



GUESS?, INC.
INVESTOR DAY

DECEMBER 3, 2019

SAFE HARBOR STATEMENT

Except for historical information contained herein, certain matters discussed in this presentation and the related investor day meeting and webcast, including statements concerning the Company's expectations, future prospects, business strategies and strategic initiatives; statements expressing optimism or pessimism about future operating results, growth opportunities and projected sales (including comparable sales), earnings, capital expenditures, operating margins, cost reduction opportunities and cash needs; and growth rates and outlook for the full year of fiscal 2020 and the period between fiscal 2020 and fiscal 2025, are forward-looking statements that are made pursuant to the safe harbor provisions of the Private Securities Litigation Reform Act of 1995. Forward-looking statements, which are frequently indicated by terms such as "expect," "will," "should," "goal," "strategy," "believe," "estimate," "continue," "outlook," "plan," "create," "see," and similar terms, are only expectations, and involve known and unknown risks and uncertainties, which may cause actual results in future periods to differ materially from what is currently anticipated. Factors which may cause actual results in future periods to differ materially from current expectations include, among others: our ability to maintain our brand image and reputation; domestic and international economic or political conditions, including economic and other events that could negatively impact consumer confidence and discretionary consumer spending; changes in the competitive marketplace and in our commercial relationships; our ability to anticipate and adapt to changing consumer preferences and trends; our ability to manage our inventory commensurate with customer demand; risks related to the timing and costs of delivering merchandise to our stores and our wholesale customers; unexpected or unseasonable weather conditions; our ability to effectively operate our various retail concepts, including securing, renewing, modifying or terminating leases for store locations; our ability to successfully and/or timely implement our growth strategies and other strategic initiatives; our ability to expand internationally and operate in regions where we have less experience, including through joint ventures; risks related to our convertible senior notes issued in April 2019, including our ability to settle the liability in cash; our ability to successfully or timely implement plans for cost reductions; our ability to effectively and efficiently manage the volume and costs associated with our European distribution centers without incurring shipment delays; our ability to attract and retain key personnel; changes to our short or long-term strategic initiatives, including those outlined in this press release and referenced investor day meeting and webcast; obligations or changes in estimates arising from new or existing litigation, tax and other regulatory proceedings; risks related to the complexity of the Tax Reform, future clarifications and legislative amendments thereto, as well as our ability to accurately interpret and predict its impact on our cash flows and financial condition; the risk of economic uncertainty associated with the pending exit of the United Kingdom from the European Union ("Brexit") or any other similar referendums that may be held; changes in U.S. or foreign tax or tariff policy, including changes to tariffs on imports into the U.S.; accounting adjustments identified after issuance of this release; risk of future store asset and/or goodwill impairments or restructuring charges; our ability to adapt to new regulatory compliance and disclosure obligations; risks associated with our foreign operations, such as violations of laws prohibiting improper payments and the burdens of complying with a variety of foreign laws and regulations (including global data privacy regulations); risks associated with the acts or omissions of our third party vendors, including a failure to comply with our vendor code of conduct or other policies; risks associated with cyber-attacks and other cyber security risks; risks associated with our ability to properly collect, use, manage and secure consumer and employee data; risks associated with our vendors' ability to maintain the strength and security of information technology systems; and changes in economic, political, social and other conditions affecting our foreign operations and sourcing, including the impact of currency fluctuations, global tax rates and economic and market conditions in the various countries in which we operate. In addition to these factors, the economic, technological, managerial, and other risks identified in the Company's most recent annual report on Form 10-K and other filings with the Securities and Exchange Commission, including but not limited to the risk factors discussed therein, could cause actual results to differ materially from current expectations. The current global economic climate and uncertainty surrounding potential changes in U.S. policies and regulations may amplify many of these risks. The Company undertakes no obligation to publicly update or revise any forward-looking statements, whether as a result of new information, future events or otherwise.

Non-GAAP Financial Measures: This presentation includes non-GAAP financial measures such as adjusted results and outlook and constant currency financial information. Our non-GAAP financial measures are not meant to be considered in isolation or as a substitute for comparable GAAP measures, and should be read only in conjunction with our consolidated financial statements prepared in accordance with GAAP. Please refer to the Appendix for a reconciliation of non-GAAP financial measures.



- *WELCOME* -

TODAY'S AGENDA



CARLOS ALBERINI
Our Five-Year Plan



NICOLAI MARCIANO
Brand Relevancy



ROB CHONG
Customer Centricity



ILONA CYRULI
Product Excellence



FABRICE BENAROUCHE
Global Footprint



KATIE ANDERSON
FABRICE BENAROUCHE
Financial Overview



Q&A



CARLOS ALBERINI
Closing Remarks



OUR FIVE-YEAR PLAN

CARLOS ALBERINI
CHIEF EXECUTIVE OFFICER





THE GUESS I LEFT IN 2010



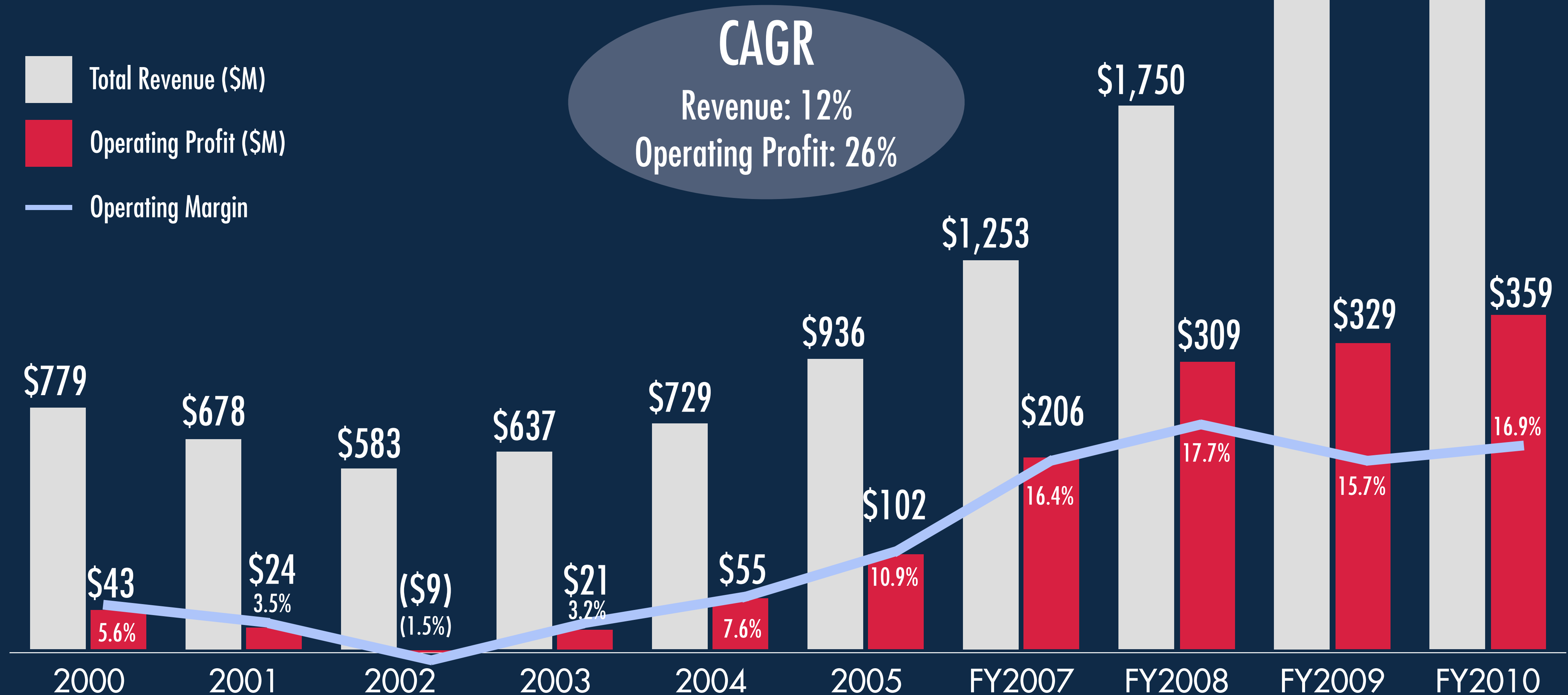
G U E S S B U S I N E S S M O D E L T R A N S F O R M A T I O N

F Y 2 0 0 0 - F Y 2 0 1 0

Single product categories	—————→	Brand lifestyle
Wholesale centric	—————→	Retail driven
Single brand	—————→	Brand portfolio
US focus	—————→	Global focus
Product-focused licensing	—————→	Global retail licensing distribution
Local team	—————→	Global team

BEST IN CLASS GROWTH AND PROFITABILITY

FY2000 - FY2010



The financial metrics above are presented to provide historical context only. The amounts represent the results originally reported for each fiscal year and have not been adjusted to allow them to be comparable to each other or to current period results, which may include reclassifications, the adoption of new accounting standards, or other changes.

STRONG CAPITAL STRUCTURE

FY2010

\$0
●

DEBT

\$502M

CASH POSITION



GUESS TODAY



G U E S S A T A G L A N C E

1981
FOUNDED

\$5bn
SALES AT RETAIL
VALUE

~100
COUNTRIES WITH
OPERATIONS

25
PRODUCT
CATEGORIES

14,000+
GLOBAL ASSOCIATES

\$2.6bn
NET SALES

71%
REVENUE GENERATED
OUTSIDE THE US

GUESS ACHIEVEMENTS AND OPPORTUNITIES

ACHIEVEMENTS

BRAND

Strong global momentum for the GUESS brand

MARKETING

Celebrity partnerships, events and social media presence
New customer reach with Millennials and Gen-Z

GROWTH

Significant global top-line growth
Accretive store expansion in Europe and Asia

PROFIT

Stabilization and improvement of profitability in Americas Retail
Gross margin improvement through IMU growth, lease negotiations, and lower promotional activity

ORGANIZATION

Developed country management and infrastructure

GUESS ACHIEVEMENTS AND OPPORTUNITIES

OPPORTUNITIES

BRAND

Amplify brand reach

MARKETING

Personalize customer touchpoint for Millennials and Generation Z
Increase customer engagement and brand loyalty

PRODUCT

Increase penetration in key categories including denim, Marciano, men's and handbags
Product catered to Heritage, Millennial and Generation Z customers

PROFITABLE GROWTH AND VALUE CREATION

Continue global expansion
Become more profitable, stronger financially, and more valuable

ORGANIZATION

Become a Conscious Capitalist organization
Create an outstanding team to take the Company to the next level of growth and profitability

GUESS HAS A LARGE GLOBAL MARKET OPPORTUNITY



IN A GLOBAL MARKET THAT IS EXPECTED TO GROW

2019

2023

\$2.3T

Global Apparel +
Accessories Market

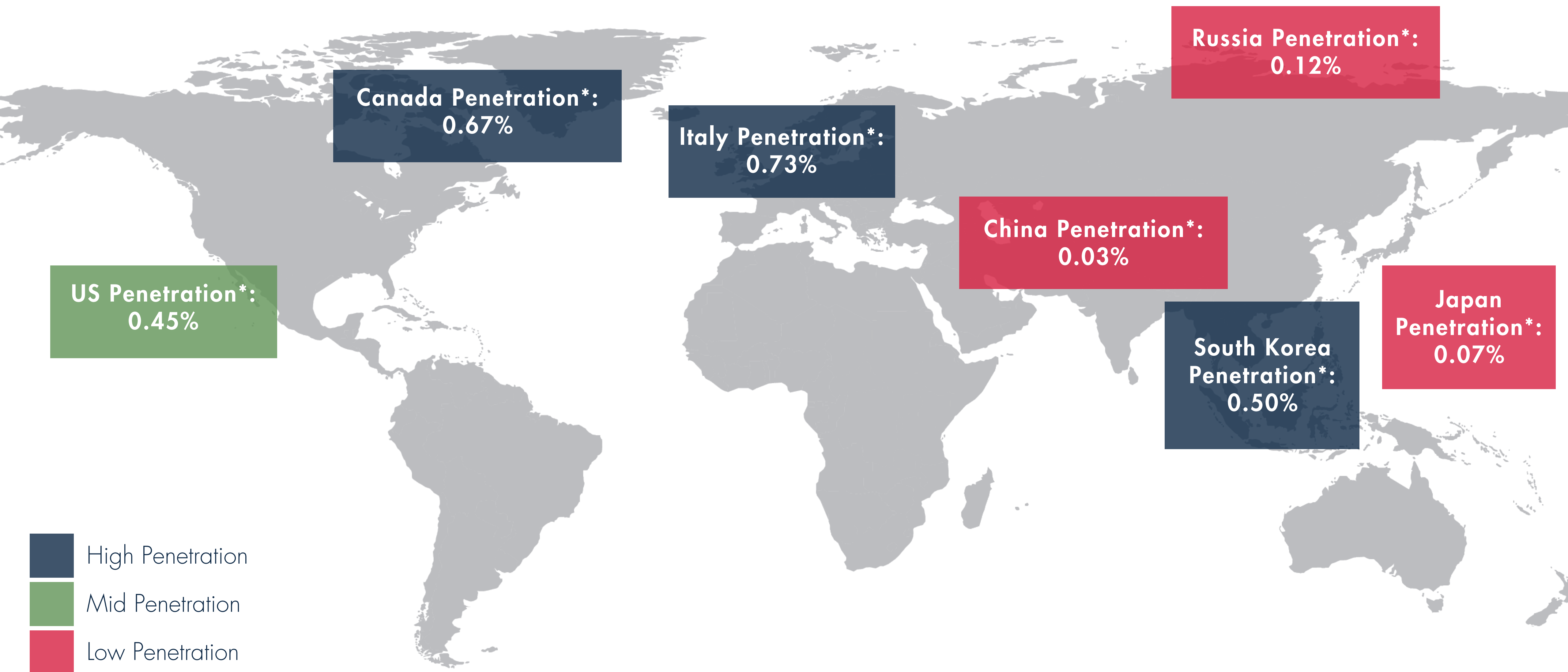
4%
(CAGR growth
projected)

\$2.6T

Global Apparel + Accessories Market

FORECASTED PROJECTION

GLOBAL UPSIDE PENETRATION OPPORTUNITY



*Percentage value based upon GUESS sales at retail value and global market sizing provided by Statista.

NEW DYNAMICS CREATE FUTURE CONSUMER OPPORTUNITIES



MAJOR MARKETS ARE EMERGING

China is **poised** to overtake the US as the **largest fashion market** in 2019.

India is **pacing** to become the **6th largest apparel market** in the world.



THERE WILL BE MORE CONSUMERS

Fashion consumption is driven by more buying **power**, as the number of potential customers is projected to grow to more than 1.2B by 2020.

The **majority of these new consumers** are within the 16 - 24 and 25 - 34 age groups.



CONSUMERS ARE BUYING MORE

The **average person today** buys **60% more** items of clothing than they did 15 years ago.



STORES MAINTAIN RELEVANCE

95% of Generation Z visited a **physical store** in a three-month period, more than Millennials or Generation X.

CONSUMER EXPECTATIONS AND BEHAVIORS ARE EVOLVING

DIGITAL

40% of fashion retail sales occur online and will continue to show double-digit growth.

PERSONALIZATION

63% of consumers prefer **personalized** recommendations.

SOCIAL MEDIA

80% of Generation Z and 74% of Millennials say social media influences their purchases.



EXPERIENTIAL

69% of consumers believe attending live **experiences** helps them **connect better** with brands.

