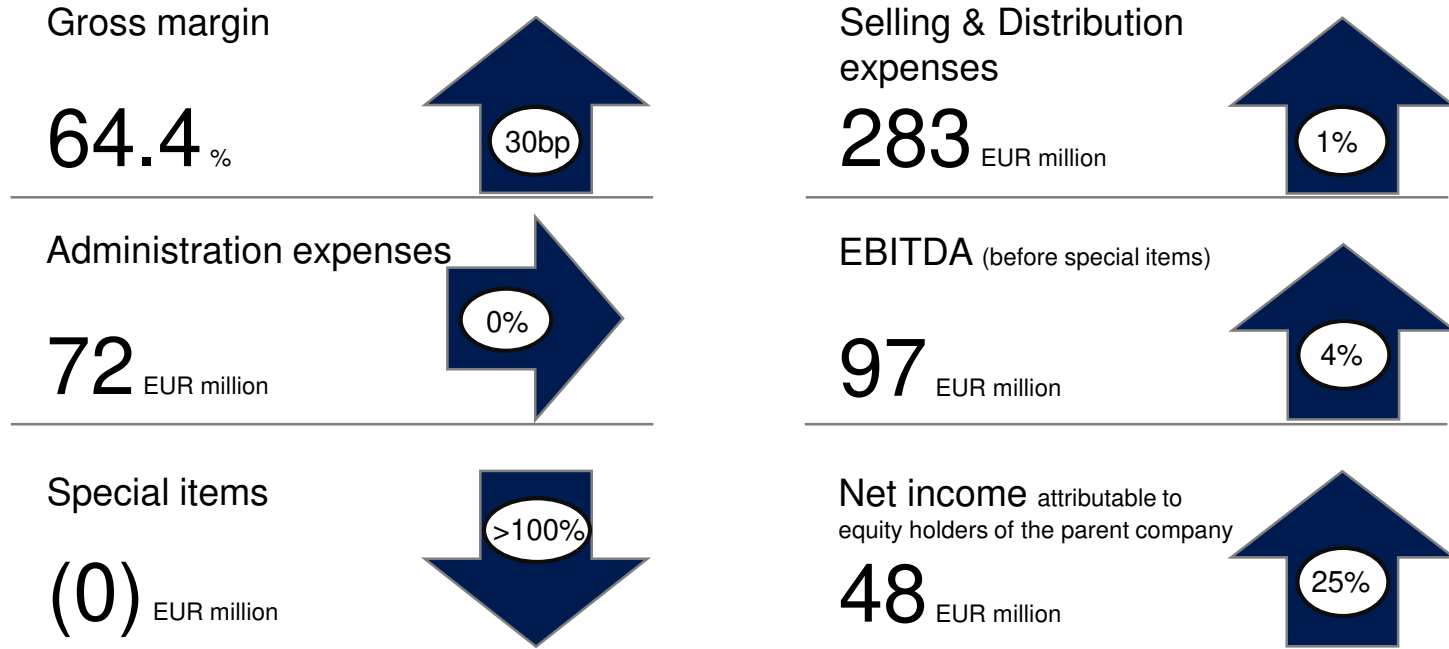
5 %  
5 % fx-adjusted



■ Fragrance business up double-digits

\*in EUR million

## Non-recurrence of prior year special items and strict cost discipline drive profit growth



## Profitability in Asia/Pacific improves significantly

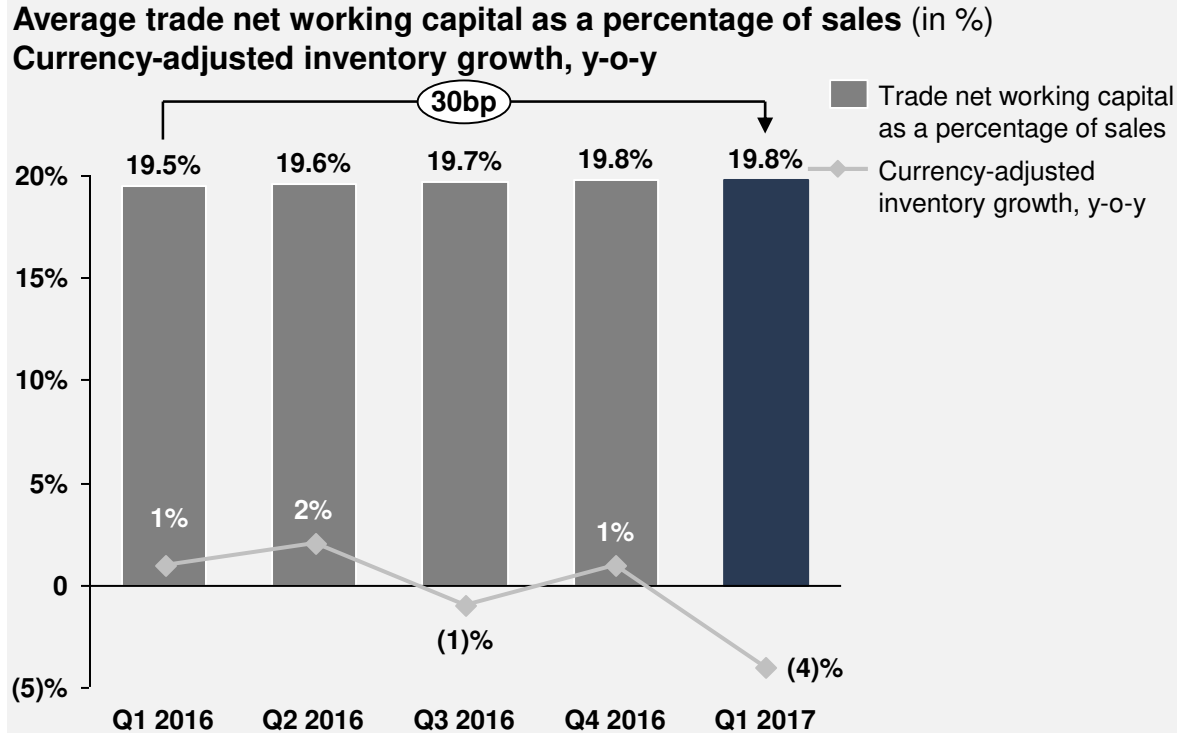
### Segment earnings

In EUR million	Q1 2017	In % of sales	Q1 2016	In % of sales	Change in %
Europe*	126.8	30.8	117.9	29.3	8
Americas	15.4	12.3	26.5	20.4	(42)
Asia/Pacific	24.7	25.3	17.5	18.4	41
Licenses	14.0	84.9	13.4	85.3	5
<b>Earnings of operating segments</b>	<b>180.9</b>	<b>27.8</b>	<b>175.3</b>	<b>27.3</b>	<b>3</b>
<b>Corporate units/consolidation</b>	<b>(83.5)</b>		<b>(81.8)</b>		<b>(2)</b>
