

FULL YEAR 2019 RESULTS PRESENTATION

MARCH 5, 2020

HUGO BOSS



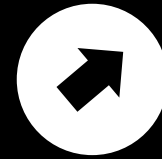
MARK LANGER

CHIEF EXECUTIVE OFFICER





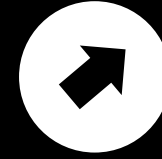
Group sales*



+4%

EUR 825 MILLION

EBIT**



+9%

EUR 122 MILLION

HUGO BOSS with **strong sales**
and earnings growth in Q4

* Currency-adjusted
**Excluding IFRS 16 impact

Adjusted full year 2019 targets achieved

GROUP SALES 2019

EUR **2.9** BILLION

+2%
CURRENCY-ADJUSTED



ONLINE

+ **35%***



New **online partnerships** contribute strongly to sales growth in 2019

Successful expansion of own online store hugoboss.com to Scandinavia and Ireland

Own online business generates sales of EUR 151 million in FY 2019

* Currency-adjusted

RETAIL
PRODUCTIVITY

+ 4%



Further **optimization** of global store network through renovations and new openings

New **store concept** implemented in around 100 BOSS stores

Increase in retail productivity
supported by rollout of store concept

HUGO

+ 5%*



Casualwear with strong double-digit sales increases in 2019

Logo-inspired products very well received by HUGO customers

Momentum at HUGO accelerates,
driven by casualwear

* Currency-adjusted

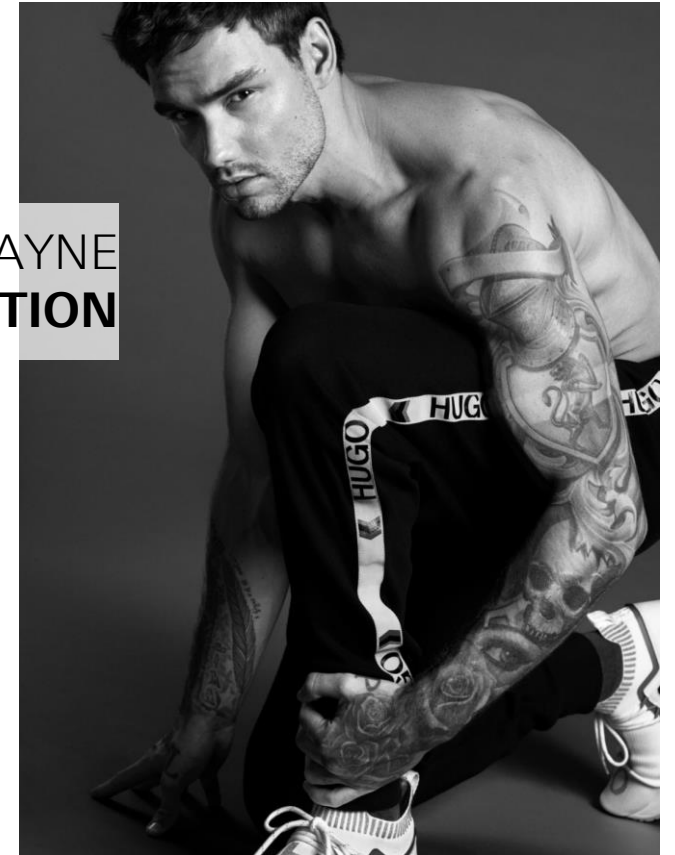
Collaboration with Liam Payne successfully initiated in 2019