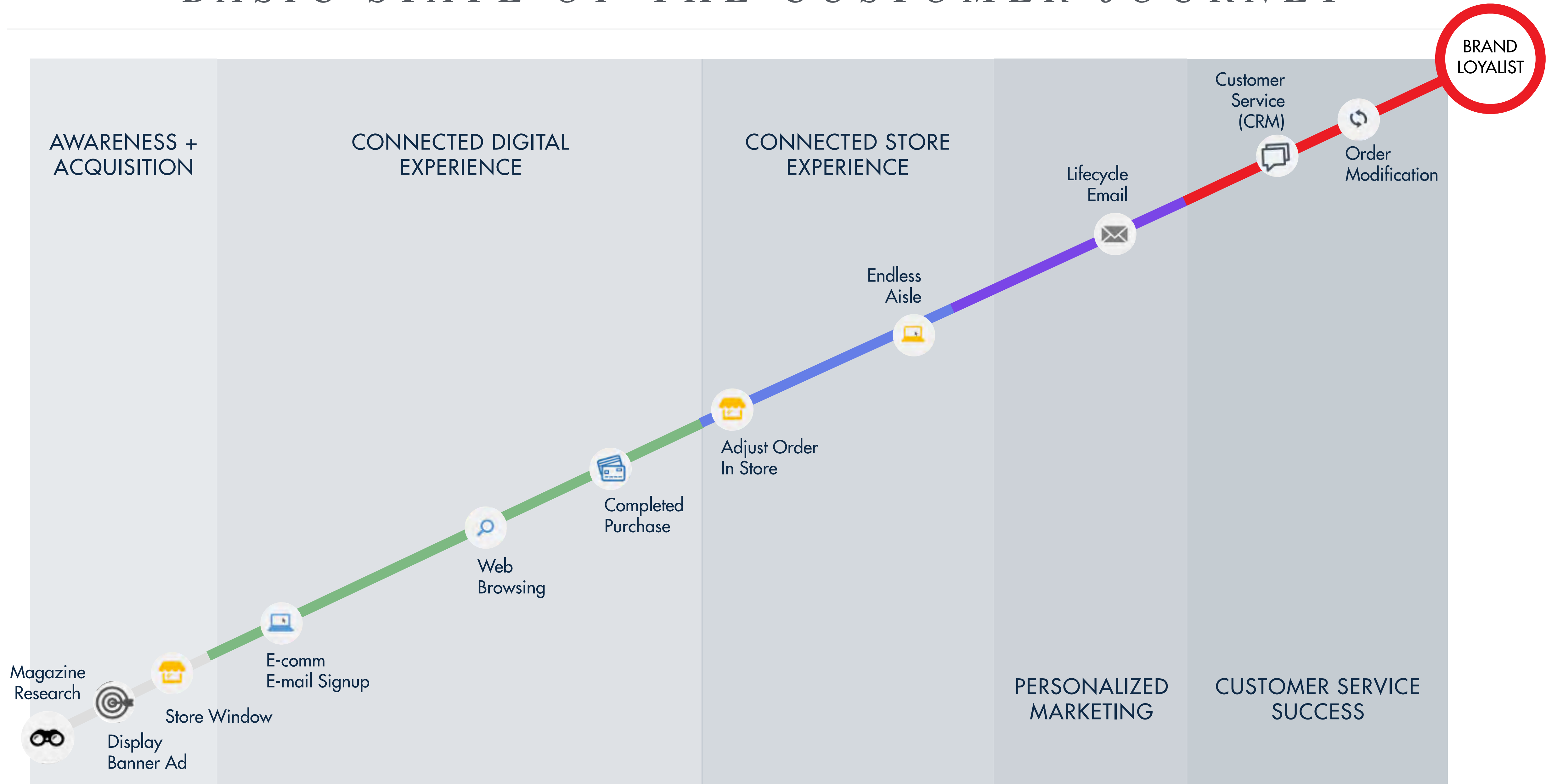
MOBILE

82% consult their **smartphone** on a **purchase** they are about to make in store.

SUSTAINABILITY

A third of consumers now choose to buy brands based on their **policy transparency**, **social** and **environmental impact**.

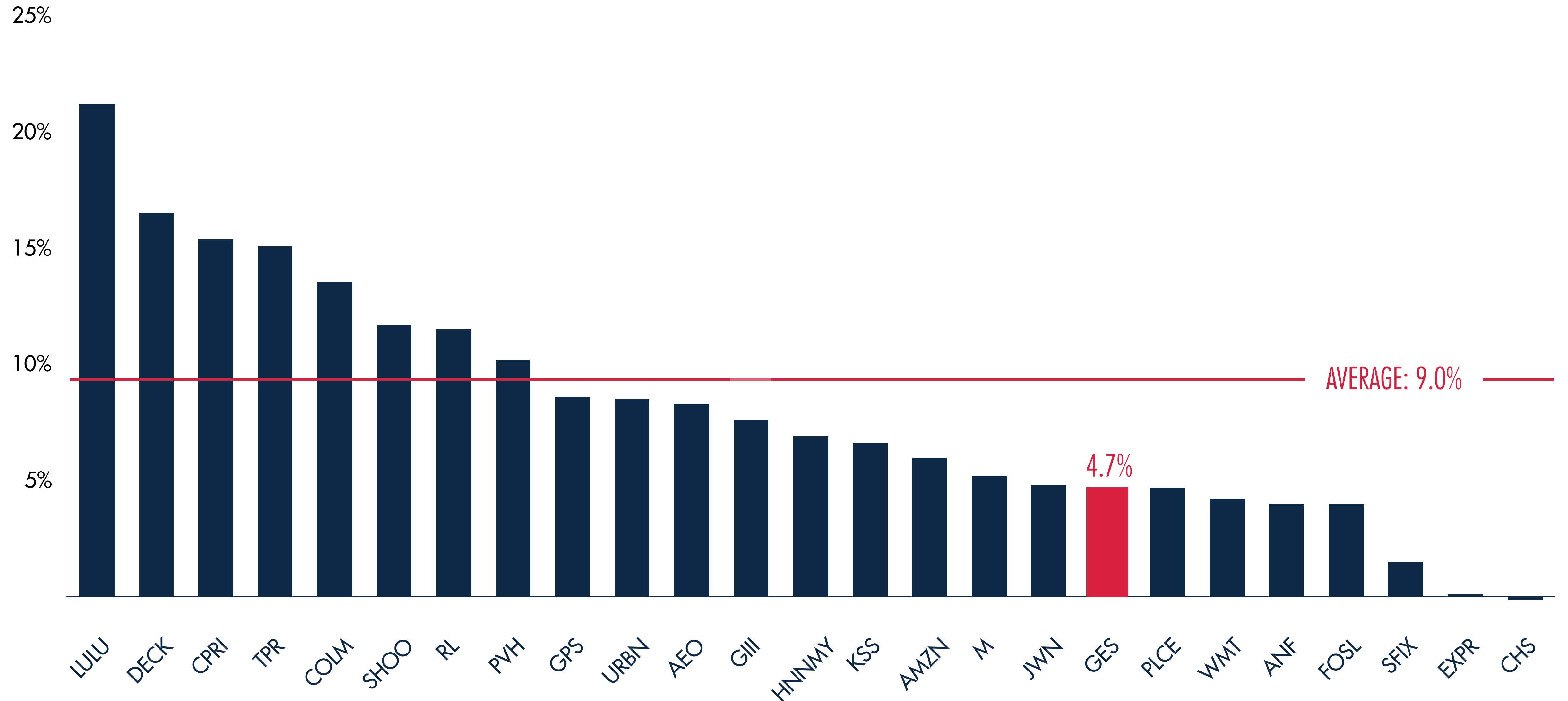
BASIC STATE OF THE CUSTOMER JOURNEY



FULL CUSTOMER CENTRICITY VISION



LTM OPERATING MARGIN





*BY FY25 WE PLAN TO
DELIVER:*

Approximately \$250M incremental
sales to reach \$3.0B

Approximately \$150M incremental
operating profit to double to \$300M

10% operating margin - up 450 bps

EPS \$3.00 from \$1.31 to \$1.36

- THE STRATEGIC - FRAMEWORK



PURPOSE

Why our organization exists.

VISION

The long term strategic intent of the Company. We start with the end in mind, and our vision statement is the big picture of what will guide our decisions.

STRATEGIC OBJECTIVES

The major targets or end results that will make our vision come to life. These align directly to the vision.

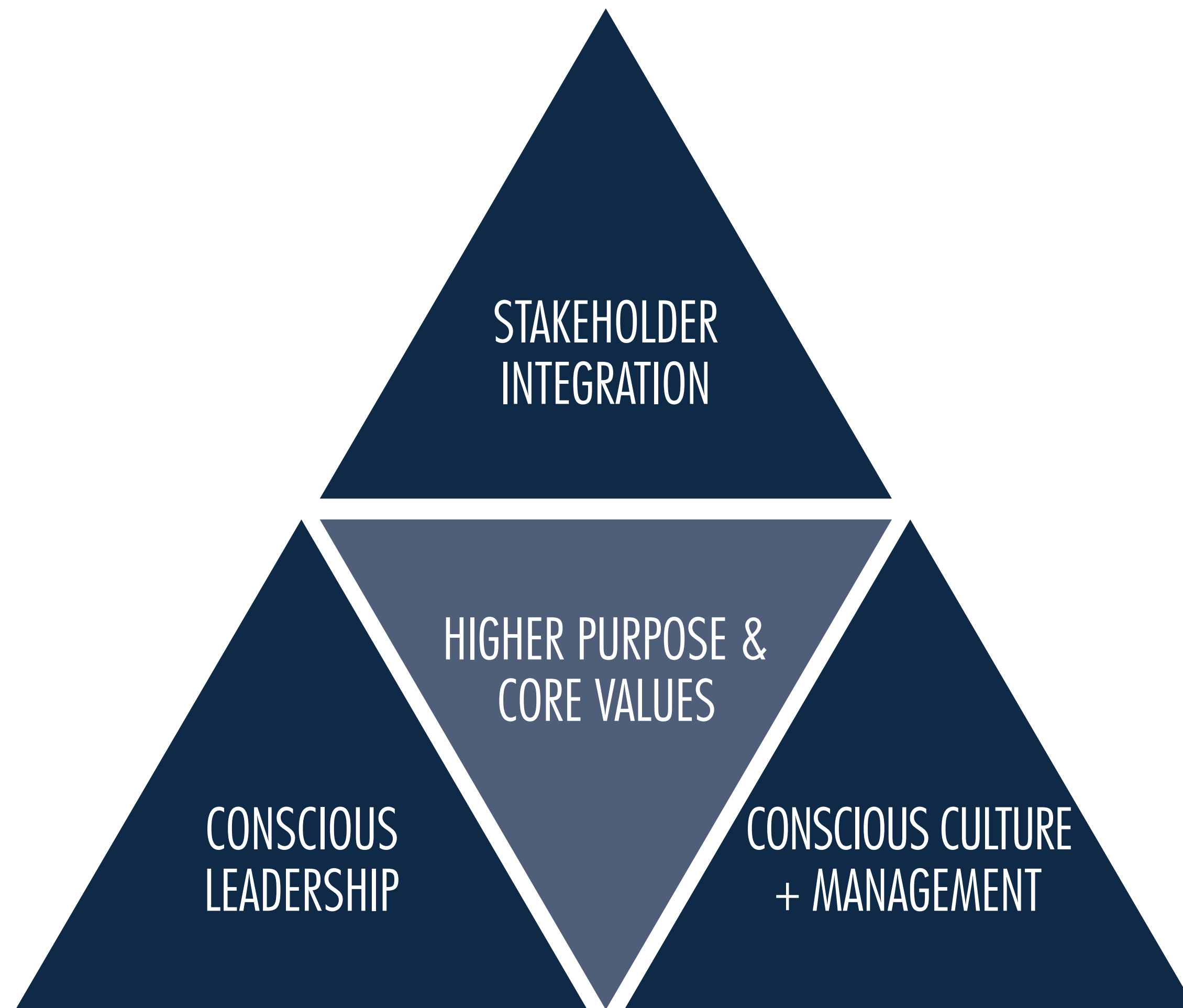
STRATEGIC INITIATIVES

Our specific tactical actions that are designed to achieve our objectives. They have specific timelines, accountability, and resources.

GOALS

Individual measurements of success.

COMMITMENT TO CONSCIOUS CAPITALISM

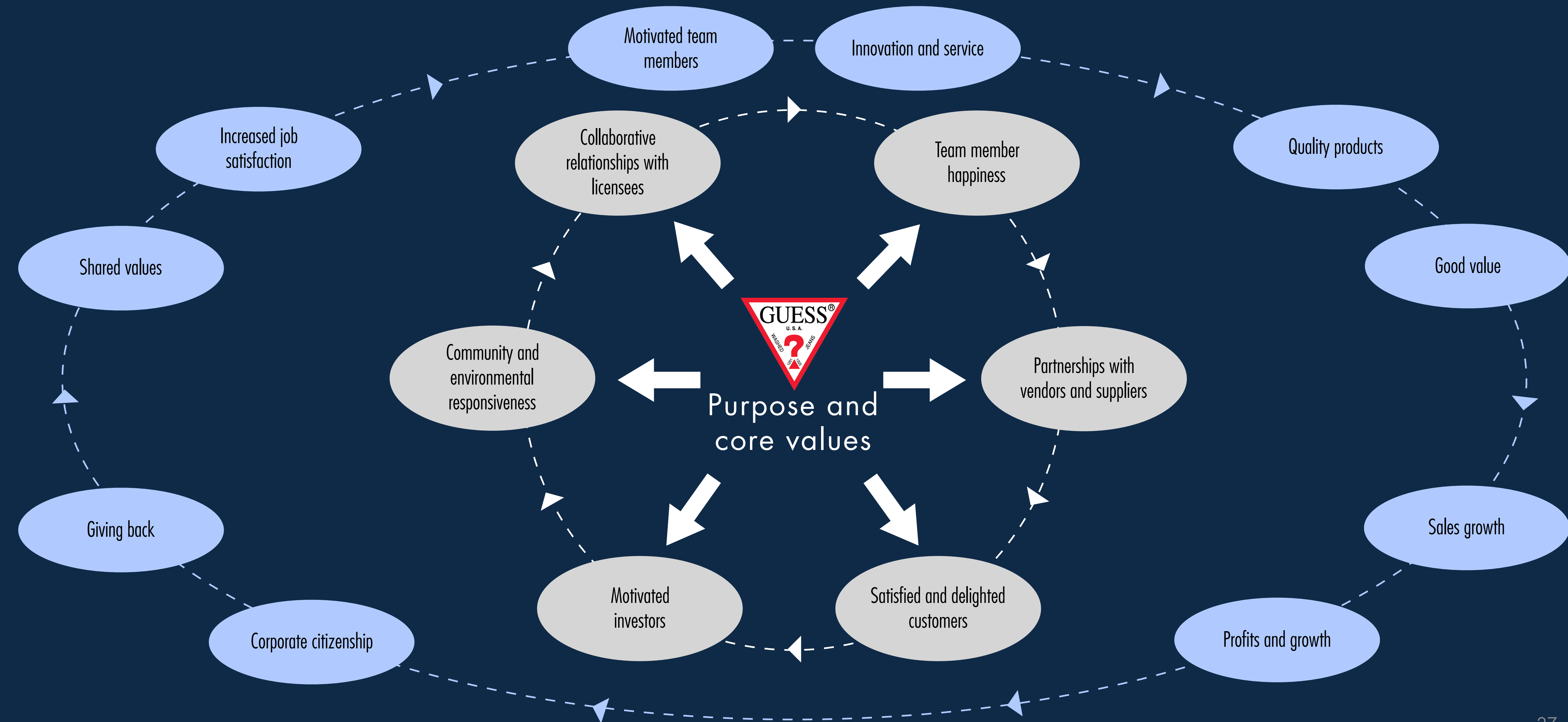


“Companies need to shift their emphasis from profit maximization to purpose maximization.”

John Mackey

Former CEO, Whole Foods
Co-Author, Conscious Capitalism

THE GUESS STAKEHOLDER ECOSYSTEM





DEFINING OUR PURPOSE

INSPIRATION
EMPOWERED
LIVE PASSIONATELY
CONFIDENT
AUTHENTIC
DREAM
UNIQUE



OUR PURPOSE

To inspire our customers to feel
confident and passionate about their
style and their future...

At GUESS, we dare to dream.

OUR VISION

- **Passionate** about our customers
 - Inspire them to **express their true selves** in the way they live their lives
 - One of the **coolest brands** in the fashion industry
 - Offering a **seamless customer experience**
 - ▶ **Amazing product**
 - ▶ **Omnichannel capabilities**
 - ▶ **Speed and flexibility**
 - Delight GUESS' highly desirable and loyal customers
 - **Best in class global team** that works effectively to achieve common goals
-

OUR 6 KEY STRATEGIC OBJECTIVES

FY25

\$3B OF REVENUES
10% OF OP. MARGIN

*ORGANIZATION
AND CULTURE*

We will always strive to have a best in class team of highly engaged and highly committed individuals.

*FUNCTIONAL
CAPABILITIES*

We will always invest in our infrastructure to support our business effectively and efficiently.

*BRAND
RELEVANCY*

We strive for our brands to always be relevant with our three target consumer groups: Heritage, Millennials, and Generation Z.