<b>EBITDA before special items</b>	<b>97.4</b>	<b>15.0</b>	<b>93.5</b>	<b>14.5</b>	<b>4</b>

\*Incl. Middle East and Africa



## Group inventories continue to be well controlled

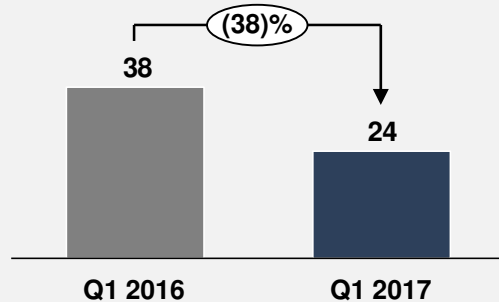


- Trade net working capital down 1% in currency-adjusted terms
- Inventories decrease in all three regions
- Double-digit inventory declines in the Americas and Asia/Pacific

## Different timing of investments supports free cash flow performance

### Capital expenditure

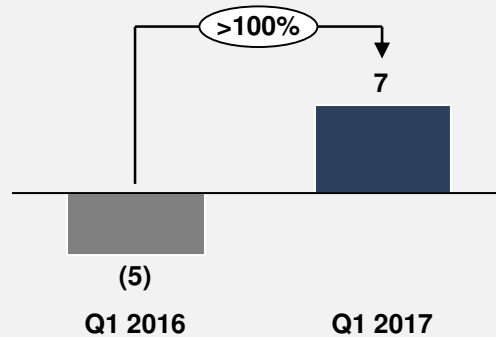
(in EUR million)



■ Decline reflects different timing of retail projects compared to the prior year

### Free cash flow

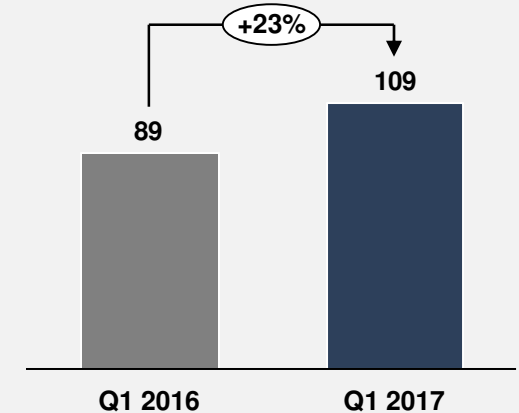
(in EUR million)