HUGO X LIAM PAYNE
BERLIN EVENT

HUGO

HUGO X LIAM PAYNE
CAPSULE COLLECTION



ASIA/
PACIFIC

+ 5%*



Mainland China with double-digit growth on a comparable store basis

Hong Kong impacted by political unrest and demonstrations

Japan, South Korea, and Singapore with robust growth in 2019

Above-average growth in Asia/Pacific
reflects the region's high potential

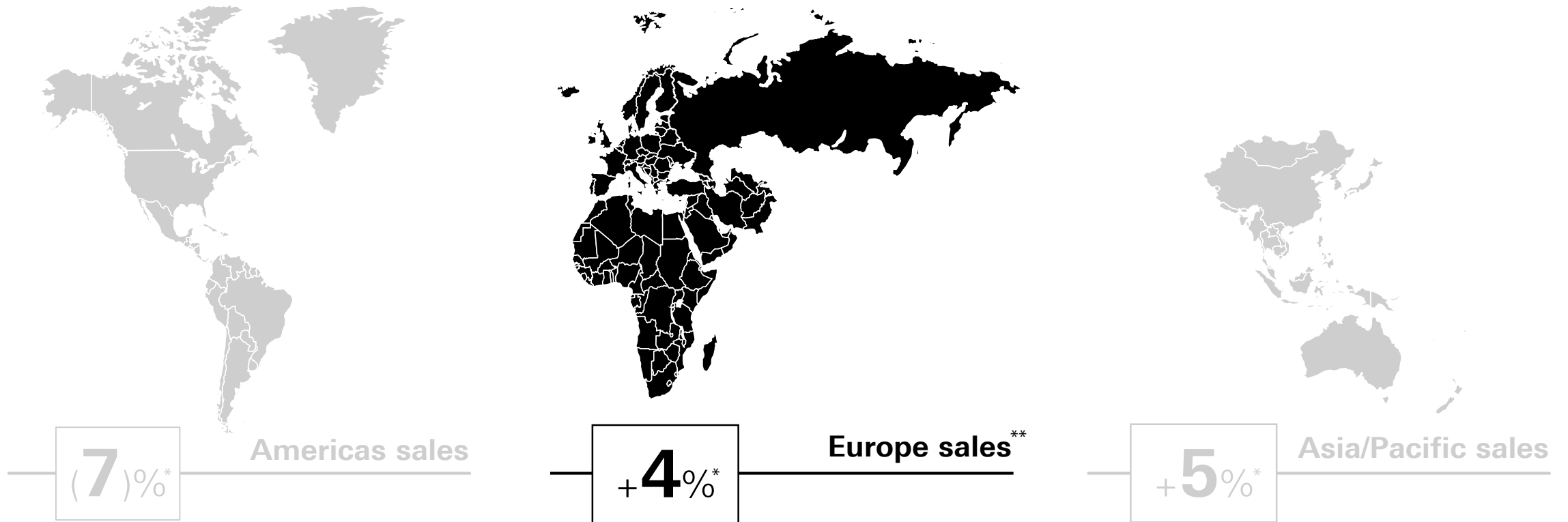
* Currency-adjusted



BOSS

Li Yifeng named new
BOSS Brand Ambassador

Strong **momentum in the UK** drives sales growth in Europe



- Sales increase in the **UK and France**
- Challenging market environment in **Germany** continues in 2019

* Currency-adjusted
**Including Middle East and Africa

Americas impacted by challenging market environment in North America



- Sales in **North America** decline, reflecting challenging environment in U.S. wholesale
- **Brazil and Mexico** with robust sales increases