*CUSTOMER
CENTRICITY*

We will always place the customer at the center of everything we do.

*PRODUCT
EXCELLENCE*

We will design and make amazing products, and will extend our product offering to support our customers' lifestyles.

*GLOBAL
FOOTPRINT*

We will develop an effective and profitable global distribution ecosystem.

GUESS VISION

OUR 17 KEY STRATEGIC INITIATIVES

ORGANIZATION AND CULTURE	FUNCTIONAL CAPABILITIES	BRAND RELEVANCY	CUSTOMER CENTRICITY	PRODUCT EXCELLENCE	GLOBAL FOOTPRINT
1. Organizational Development Design and Implementation	2. Supply Chain Optimization for Sourcing and Production	7. Brand Assessment	9. Customer Centricity Roadmap Design and Implementation	12. Product Excellence Model Development	15. Global Footprint Development and Execution
	3. Logistics Network Optimization	8. Brand Partnerships' Model Optimization	10. Salesforce Platform Implementation	13. Explore New Product Licensing Opportunities	16. Real Estate Optimization Plan
	4. IT Roadmap for Globalization and Efficiency		11. Omnichannel Experience Redesign	14. Global Product Development	17. Asia Hub Development
	5. Inventory Management Systems Design and Implementation				
	6. Efficiencies, Cost Savings and Profit Improvement Project				



OUR 17 KEY STRATEGIC INITIATIVES

ORGANIZATION AND CULTURE

1. Organizational Development Design and Implementation



OUR 17 KEY STRATEGIC INITIATIVES

FUNCTIONAL CAPABILITIES

- 2. Supply Chain Optimization for Sourcing and Production
- 3. Logistics Network Optimization
- 4. IT Roadmap for Globalization and Efficiency
- 5. Inventory Management Systems Design and Implementation
- 6. Efficiencies, Cost Savings and Profit Improvement Project



OUR 17 KEY STRATEGIC INITIATIVES

BRAND RELEVANCY

- 7. Brand Assessment
- 8. Brand Partnerships' Model Optimization



OUR 17 KEY STRATEGIC INITIATIVES

CUSTOMER CENTRICITY

- 9. Customer Centricity Roadmap Design and Implementation
- 10. Salesforce Platform Implementation
 - E-Commerce
 - Marketing
 - 360 Customer View
- 11. Omnichannel Experience Redesign



OUR 17 KEY STRATEGIC INITIATIVES

PRODUCT EXCELLENCE

- 12. Product Excellence Model Development
- 13. Explore New Product Licensing Opportunities
- 14. Global Product Development
 - Outlet line US/Europe



OUR 17 KEY STRATEGIC INITIATIVES

GLOBAL FOOTPRINT

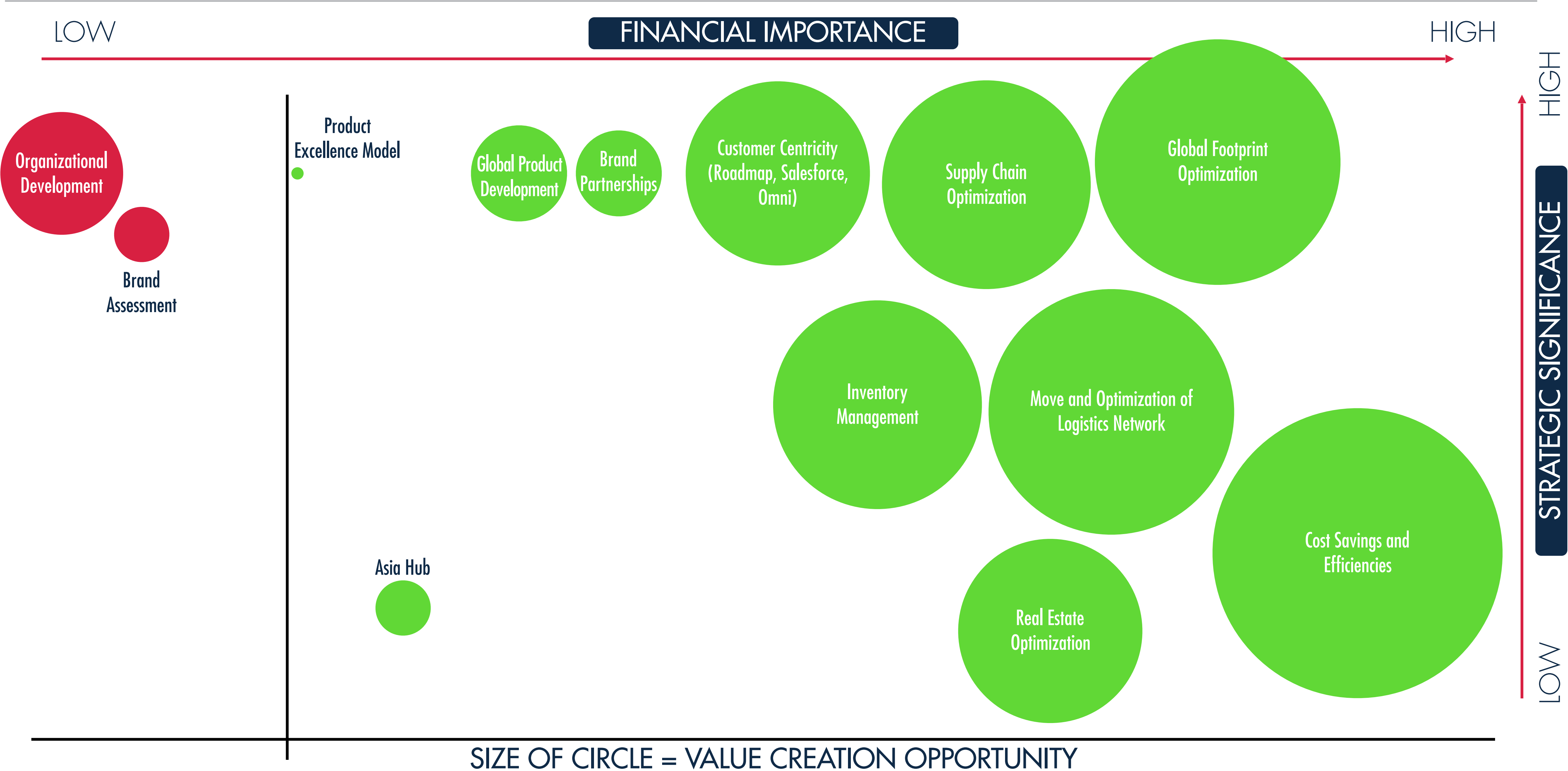
15. Global Footprint Development and Execution

- Region 1 - US/Canada/Latin America
- Region 2 - Europe/Middle East
- Region 3 - China/South Korea/Japan/South East Asia

16. Real Estate Optimization Plan

17. Asia Hub Development

OUR PRIORITIZATION MATRIX



OUR CULTURE AND ORGANIZATION



OUR BRAND

Protect the brand,
its products and its
distribution with
integrity

Never compromise
our standards of
quality



OUR PEOPLE

Do what we love with
people we love

Focus on the quality of
the people we hire

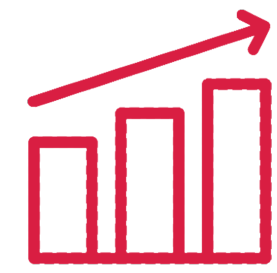
Foster a spirit of diversity,
inclusivity, collaboration
and partnership



OUR CUSTOMERS

Place the customer at
the center of
everything we do

Develop amazing
product to support the
customers' lifestyle
and local market
preferences



OUR BUSINESS MODEL

Invest in growing
muscles, not fat

Grow profitability at a
faster rate than revenues



FUNCTIONAL CAPABILITIES

We will invest in our infrastructure to support our business effectively and efficiently. We will always develop our plans based on our projected growth so we have the required capacity to service our business.

AN AGILE + RESPONSIBLE SUPPLY CHAIN

IMPROVED COST



Mitigate China tariffs
by moving production

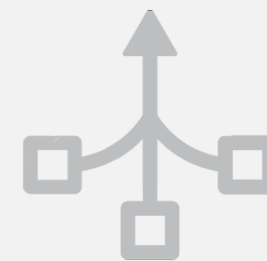
From annual China production volume to the US
of 47% in FY20 to 23% in FY21



US sourcing and
procurement transition to EU

With significant savings in COGS

HIGHER QUALITY



Vendor consolidation
across NA and EU

From 529 vendors (Dec '18) to
±200 vendors (Mar '20)



Emphasis on
sustainable manufacturing

Eco product and packing guidelines

FASTER LEAD TIMES



Direct to vendor to create
a more lean supply chain

Eliminates commissions to agents



Digitization of PD
processes

Opportunity to reduce lead times
by almost 2 months

LOGISTICS

NORTH AMERICA

Consolidate two Canadian DCs into one large automated DC

Bypass DC for full case shipments

Introduce pre-packs for more efficient picking

Reduce CAS for wholesale accounts

Increase automation in KYDC

EUROPE

Evaluate EU logistics hubs based on labor cost, proximity to consumption centers, and rent

Our analysis showed significant CPU improvement opportunity by moving logistics hubs to lower labor cost markets

Improve service levels and automation

IT 5-YEAR PLAN

CUSTOMER FACING



SALESFORCE IMPLEMENTATION



OMNICHANNEL CAPABILITIES



RETAIL STORE UPGRADES

INFRASTRUCTURE



GLOBALIZATION



SUPPLY CHAIN



WHOLESALE DISTRIBUTION

INVENTORY MANAGEMENT

HAVE THE RIGHT PRODUCT, AT THE RIGHT TIME, AT THE RIGHT LOCATION,
WHILE PROTECTING GROSS MARGIN PERFORMANCE



PRODUCT



TIME



LOCATION



GROSS
MARGIN

INVENTORY MANAGEMENT

USING DATA TO IMPACT DECISION MAKING

Leverage Artificial Intelligence and Machine Learning to improve inventory management
(‘SMART’ automated solutions)



PRODUCT

SMART
MERCHANDISE
PLANNING



LOCATION

SMART
ALLOCATION
OPTIMIZATION



GROSS
MARGIN

SMART
MARKDOWN
OPTIMIZATION

BRAND ARCHITECTURE ASSESSMENT

UNDERSTAND HOW THE BRAND PURPOSE
IMPACTS OVERALL BRAND ARCHITECTURE.

EVALUATE OUR BRANDS

- Market position
- Consumer perception
- Competition
- Brand connections
- Distribution channel impact
- Social Media Sentiment
- Customer sales opportunities
- New customer acquisition















CUSTOMER CENTRICITY

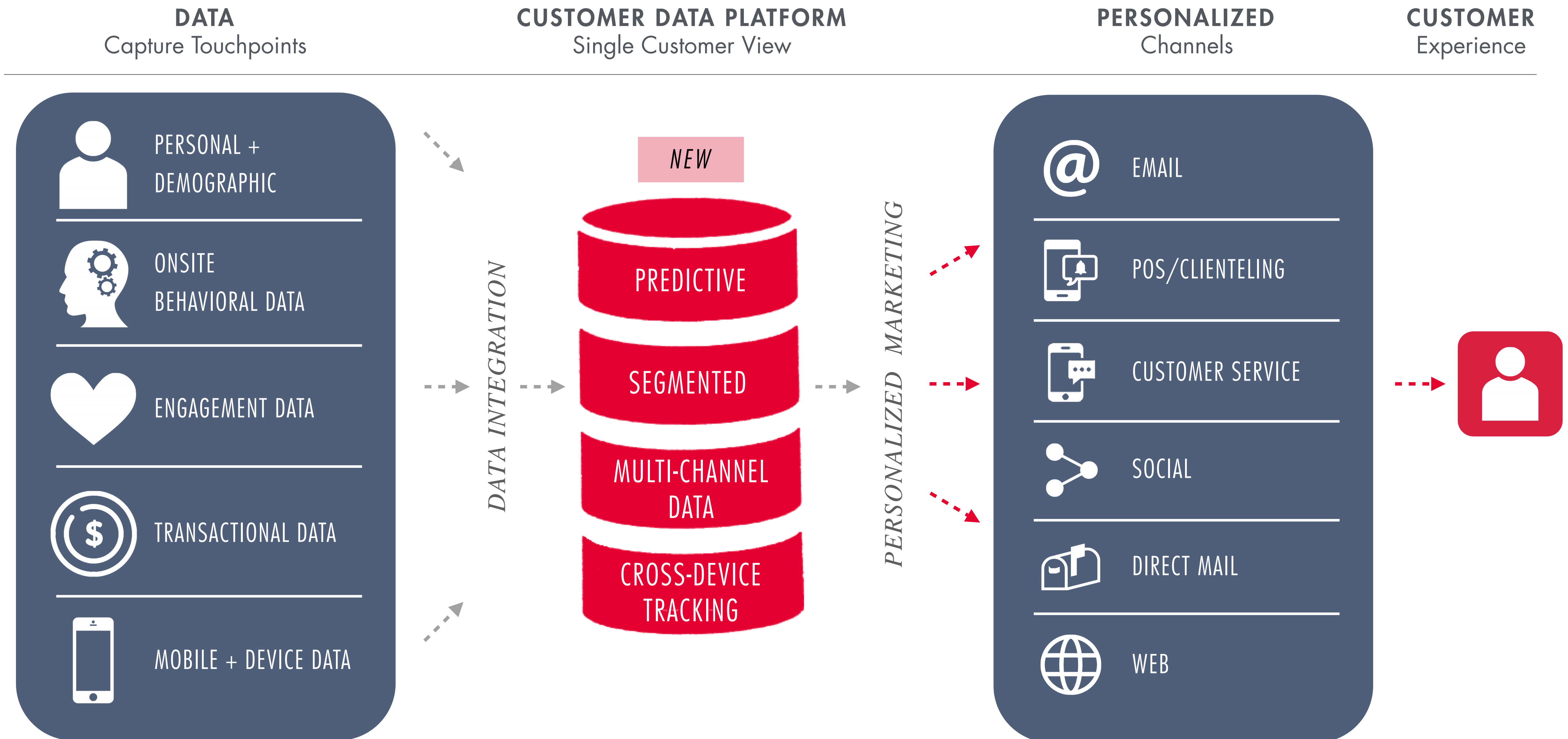
ROB CHONG

SENIOR DIRECTOR OF CUSTOMER ANALYTICS & RELATIONSHIP MANAGEMENT



PLACING THE CUSTOMER AT
“THE CENTER OF
EVERYTHING WE DO”

HOW WE WILL ENABLE CUSTOMER CENTRICITY



CUSTOMER CENTRICITY ROADMAP



COLLECT DATA

Across all our customer touchpoint to enrich our understanding of the customer



SEGMENT

Using machine learning and AI to transform our customer data into actionable segments and personas that represent our most valuable customers



SOCIAL MEDIA/ DIGITAL MARKETING

Acquire new customers across all our channels using custom audience tracking

Retain customers with specific messaging and re-targeting

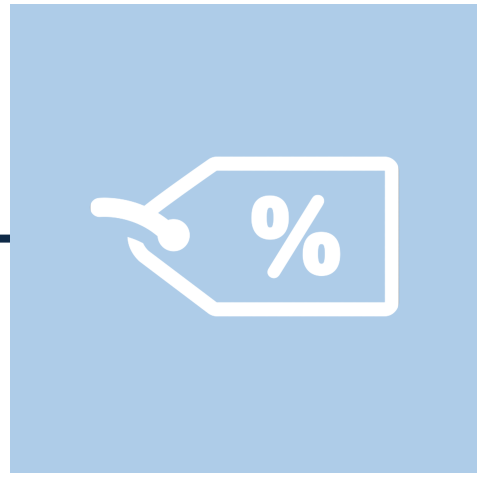


PERSONALIZATION/ LOCALIZATION

Email personalized based on both loyalty data and purchase behaviors

Website localized using customer product affinities, price sensitivity and personas to inform merchandising and site experience