■ Increase due to profit growth, working capital improvements and lower investments

### Net financial liabilities

(in EUR million)



■ Increase due to dividend payment in May 2016

# GROUP STRATEGY



## Group strategy focuses on four fields of action



# REFOCUS THE BRAND



## Focus on two clearly positioned brands

**BOSS**  
HUGO BOSS



**HUGO**  
HUGO BOSS



## Two strong brands with distinctive cores

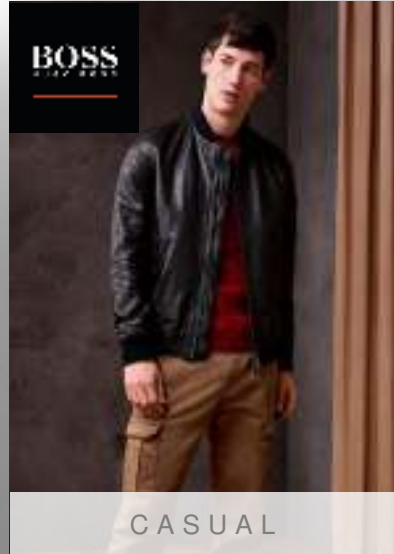


<b>Brand values</b>	Superior quality, sharp tailoring, craftsmanship
<b>Brand message &amp; USP</b>	BOSS offers sharp tailoring in businesswear and refined casual- and athleisurewear to a quality-seeking customer who wants to be dressed impeccably for every occasion
<b>Brand personality</b>	Successful, confident, sophisticated
<b>Pricing</b>	Upper premium



<b>Brand values</b>	Progressive & contemporary design, fashion-forward
<b>Brand message &amp; USP</b>	HUGO stands for progressive looks, an edgy, urban attitude and offers contemporary design trends (24-hour look)
<b>Brand personality</b>	Edgy, individual, spontaneous
<b>Pricing</b>	Premium

## BOSS dresses the demanding customer for all occasions



**(Early) summer 2017:**  
Sell in of Spring/Summer 2018 collection to wholesale partners

→

**End of 2017:**  
Spring/Summer 2018 collection in stores

→



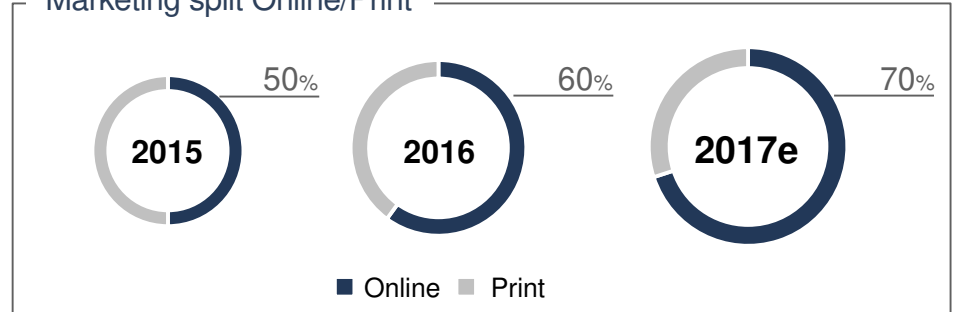
## New York Fashion Show showcases the elements fundamental to BOSS



## Marketing strategy prioritizes digital and menswear



Marketing split Online/Print



Marketing split Menswear/Womenswear



## Womenswear continues to be an important part of the BOSS business



## HUGO represents an exciting long-term growth opportunity



CASUAL



BUSINESS



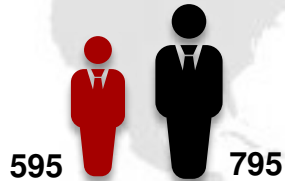
## BOSS and HUGO operate in two separate competitive environments



## Attractive pricing will contribute to the expansion of HUGO across all regions

### Entry price point for suits

#### United States (in USD)



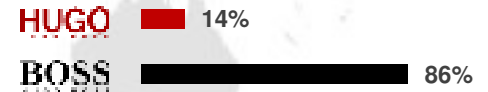
#### Euro Countries (in EUR)



#### China (in CNY)



Global sales share by brand, FY 2016 (in %)



► Average HUGO prices are up to 30% below BOSS





REFINE THE WAY  
WE SELL

## Wholesale partners welcome clarity and consistency of refined brand positioning



- Positive overall feedback from wholesale partners on refined brand strategy
- 
- Order intake for Fall/Winter 2017 in line with expectations, positive momentum in casualwear
- 
- Group committed to align global selling prices further