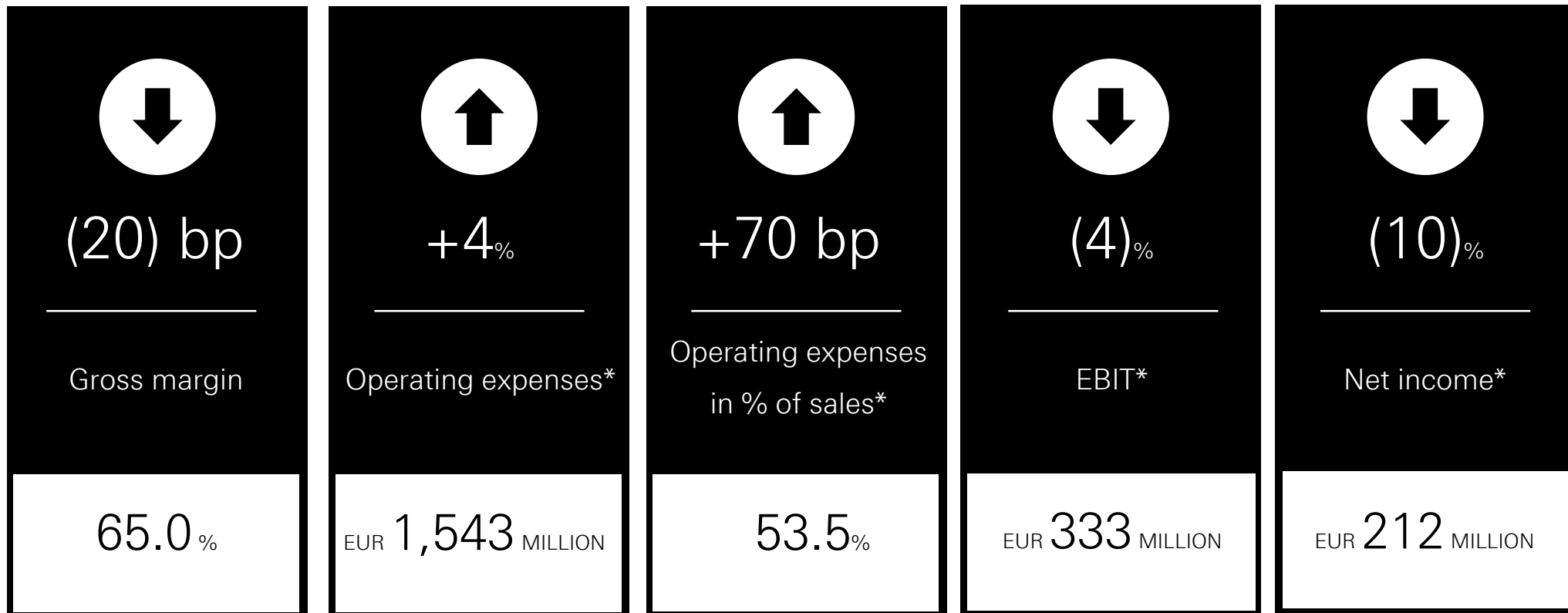
* Currency-adjusted

YVES MÜLLER

CHIEF FINANCIAL OFFICER



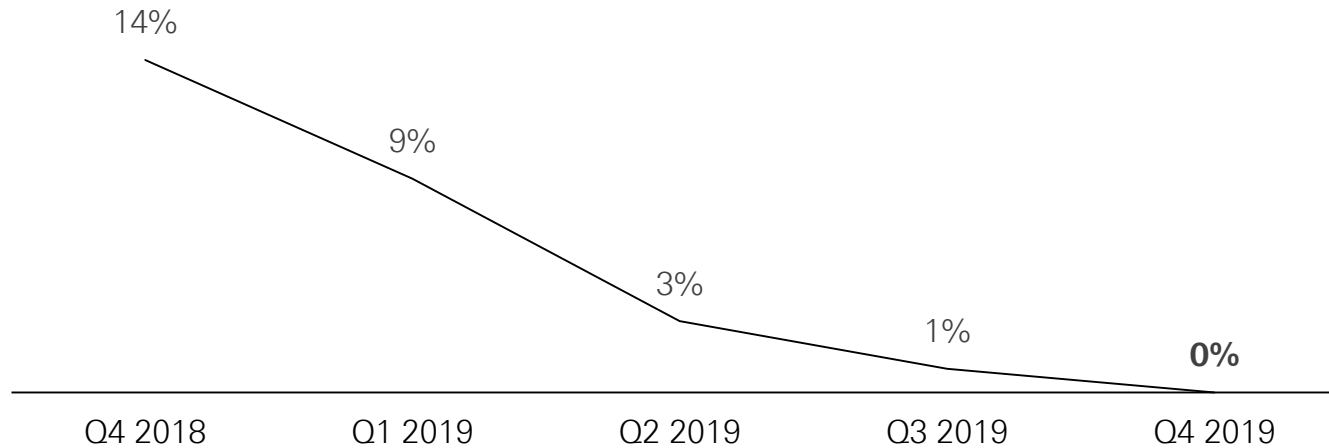
EBIT development impacted by lower gross margin and increase in operating expenses



* Excluding IFRS 16 impact

Inventory growth YOY

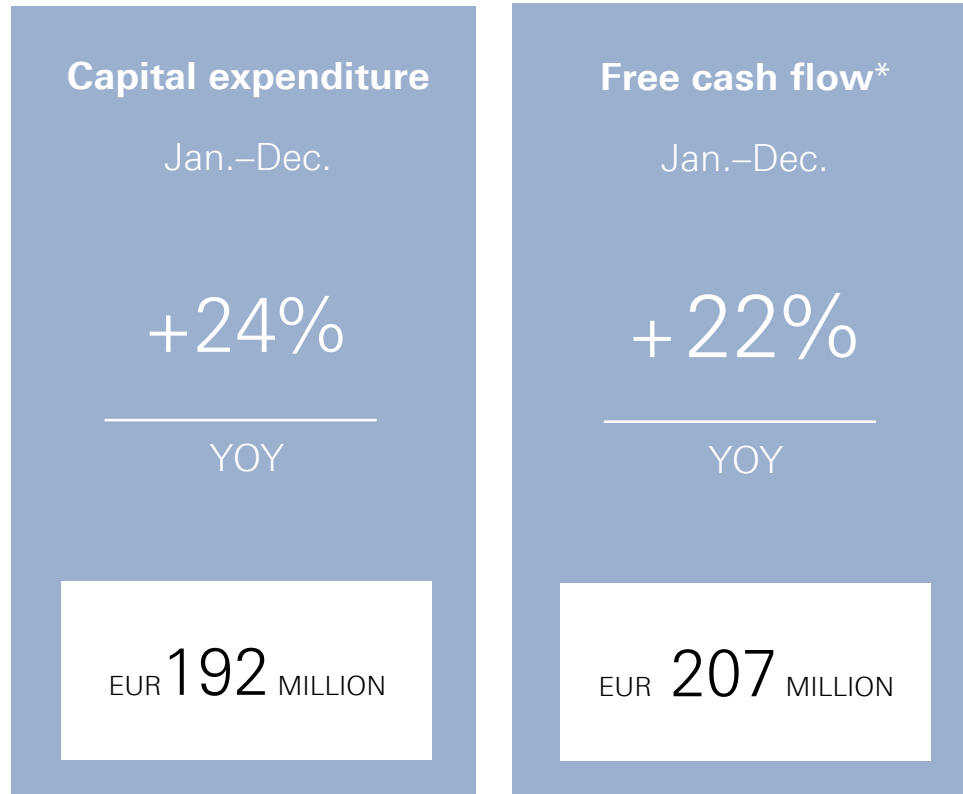
(in % currency-adjusted)