CUSTOMER CENTRICITY ROADMAP



PROMOTIONS/ OFFERS

Leverage “I’m Special” offers to maximize retention and profit



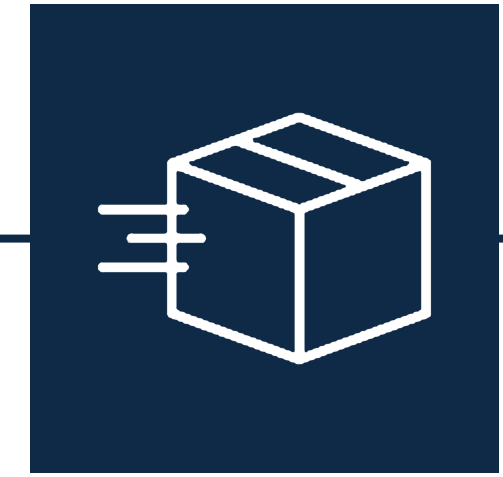
STORE SEGMENTATION/ UNIQUE ASSORTMENTS

Segmented by geography-based trends and localize customer affinities, assuring that each store receives assortments and allocations optimized for their local customer base



CLIENTELING

Improve clienteling by upgrading our Client App to help stores take advantage of localized data and capture customer input and needs



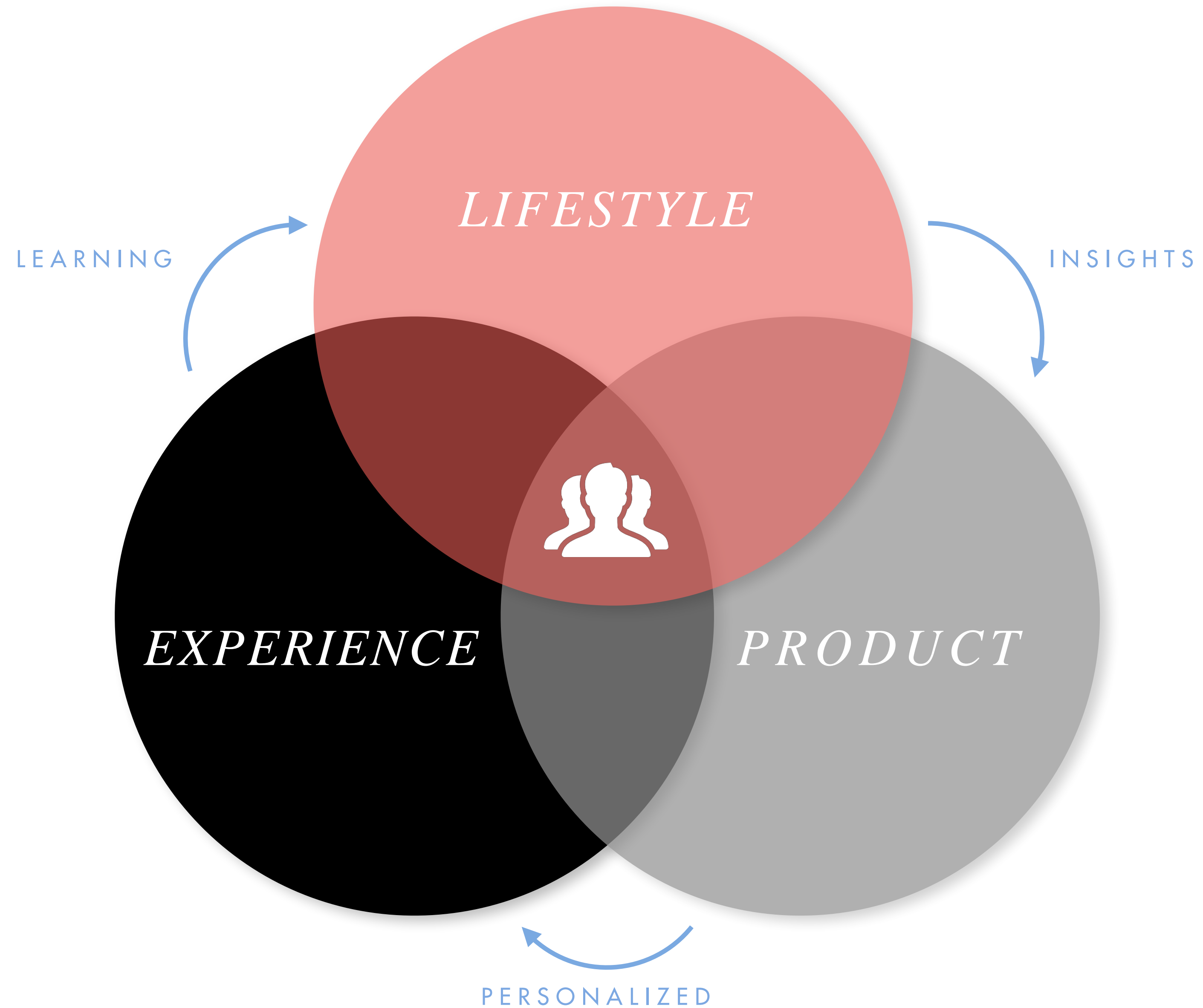
INNOVATE/TEST/ REACT

Constantly test and launch new distribution and fulfillment models

OUR CUSTOMER CENTRIC MISSION

TO FUNDAMENTALLY ALIGN GUEST'S
PRODUCTS AND EXPERIENCES WITH THE
WANTS AND NEEDS OF OUR
MOST VALUABLE CUSTOMERS

THE GUESS CUSTOMER CENTRIC MODEL



LARGE GLOBAL LOYALTY PROGRAM

REGION 1
AMERICAS

2.8M

REGION 2
EUROPE

1.4M

REGION 3
ASIA

1.4M

5.6M GLOBAL LOYALTY CUSTOMERS

WE WIDELY RESONATE ACROSS 3 GENERATIONS OF CONSUMERS



HERITAGE

Age: 40+ years old
Spending Power: \$1.33 trillion
Population Size: 1.44 billion

- Brand loyal
- Influenced by: celebrities (ie: actors), Facebook
- Seek product information
- Respond to digital and traditional advertising



MILLENNIAL

Age: 25-39 years old
Spending Power: \$1.3 trillion
Population Size: 1.72 billion

- Value experiences over tangible items
- Influenced by: Influencers, IG
- Look to them as co-creators
- Bounty hunter, thrill of the deal



GEN-Z

Age: 10-23 years old
Spending Power: \$400+ billion
Population Size: 2.52 billion

- View wealth as success + like luxury brands
- Influenced by: micro-influencers, YouTube
- Aspirational browsers, community show + tell
- Less deal driven, loves social good