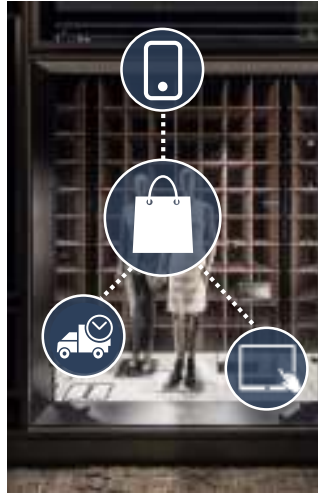
## Target to increase own retail sales productivity by 20% in the next five years



Better and broader offering at entry price points



Expansion of casual and athleisure offering in stores



Rollout of omnichannel services



Investment in retail staff training



Optimization of retail network

## Store renovations will upgrade own retail network



### Openings

- 10-15 freestanding store openings will strengthen the network
- First HUGO pilot stores planned for 2018



### Closures

- Remaining circa 15 store closures to be completed by the end of the year
- Some 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 in 2017**

## New BOSS pricing architecture clears up historical imbalances

Maximum  
price difference  
between  
two markets  
**30%**  
by end of 2018

### Americas →

- ▶ BOSS prices to remain virtually unchanged
- ▶ Around 20% above European levels

### Europe ↗

- ▶ Single-digit % increase overall
- ▶ All Euro countries fully aligned

### Asia ↘

- ▶ Mid-teens % decline overall
- ▶ Max. 30% above European levels

▶ **The effect of BOSS price adjustments will be neutral on a global level**



DRIVE THE DIGITAL  
TRANSFORMATION

## Online and physical retailing are becoming one



## Online business set to return to growth after disappointing start to the year 2017

Search engine optimization • CRM • Mobile • Page load performance • User experience • Merchandising



## The Group's digital roadmap

### Enable the cultural transformation

#### Set the foundations

- Takeover of website frontend management
- Insourcing of European online fulfilment
- hugoboss.com and app (re)launches
- Omnichannel pilots

#### Improve performance

- Rollout of omnichannel services
- Commercial optimization of hugoboss.com and app

#### Develop the model

- Digitization of existing business model
- Addition of new business models

July 2017





# INNOVATE THE WAY WE OPERATE



## Agility is the basis of innovation

**Drive active change**

**Foster entrepreneurial thinking**

**Create cross-functional teams**



## Speed drives commercial success



# FINANCIAL AND OPERATIONAL OUTLOOK



## Important milestones on the return to profitable growth ahead



**HUGO  
Fashion  
Show**



**BOSS  
Fashion  
Show**

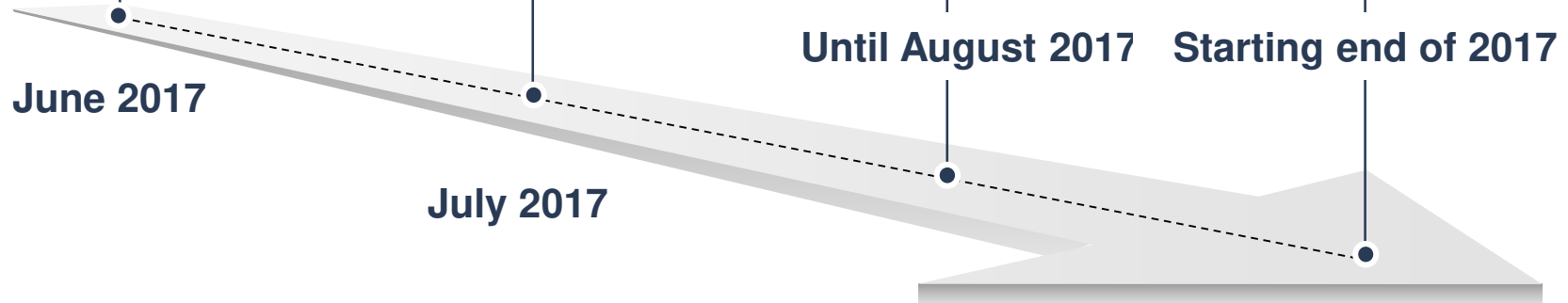


**Wholesale**



**Sell in of  
Spring/Summer  
2018 collection**

**Stores**



## Group sales to remain largely stable in 2017

### Sales by region\*



**Europe**      Stable      →

**Americas**      Slight decline      ↘

**Asia/  
Pacific**      Slight increase      ↗

### Sales by channel\*



**Retail**      Increase of up to mid single-digit percentage rate, comp store sales -3% to +3%      ↗

**Wholesale**      Decline at a low to mid single-digit percentage rate      ↘

**Licenses**      Solid growth      ↗

\* On a currency-adjusted basis

## Financial outlook expects stabilization of operational performance in 2017



<b>Sales*</b>	Largely stable	→
<b>Gross margin</b>	Slight increase	↗
<b>EBITDA before special items</b>	-3% to +3%	→
<b>Net income</b>	Low double-digit percentage rate increase	↗
<b>Capex</b>	EUR 150 million to EUR 170 million	→
<b>Free cash flow</b>	Largely stable	→