Ongoing strict focus on **inventory management** leads to normalization of inventory growth

Trade net working capital declines by 3%

Normalization of inventory growth
over the course of 2019



Higher **capital expenditure** mainly driven by further investments in own retail

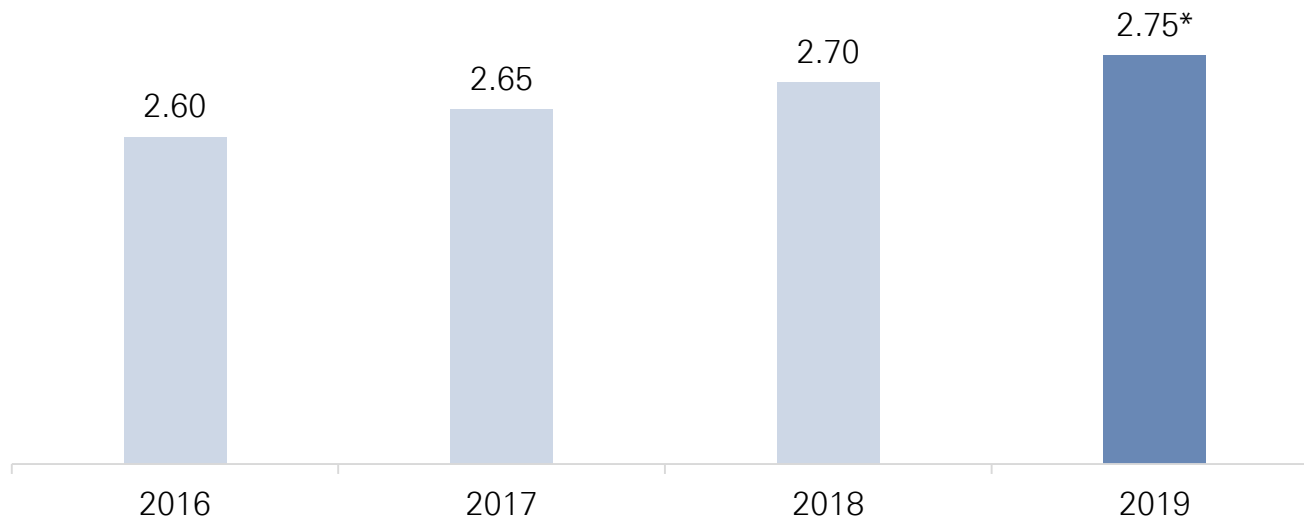
Free cash flow up 22% due to improvements in trade net working capital

Free cash flow
with strong improvement in 2019

* Excluding IFRS 16 impact

Increase in dividend reflects **strong improvement in free cash flow**

Dividend per share
(in EUR)



Dividend proposal of EUR 2.75 per share (+2% versus prior year)

Total **dividend payment** of EUR 190 million (2018: EUR 186 million)

Payout ratio of 93% (2018: 79%)

* Proposal for the 2019 fiscal year

MARK LANGER

CHIEF EXECUTIVE OFFICER



Focus remains on further **executing strategic initiatives**



ONLINE



RETAIL
PRODUCTIVITY



ASIA



HUGO

Driving brand desirability with Fall/Winter 2020 Fashion Show



FALL/WINTER 2020 FASHION SHOW
MILAN, ITALY

BOSS
HUGO BOSS



Driving brand desirability with innovative product launches



Focus on
strengthening
the **business in**
North America



Update on
coronavirus

Outlook

for the full year 2020

**GROUP
SALES**

Development within a range of 0% to +2%

EUR 320 million to EUR 350 million

EBIT*

* Including the effects of IFRS 16

Investor Day 2020

JUNE

METZINGEN, GERMANY

18 | 19



Q&A