HERITAGE SEGMENT

Age: 40+ years old

45%

OF NA ONLINE SALES

FOCUS // MAINTAIN



MILLENNIAL CUSTOMER

Age: 25-39 years old

35%

OF NA ONLINE SALES

FOCUS // GROW



GEN-Z CUSTOMER

Age: 10-23 years old

20%

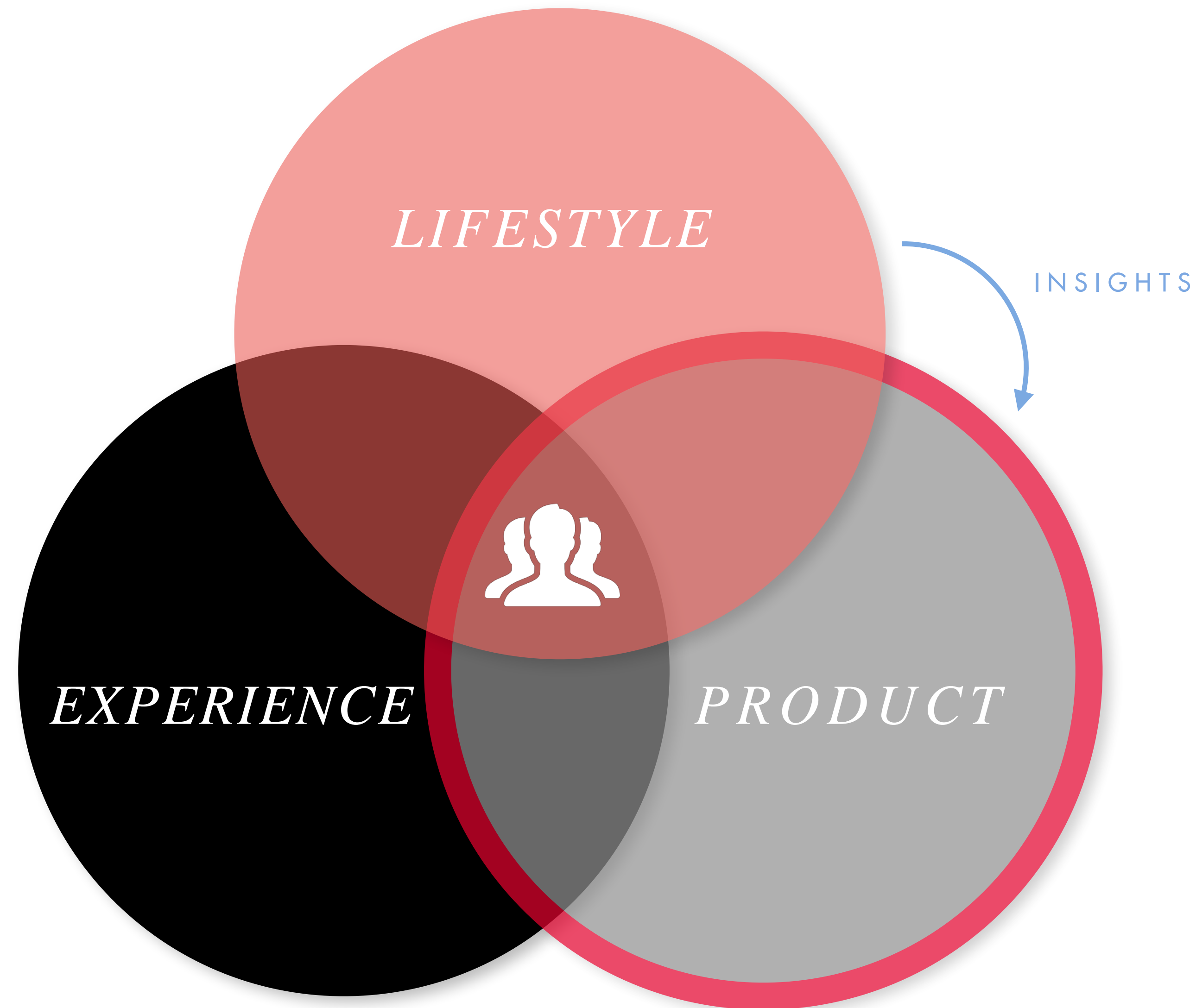
OF NA ONLINE SALES

*40% OF ALL SHOPPERS BY 2020**

FOCUS // GROW

*Forbes, Marketing to Generation Z, Feb, 2018

THE GUESS CUSTOMER CENTRIC MODEL

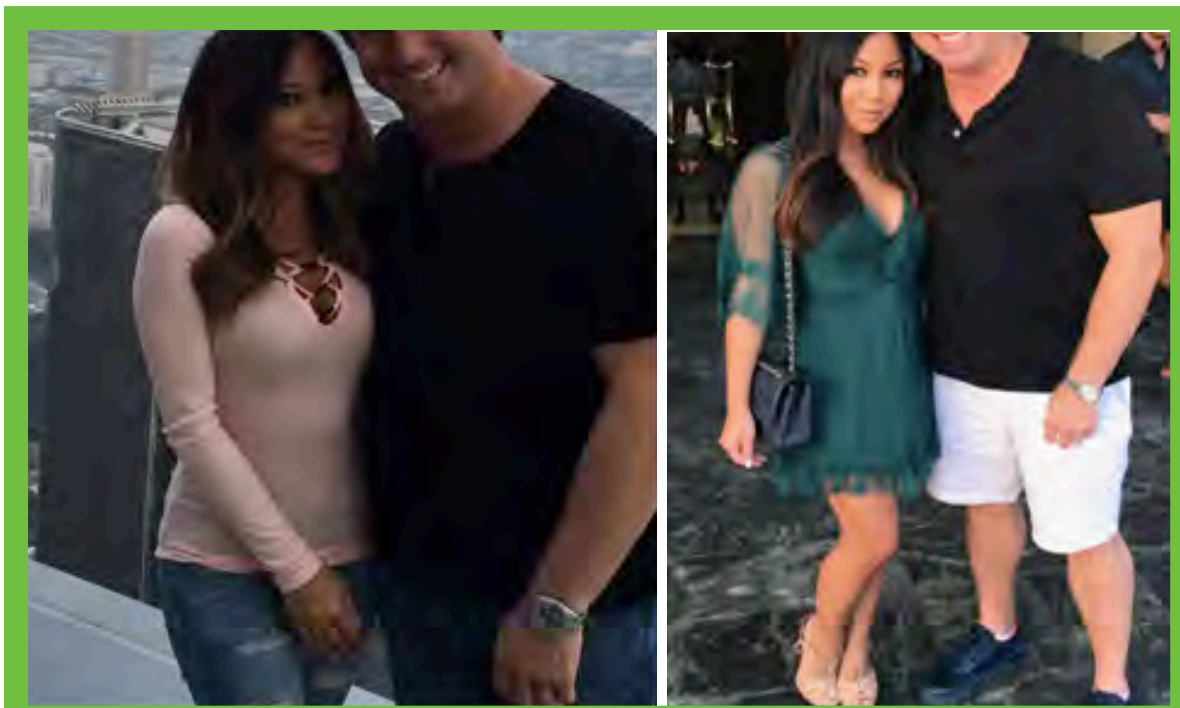


THE GUESS CUSTOMER PERSONA

EVERYDAY STYLE



STYLE AT WORK



WEEKENDS + NIGHT OUT



TRAVEL



CURRENTLY SUPPORT



CURRENTLY SUPPORT



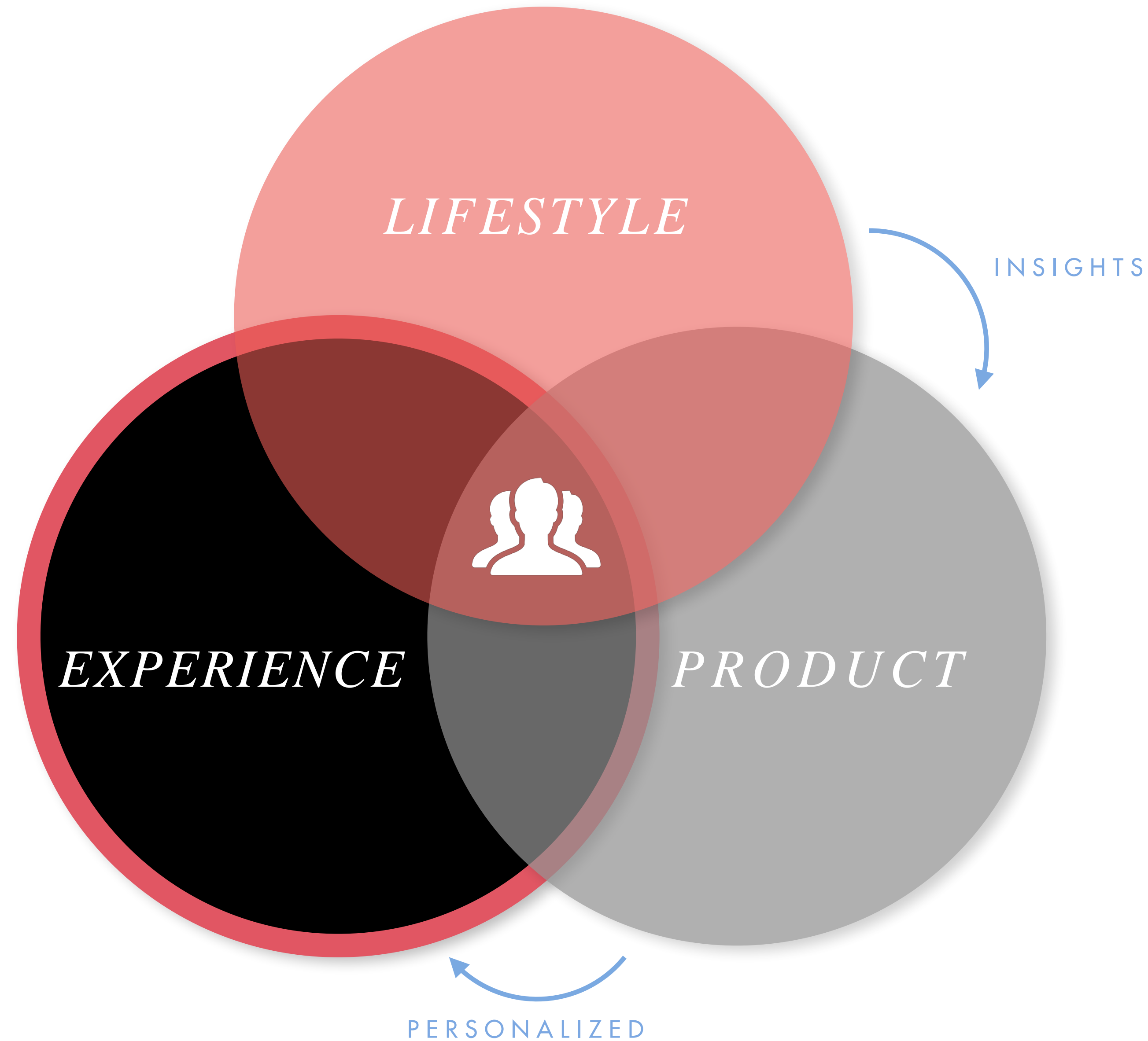
CURRENTLY SUPPORT



CURRENTLY SUPPORT

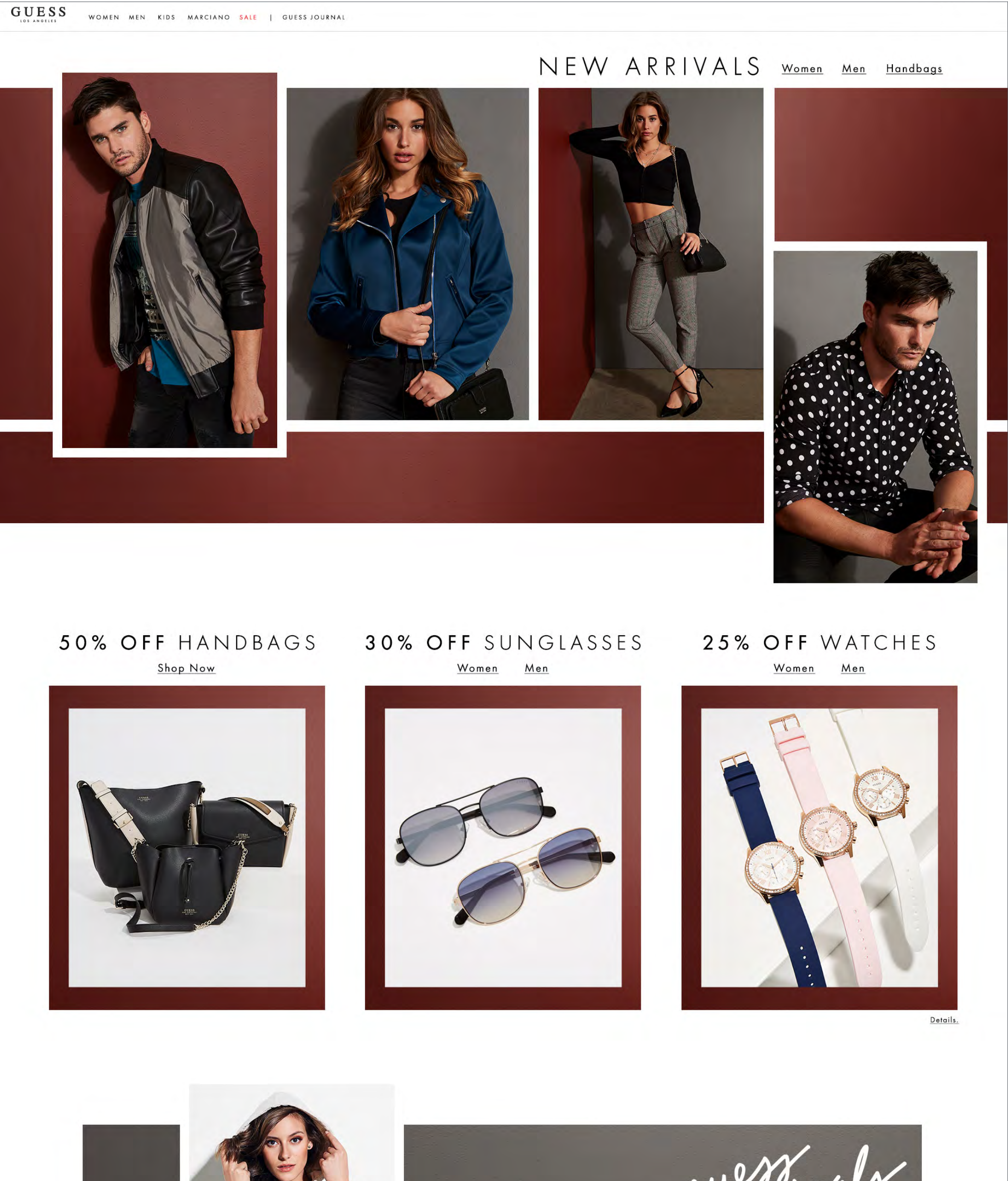


THE GUESS CUSTOMER CENTRIC MODEL

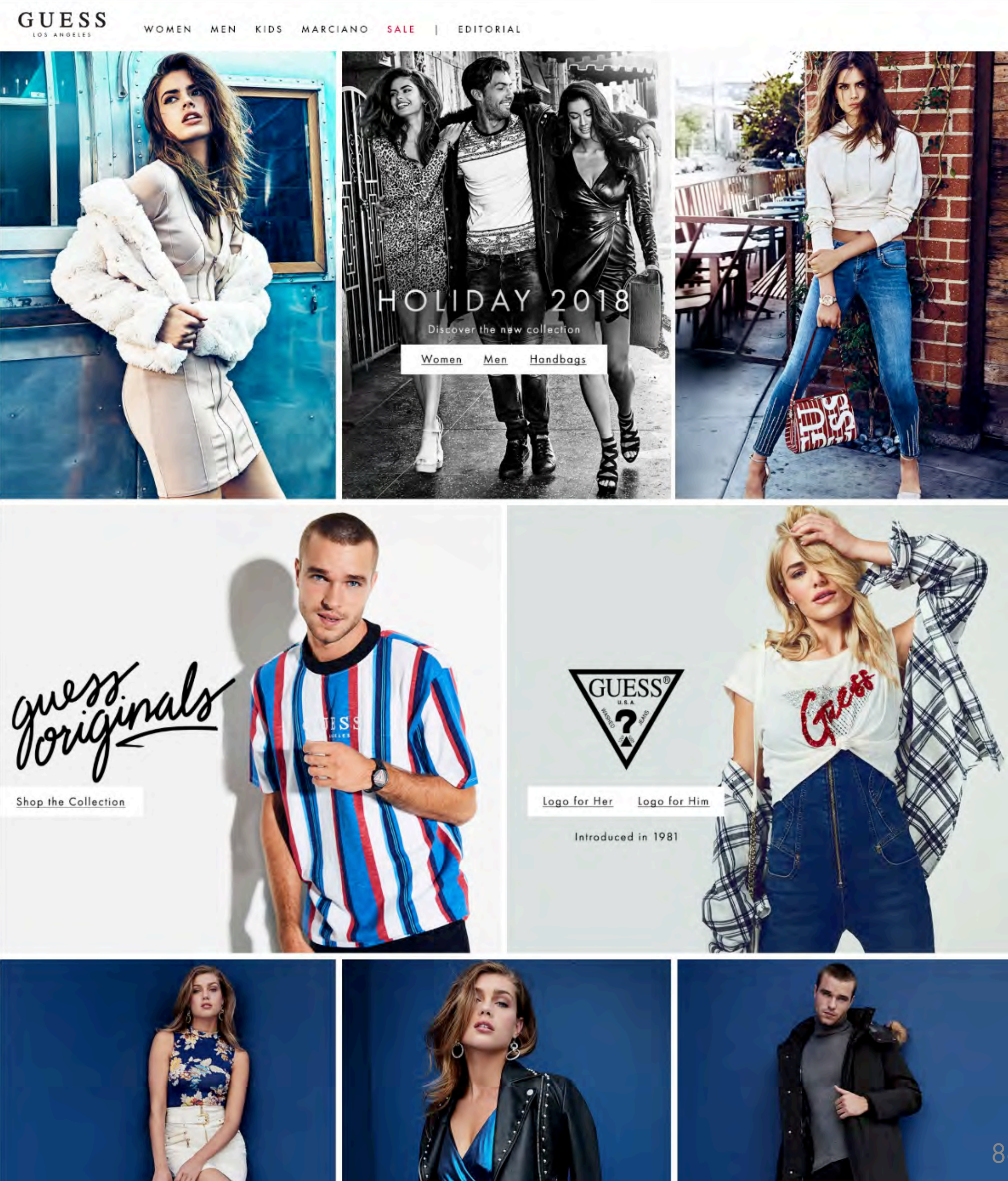


CUSTOMER SEGMENTATION ON ECOMMERCE

ORIGINAL

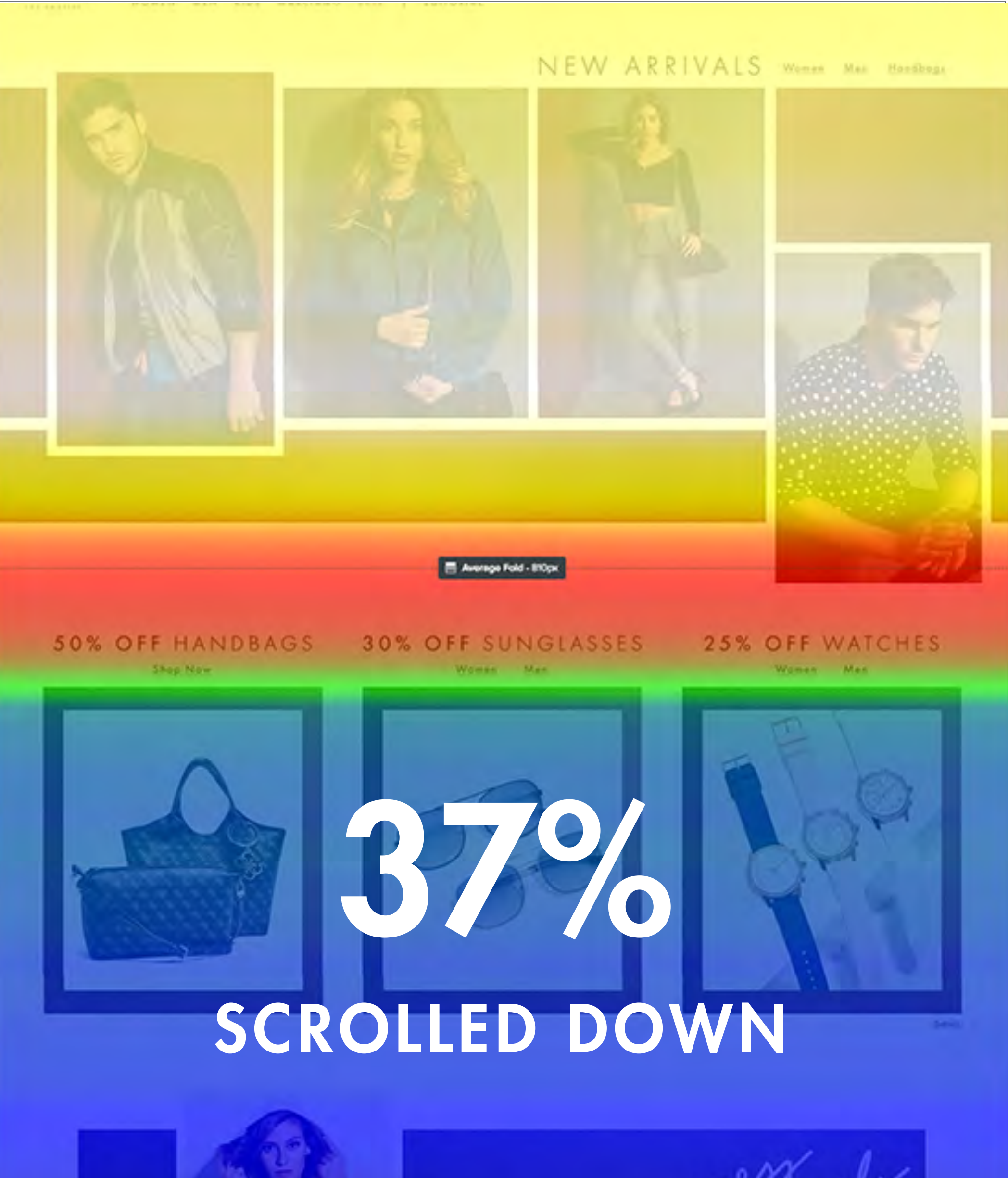


SEGMENTED

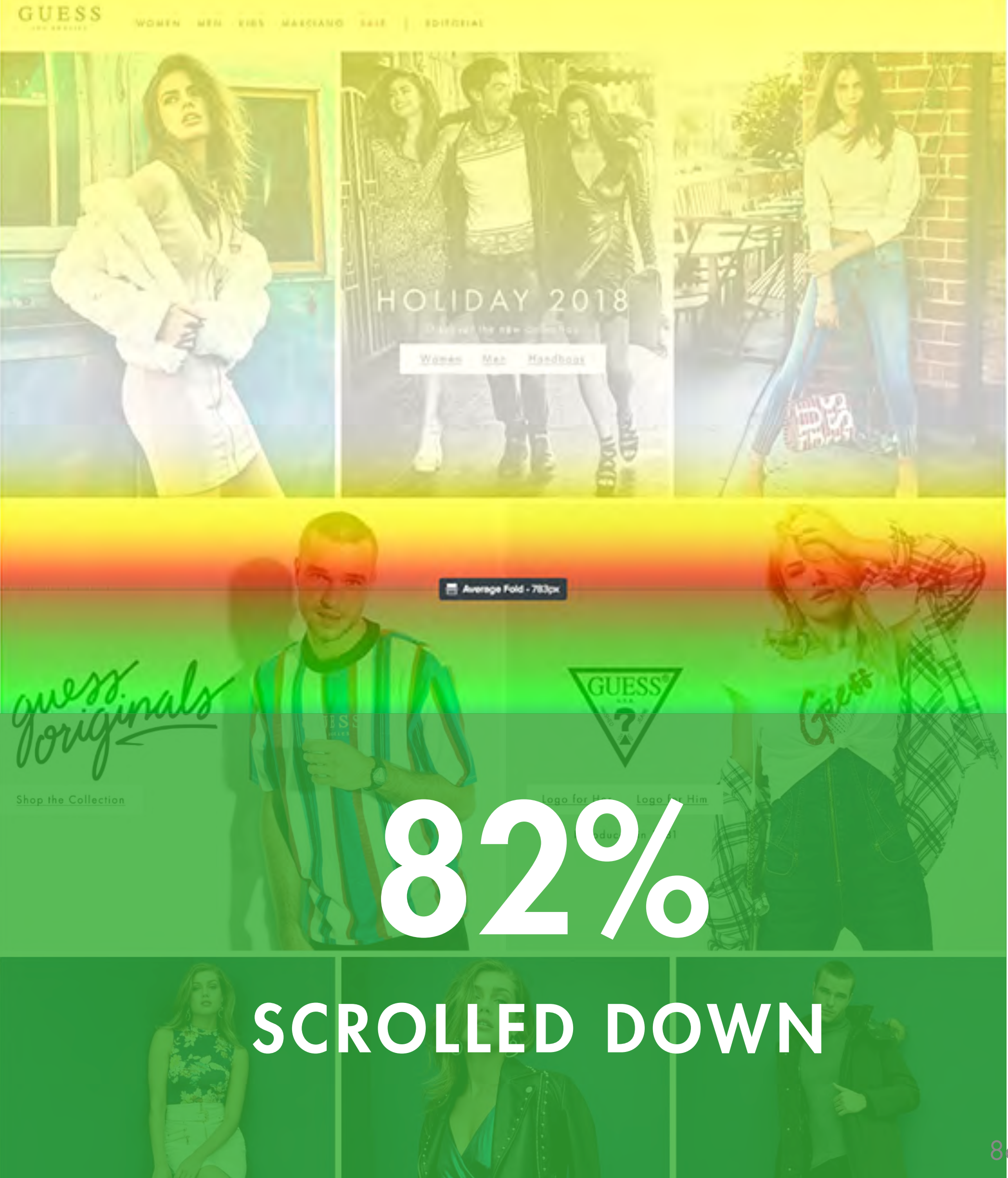


CUSTOMER SEGMENTATION ON ECOMMERCE

ORIGINAL



SEGMENTED



AN ENHANCED E-COMMERCE PLATFORM

OBJECTIVES

Improve online
customer experience

Increase revenue

Modernize e-commerce
operations

SALESFORCE ENABLERS

salesforce

DIGITAL COMMERCE DRIVERS

↑
Conversion rate

↑
Traffic volume

AN ENHANCED E-COMMERCE PLATFORM

OBJECTIVES

Improve online
customer experience

Increase revenue

Modernize e-commerce
operations

SALESFORCE ENABLERS

Platform built for performance

Improved search

Relevant AI recommendations

Personalization: Customer group segmentation

Visual Merchandising

Complete control over price books

User friendly interface

Integration with Salesforce