\* On a currency-adjusted basis









## HUGO BOSS continues to be focused on profitable and sustainable growth



► **Low- to mid-single-digit retail comp store sales growth needed to expand operating margin**

## Disciplined cost management will continue to support profitability

Key influencing factors on gross margin and major cost items, medium-term trend as a % sales

		OPEX		
Gross profit margin		Retail costs	Marketing & CX <sup>1</sup>	G&A
	<ul style="list-style-type: none"> <li>Channel mix</li> <li>Reduction of rebates</li> <li>Reduction of collection complexity</li> </ul>	<ul style="list-style-type: none"> <li>Wage cost inflation</li> </ul>	<ul style="list-style-type: none"> <li>Brand investments</li> <li>Growing share of online</li> <li>CX investments</li> </ul>	<ul style="list-style-type: none"> <li>IT and digital</li> <li>Wage cost inflation</li> </ul>
	<ul style="list-style-type: none"> <li>Quality investments</li> </ul>	<ul style="list-style-type: none"> <li>Easing rent pressures</li> <li>Growing share of online</li> </ul>	<ul style="list-style-type: none"> <li>Increased effectiveness</li> </ul>	<ul style="list-style-type: none"> <li>Reduction of organizational complexity</li> <li>Strict overhead cost management</li> </ul>
<b>Medium-term trend</b>				

▶ Group confident to maintain current gross margin level and limit future cost inflation