DIGITAL COMMERCE DRIVERS

↑
Conversion rate

↑
Traffic volume

AN ENHANCED E-COMMERCE PLATFORM

AVERAGE GROWTH OF TOP 10 APPAREL BRANDS AFTER RE-PLATFORM TO SFCC

2.5%

AOV
GROWTH

12%

CONVERSION
RATE GROWTH

25.5%

ORDER
GROWTH

12%

TRAFFIC
GROWTH

30%

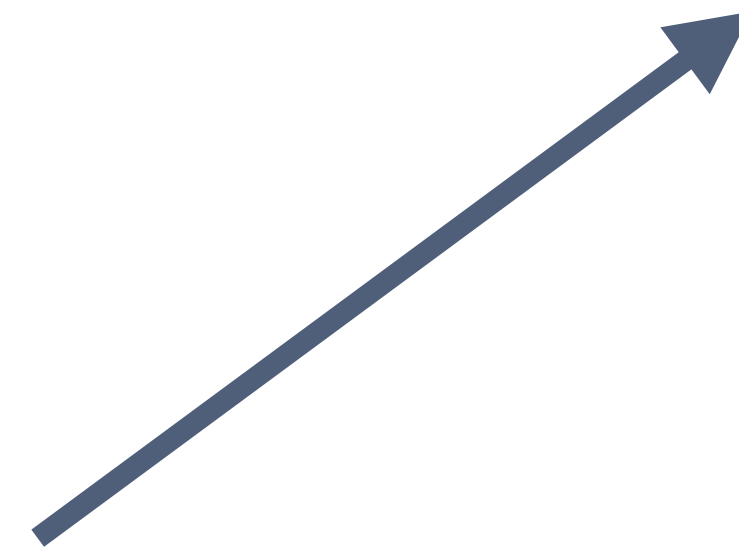
REVENUE
GROWTH

AN ENHANCED E-COMMERCE PLATFORM

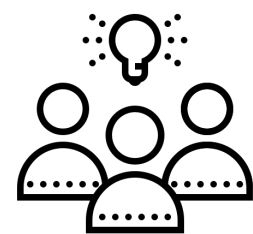


GUESS AVERAGE
CONVERSION RATE
1.45%

INDUSTRY AVERAGE
CONVERSION RATE
2.50%



OMNICHANNEL // TIMELINE AND KEY MILESTONES



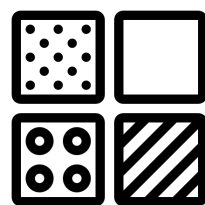
OMNICHANNEL ACCOUNTABILITY

Set a cohesive company direction that allows GUESS to put the Customer at the center of everything we do



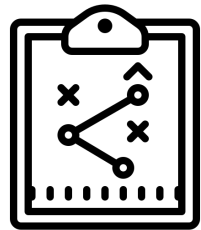
RECONCEPTUALIZE THE STORE EXPERIENCE

Create an elevated and unique Brand image that propels us forward in our industry



EXPANDED ASSORTMENT

Control the Brand image and fashion direction that is communicated to the customer

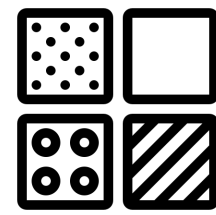


NEW CLIENTELING APP

Improve access to accurate customer insights and predictive purchase behavior

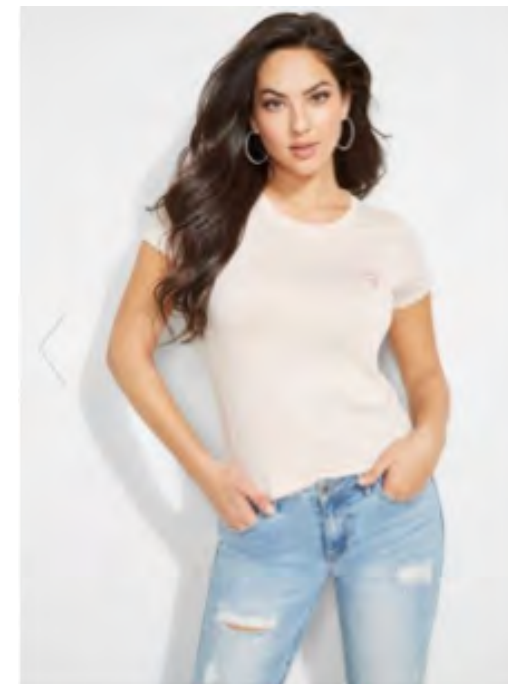
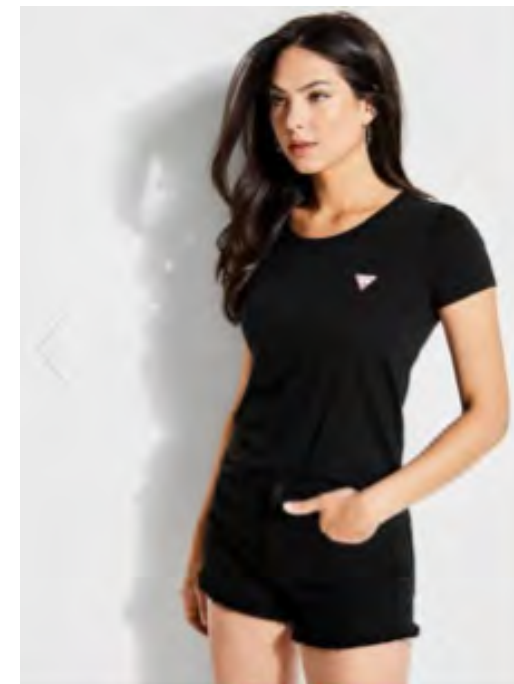
THE GOAL

We will satisfy our customers and increase productivity by delivering a continuous experience across all channels, devices and locations.



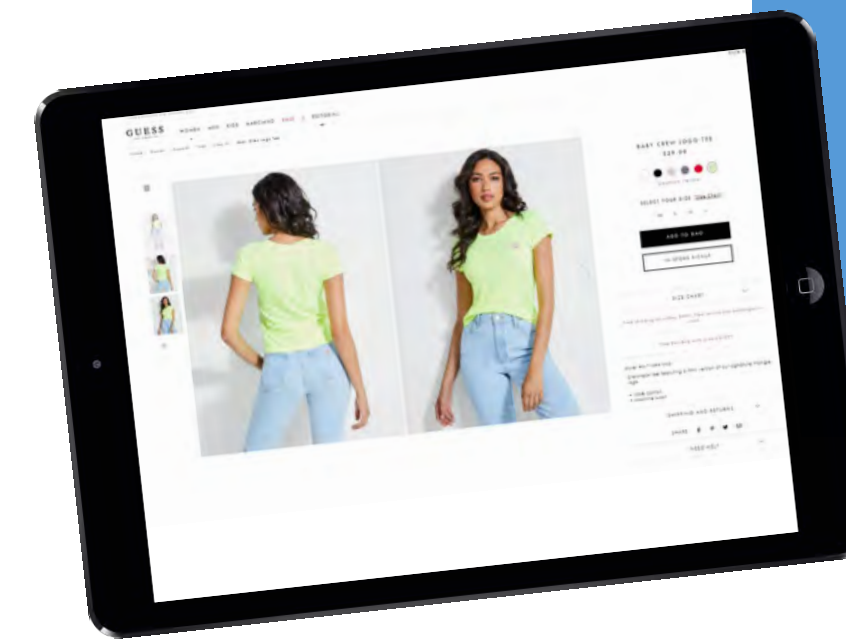
EXPANDED ASSORTMENT

THE STORE



2 COLORS
AVAILABLE IN
STORE

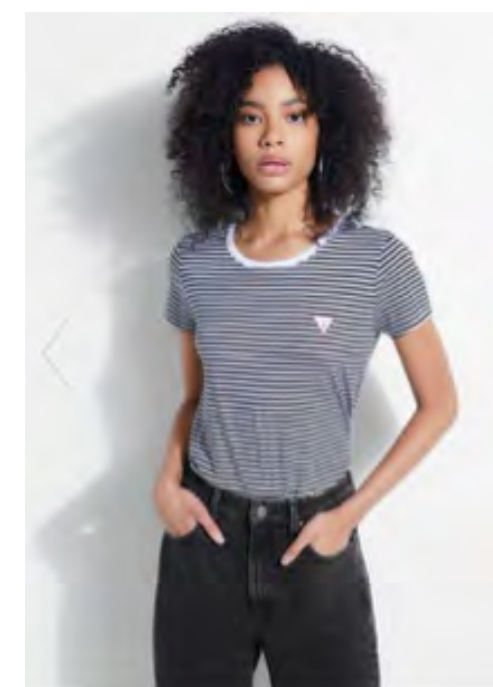
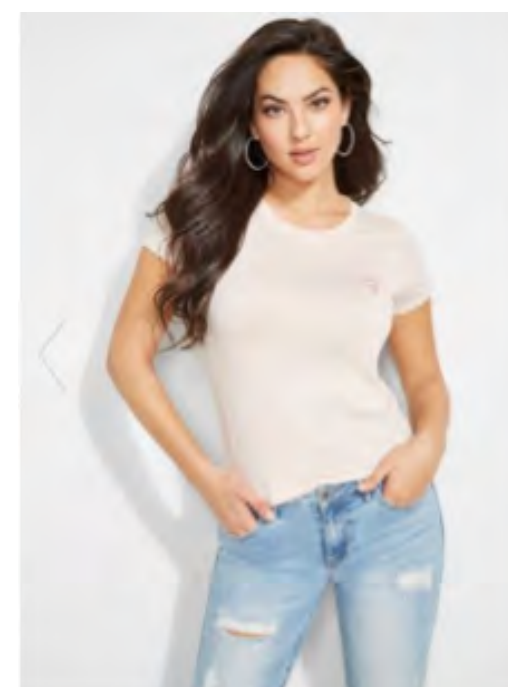
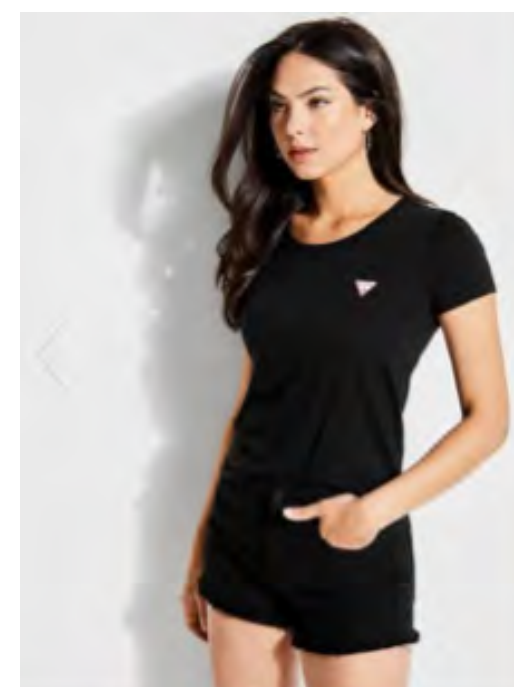
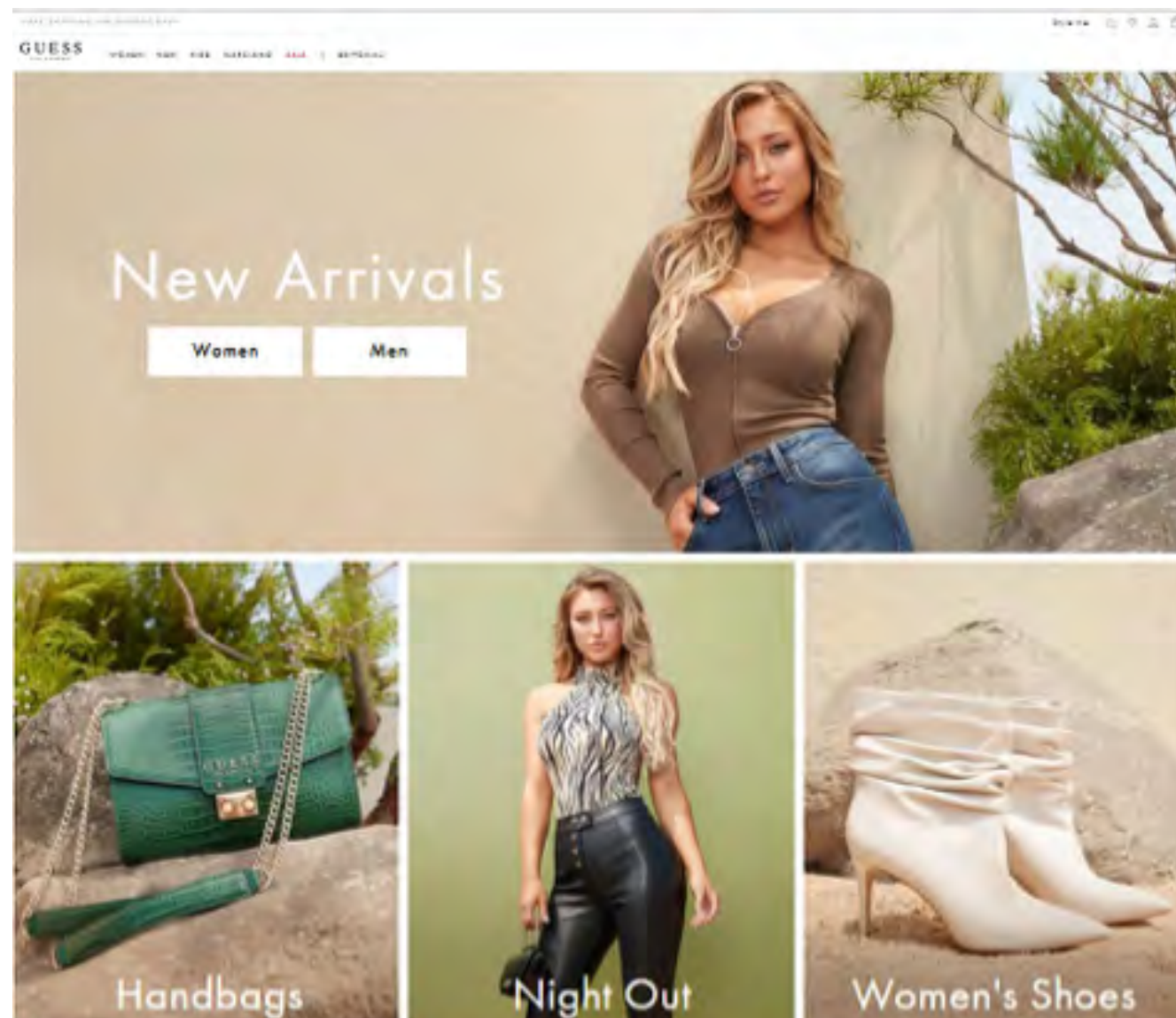
SIZES: XS - L



OPTIMIZE STORE LEVEL
INVENTORY

LEVERAGE ENDLESS AISLE
TO SATISFY CUSTOMER

E-COMMERCE



5 COLORS
AVAILABLE
ONLINE

SIZES: XXS - XXL

RODEO DRIVE FLAGSHIP REMODEL



RECONCEPTUALIZING THE CUSTOMER EXPERIENCE

Comfort

Warm and inviting

Additional seating

Focus on denim

WiFi

Charging stations for customers

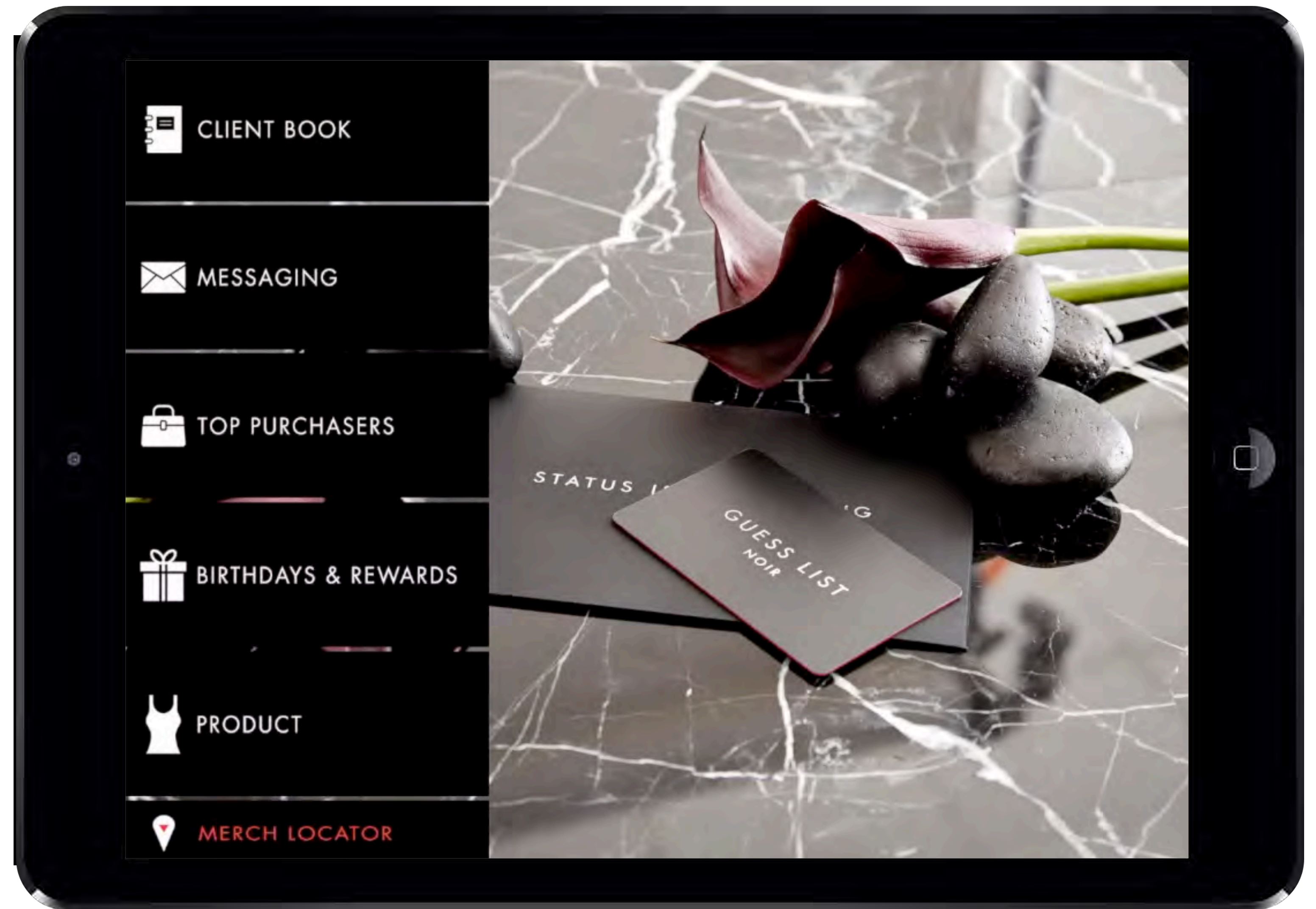
Espresso/tea bar

Enabling speed to service

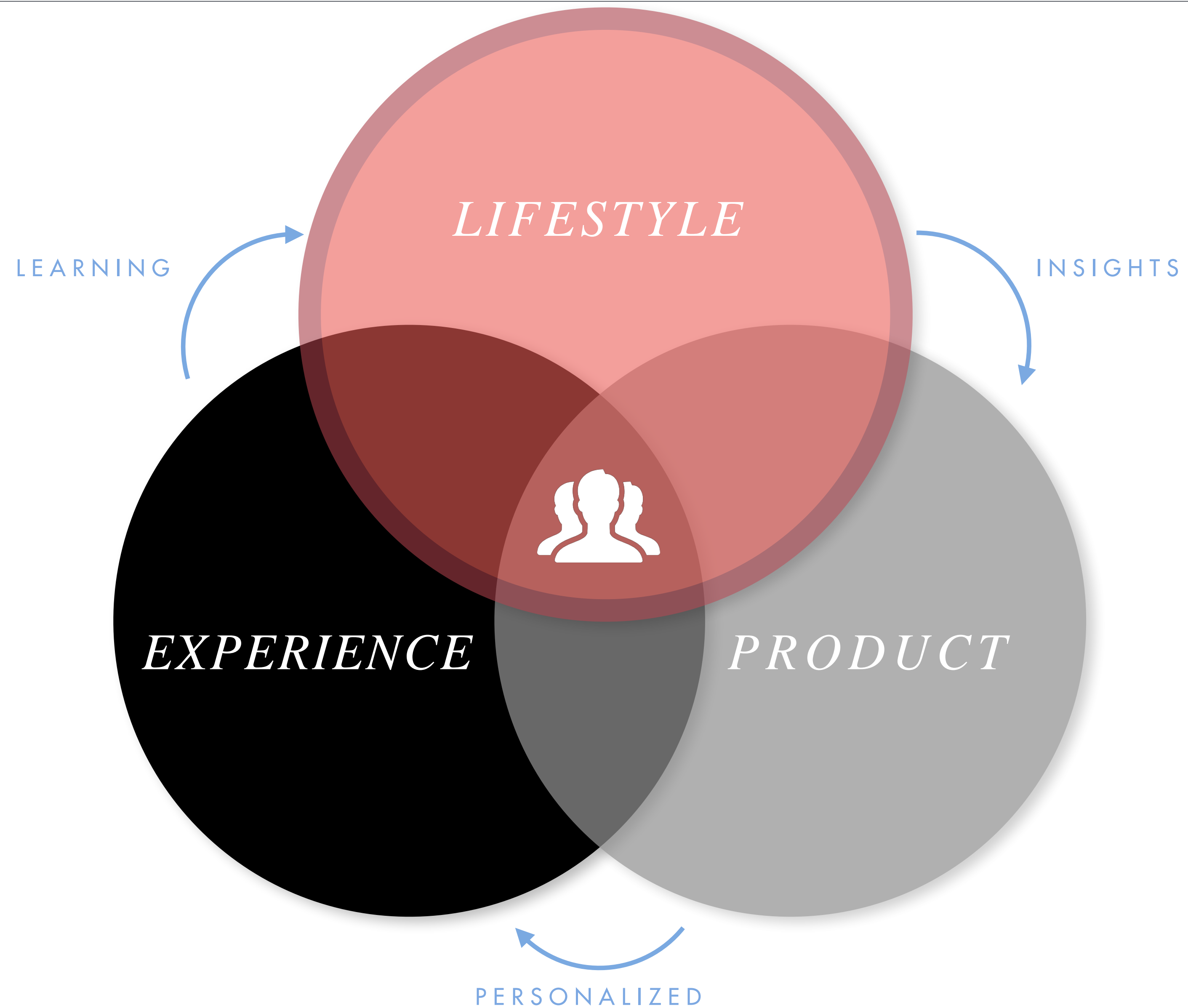
Magic Mirrors

Mobile POS system

UPGRADED CLIENTELING APP



THE GUESS CUSTOMER CENTRIC MODEL





PRODUCT EXCELLENCE

ILONA CYRULI
VICE PRESIDENT OF SALES





PRODUCT EXCELLENCE

Our products will always be inspired by the GUESS DNA - young, sexy and adventurous. We will ensure quality and sustainable practices in our design, while ensuring that we achieve speed to market and interpret fashion trends to create collections that support our customers' lifestyle.

PRODUCT EXCELLENCE PILLARS



CUSTOMER
PROFILES



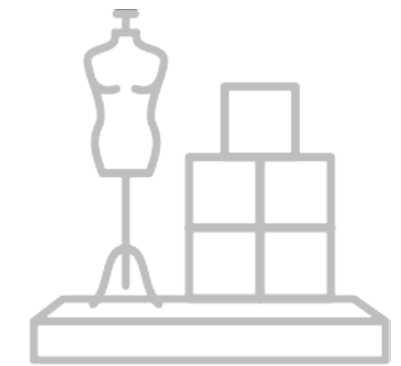
PRODUCT
INNOVATION



SUSTAINABILITY



PRODUCT
GLOBALIZATION



VISUAL
MERCHANDISING

CUSTOMER PROFILES

DESIGNING FOR EACH SEGMENT



HERITAGE

FOCUS // MAINTAIN



MILLENNIAL

FOCUS // GROW



GEN-Z

FOCUS // GROW

PRODUCT INNOVATION

KNOWLEDGE + DATA OF
WHO IS BUYING
CUSTOMER PROFILE



WHY THEY BUY | LIFESTYLE OCCASIONS



EVERYDAY STYLE



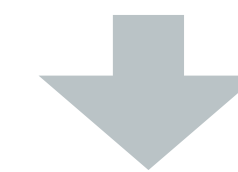
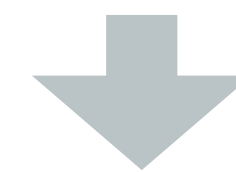
WEEKENDS + NIGHT OUT



FESTIVALS + CONCERTS



STYLE AT WORK



EVOLVING THE DESIGN PROCESS

SUSTAINABILITY



OUR COMMITMENTS:

// OPERATING WITH INTEGRITY

// EMPOWERING OUR PEOPLE

// PROTECTING OUR ENVIRONMENT



PRODUCT GLOBALIZATION

LOS ANGELES



LUGANO

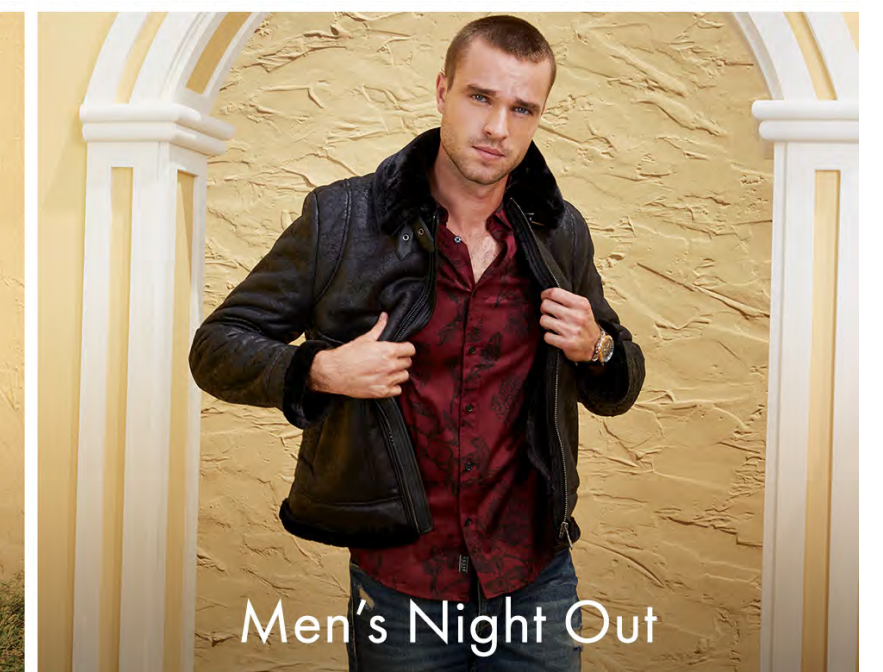
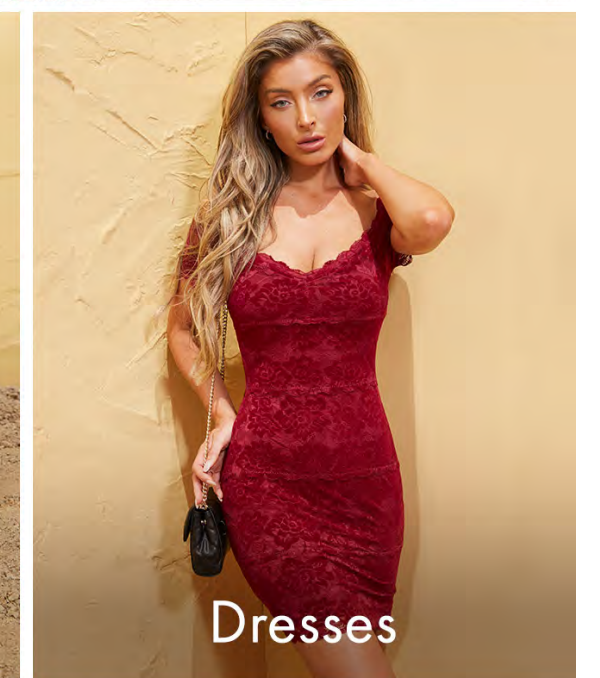
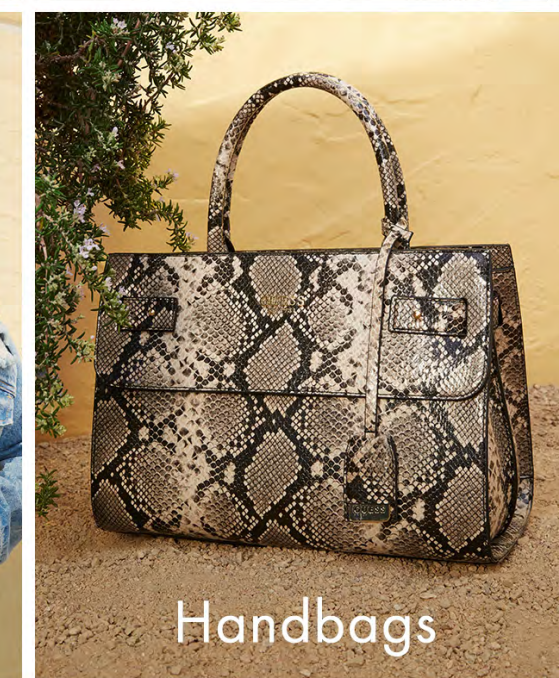
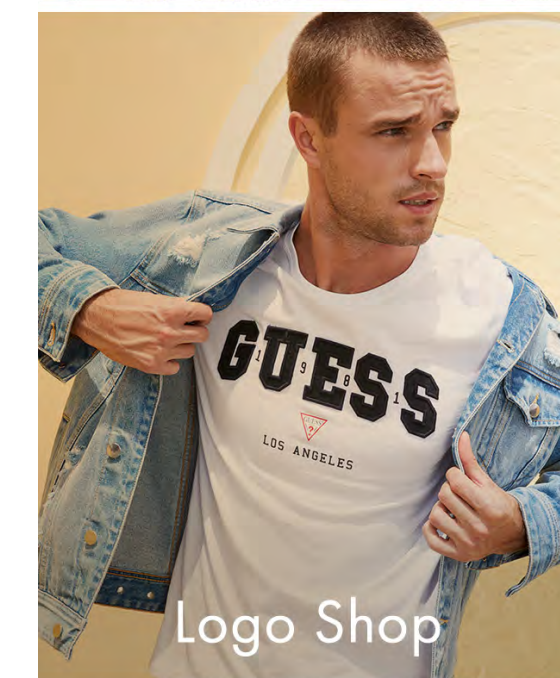
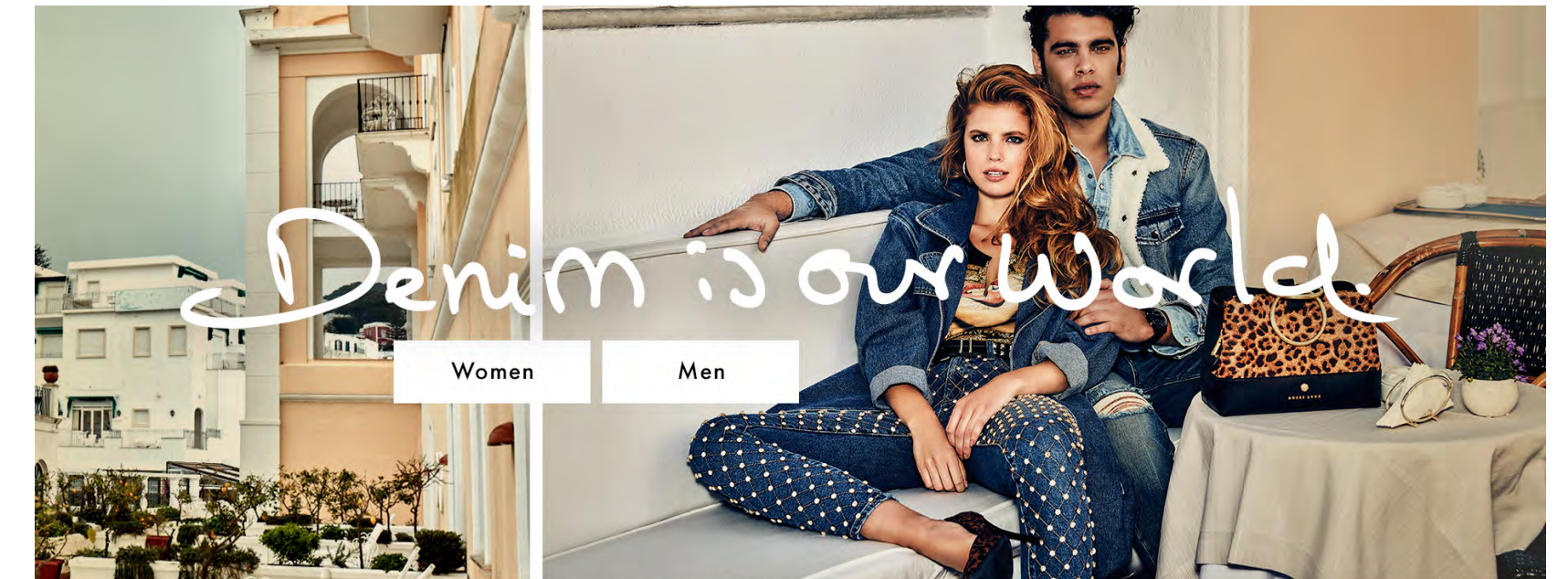