<sup>1</sup> CX = Customer Experience



## 2017 – A year of stabilization and strategy implementation



BACKUP



## 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%**

U.S.:	16%
Canada:	3%
Central & South America:	2%
Other:	1%



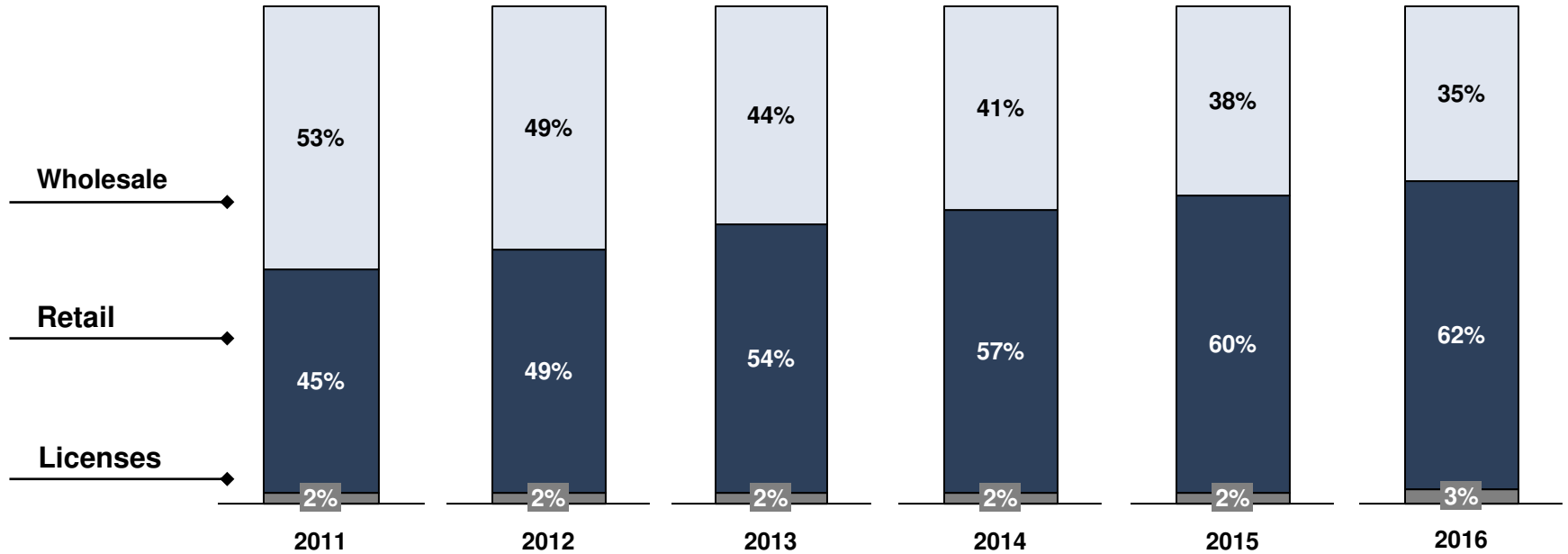
### Asia/Pacific

**14%**

China:	8%
Oceania:	2%
Japan:	2%
Other:	2%

\* As of 2016, +3% Licenses

## Sales by distribution channel

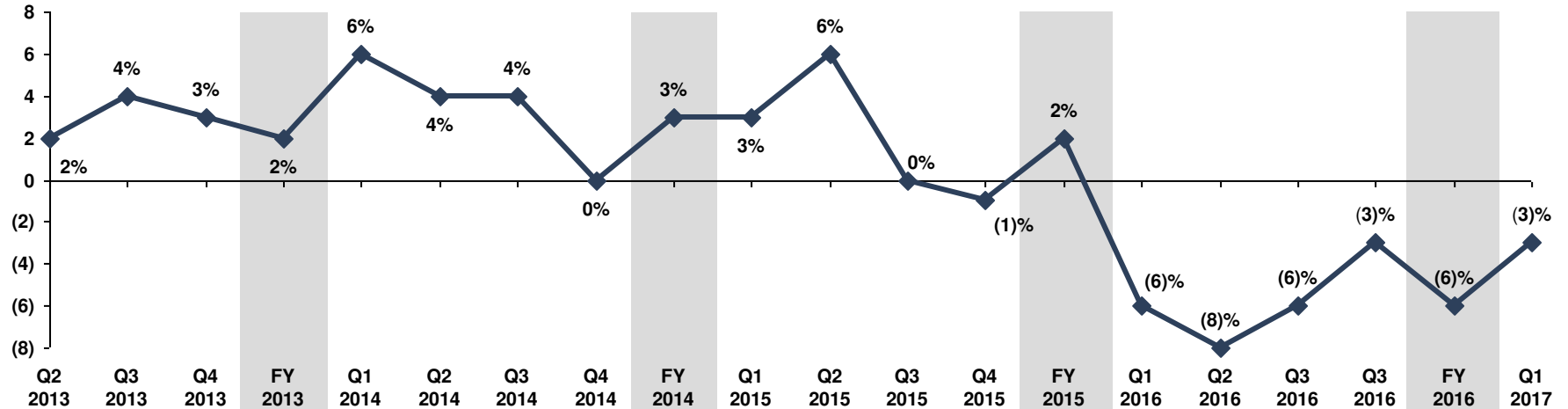


## Number of Group's own retail stores by region

As of 31/03/2017	Freestanding stores	Shop-in-Shops	Outlets	Total
Europe	187	346	62	<b>595</b>
Americas	92	105	48	<b>245</b>
Asia/Pacific	157	89	40	<b>286</b>
<b>Total</b>	<b>436</b>	<b>540</b>	<b>150</b>	<b>1,126</b>

# Retail comp stores sales

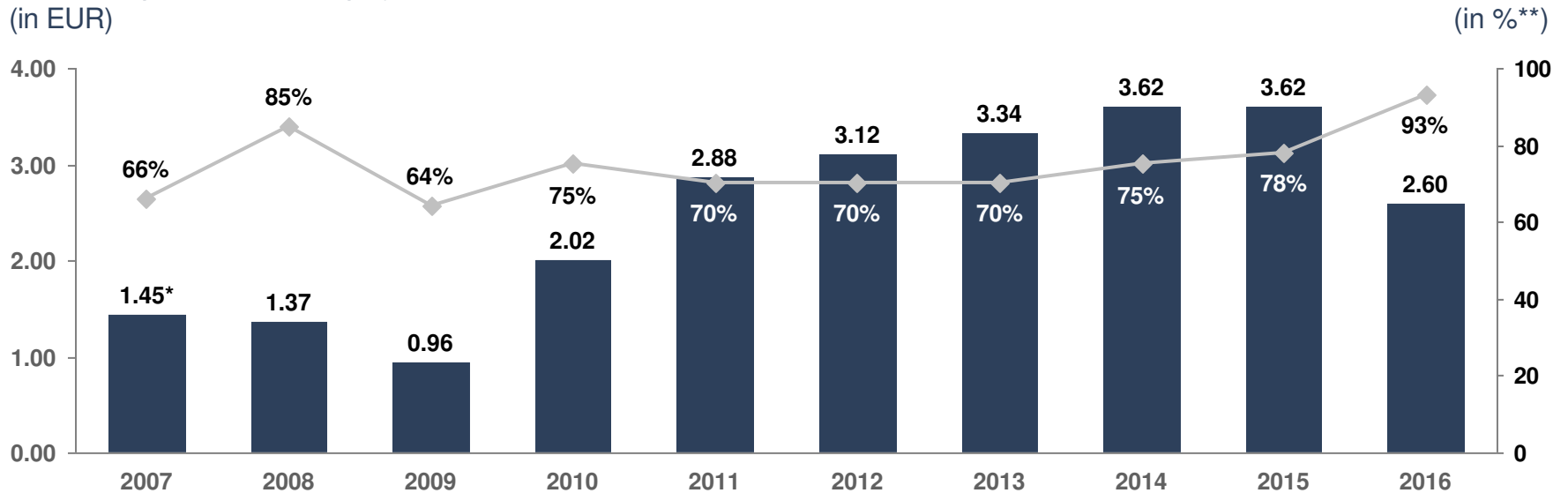
## Retail I-f-I sales development\*



\*FX-adjusted

## Dividend policy

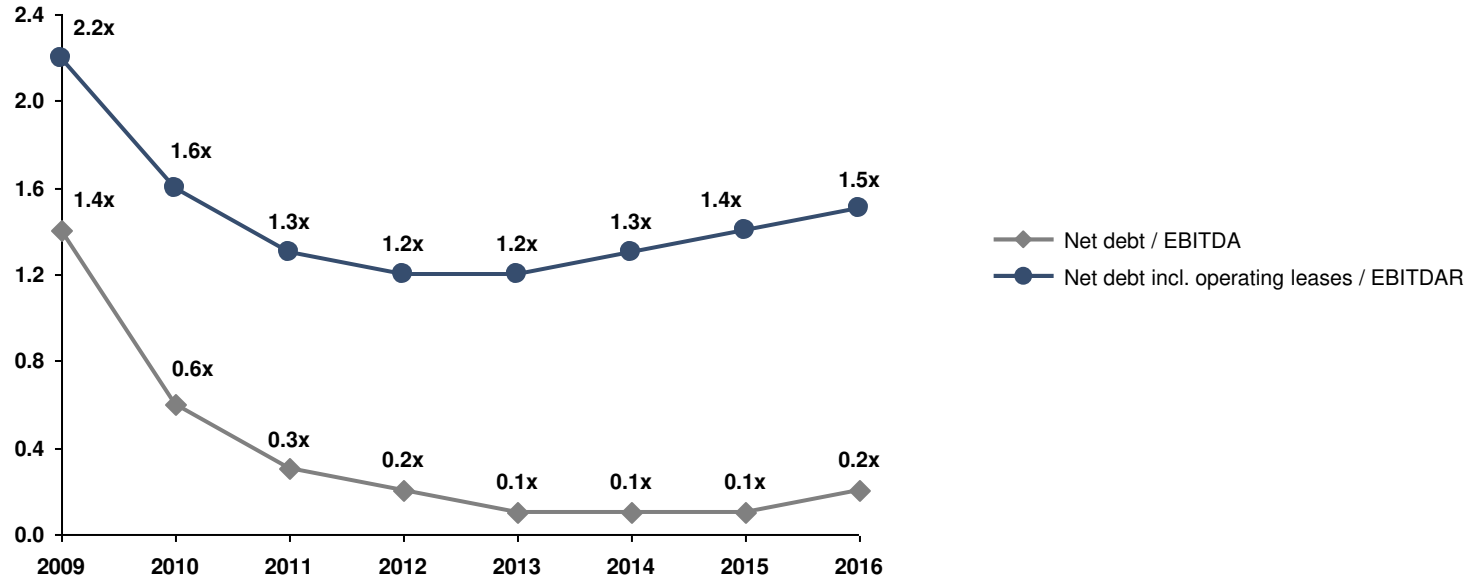
Dividend per share and payout ratio  
(in EUR)



► **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

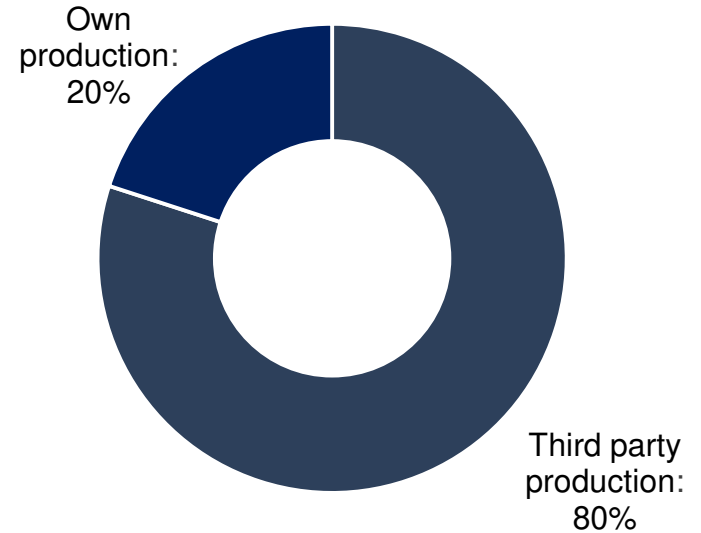
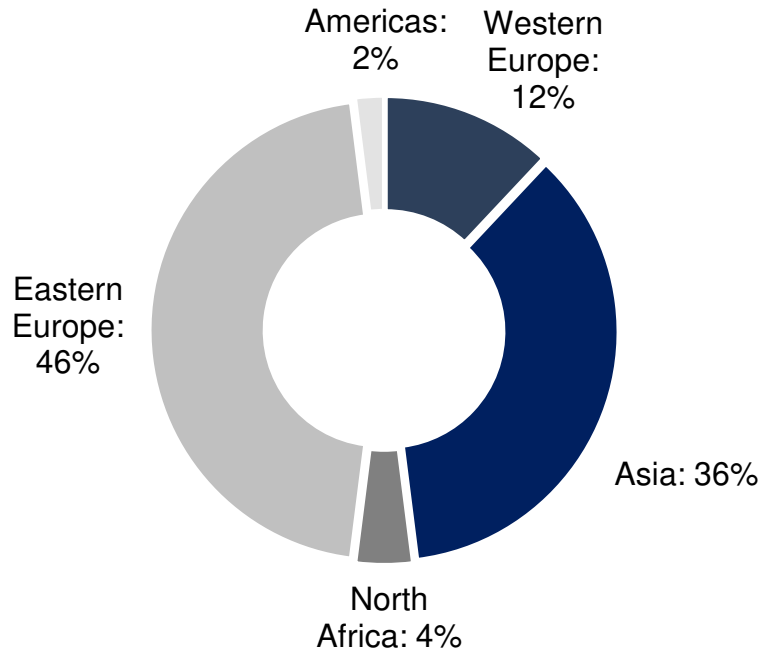
## (Adjusted) financial leverage



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



## Sourcing and production structure\*



\*As of 2016, in value terms

## Multi-Year overview

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

\*EBITDA before special items/Sales \*\*Net financial liabilities/EBITDA before special items \*\*\*Dividend proposal

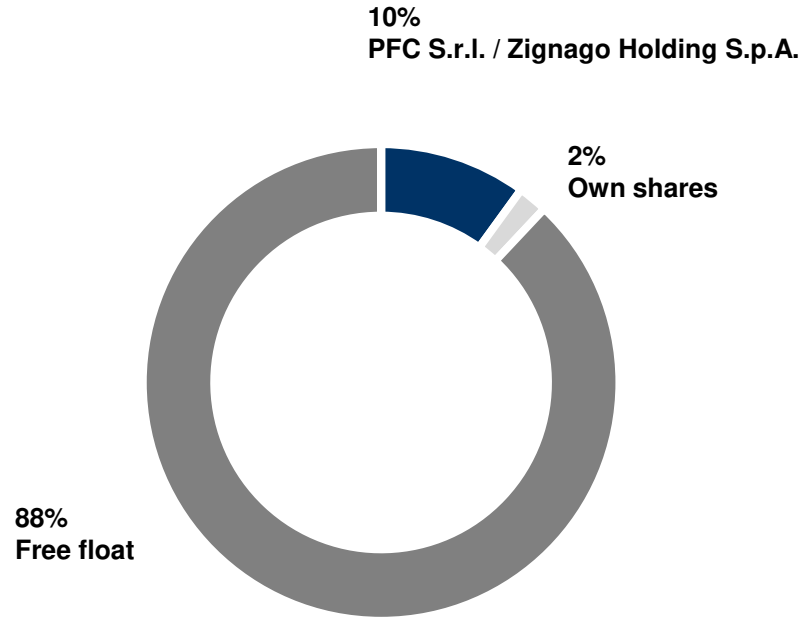
## Analyst coverage

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	Sophie Park
Barclays	Julian Easthope
Berenberg Bank	Zuzanna Pusz
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
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	Louise Singlehurst
Nord LB	Wolfgang Vasterling
Oddo Seydler	Martin Decot
RBC	Piral Dadhania
Société Générale	Thierry Cota
UBS	Fred Speirs

## Shareholder structure\*



\*Source: Share register, voting rights notifications (as of July 2017)

## Financial Calendar 2017 and Investor Relations contact

Date	Event
August 2, 2017	HUGO BOSS Investor Day 2017
August 2, 2017	Publication of the First Half Year Report
November 2, 2017	Publication of the Third Quarter Results

## Investor Relations Contact

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## Forward looking statements contain risks

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