KOREA



VISUAL MERCHANDISING

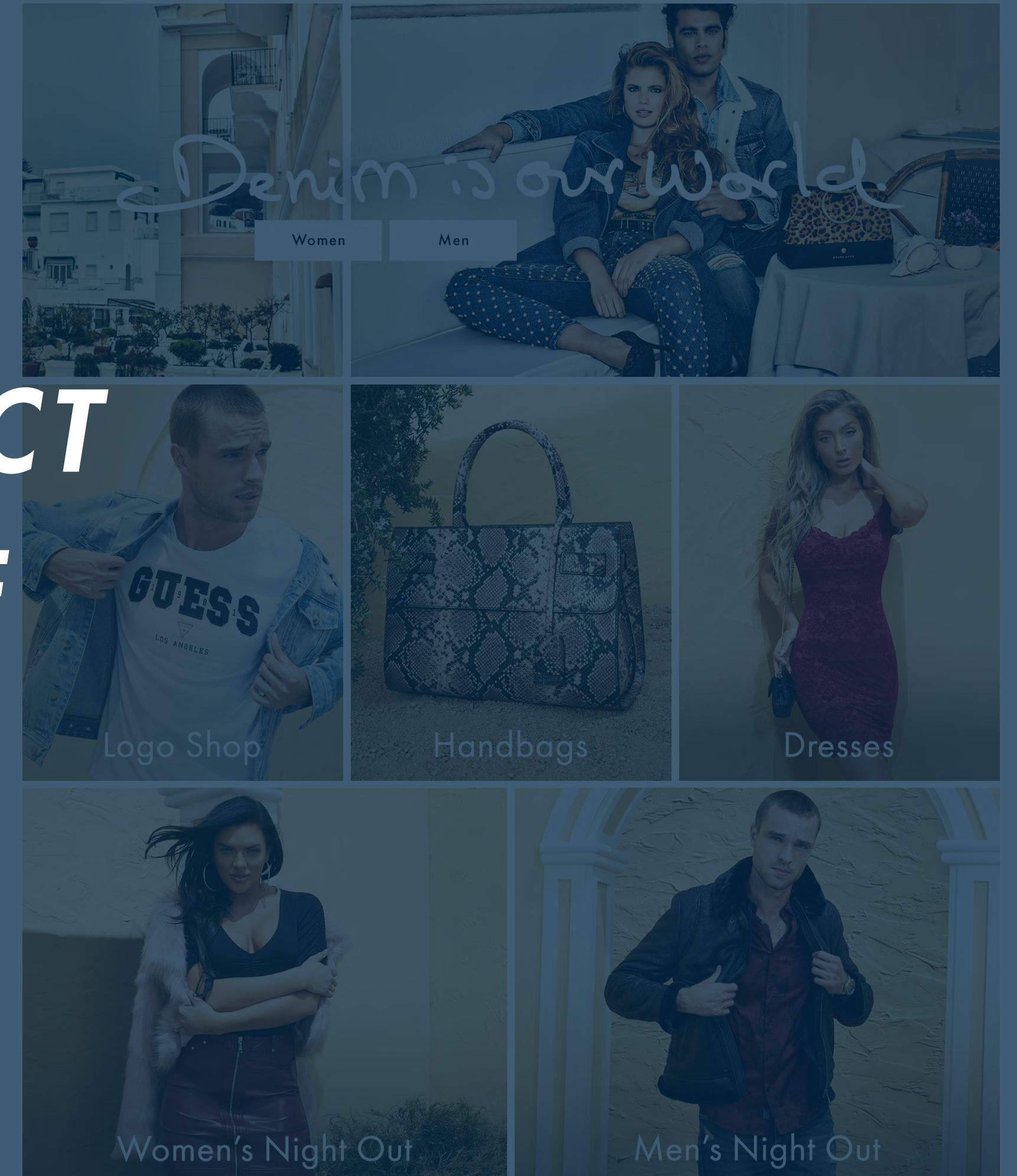
ALIGNING IN-STORE AND ONLINE



VISUAL MERCHANDISING

ALIGNING IN-STORE AND ONLINE

**RIGHT PRODUCT
RIGHT PLACE
RIGHT TIME**



VISUAL MERCHANDISING

UNLOCK THE ASSORTMENT'S FULL POTENTIAL BY PERSONALIZING MERCHANDISING TO MONETIZE PIECES ACROSS ALL 3 SEGMENTS



HERITAGE



MILLENNIAL



GEN-Z



GLOBAL FOOTPRINT

FABRICE BENAROUCHE

VICE PRESIDENT OF FINANCE & INVESTOR RELATIONS



GLOBAL PRESENCE TODAY

A world map with a dark blue background. The landmasses are shown in a light gray color. Three white rectangular callout boxes with dark borders are positioned over the map: one over North America (Americas), one over Europe and the Middle East, and one over Asia. A large white rectangular box is at the bottom center. The text in the callouts and the bottom box is in a serif font.

EUROPE & MIDDLE EAST

743 STORES

516 DIRECTLY OPERATED

AMERICAS

481 STORES

439 DIRECTLY OPERATED

ASIA

519 STORES

219 DIRECTLY OPERATED

1,743 STORES (1,174 DIRECTLY OPERATED)
IN MORE THAN 100 COUNTRIES

1. Store count as of Q3FY20. Includes franchise/licensee stores.

GLOBAL PRESENCE 2025



US & CANADA STORE PORTFOLIO: 367 STORES

Almost 75% of the fleet in US/CA comes up for renewal in the next 3 fiscal years, giving us a lot of flexibility to renegotiate rents



Store count as of Q3FY20.

EUROPE STORE PORTFOLIO: 516 STORES

2/3 of the fleet in Europe comes up for renewal in the next 3 fiscal years, giving us a lot of flexibility to renegotiate rents

GUESS

354

MARCIANO
GUESS

10

GUESS FACTORY

152



CHINA STORE PORTFOLIO: 166 STORES

Over 90% of the leases in China come up for renewal in the next 3 fiscal years as lease terms offered in China are typically shorter in duration, giving us flexibility to renegotiate rents



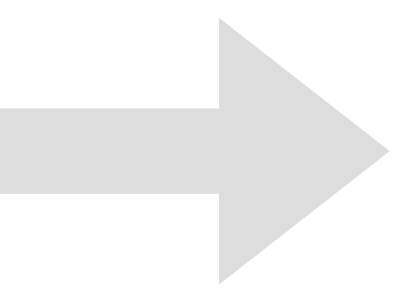
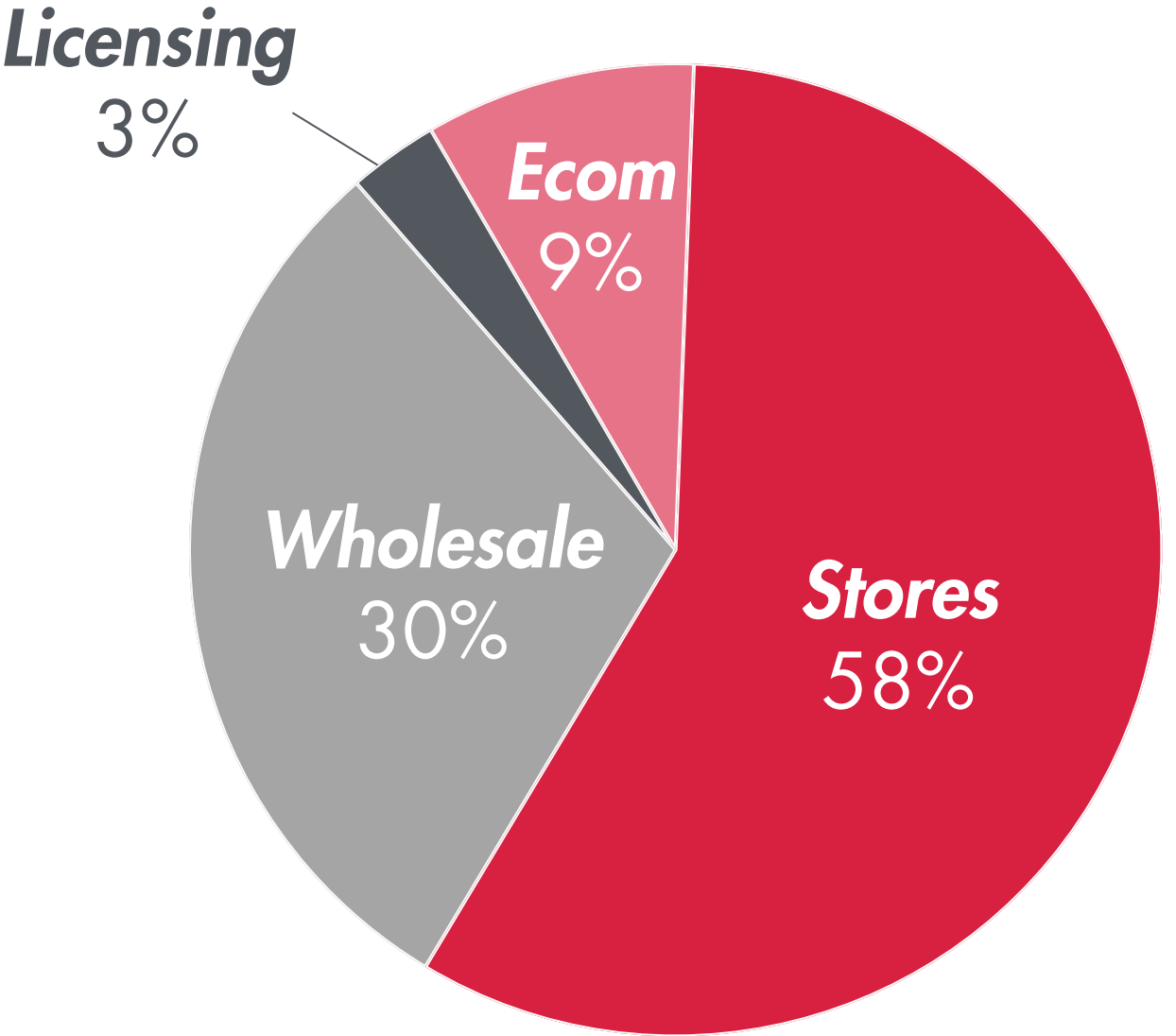
GUESS

GUESS FACTORY

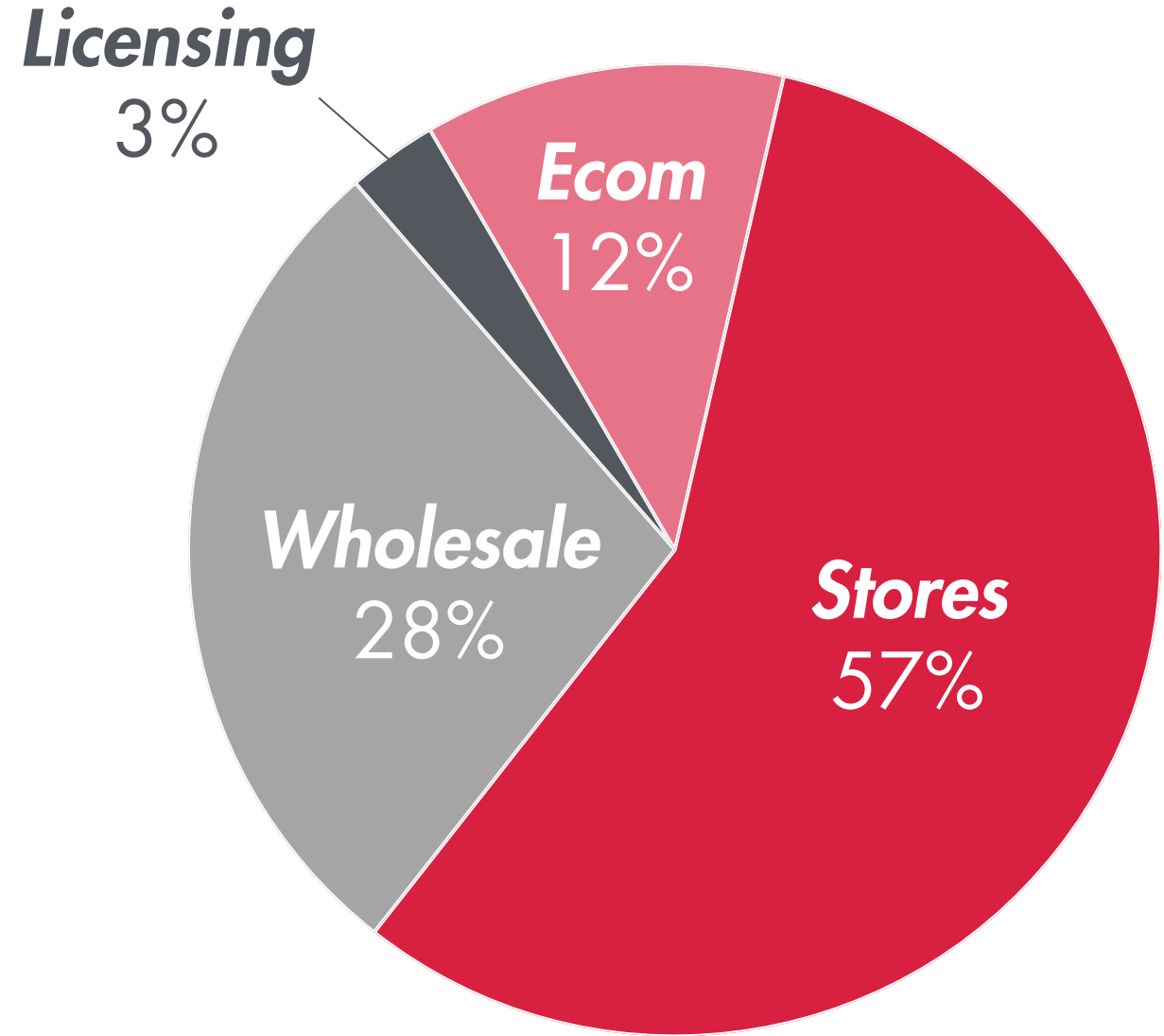
SALES BY CHANNEL

COMPANY PENETRATION
BY CHANNEL

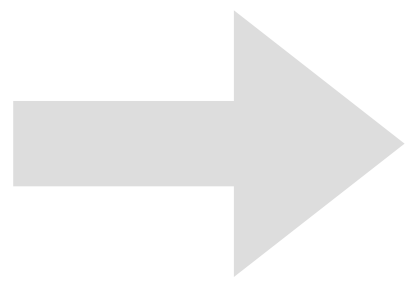
FY20



FY25



ECOM
PENETRATION





FINANCIAL OVERVIEW

KATIE ANDERSON
CHIEF FINANCIAL OFFICER

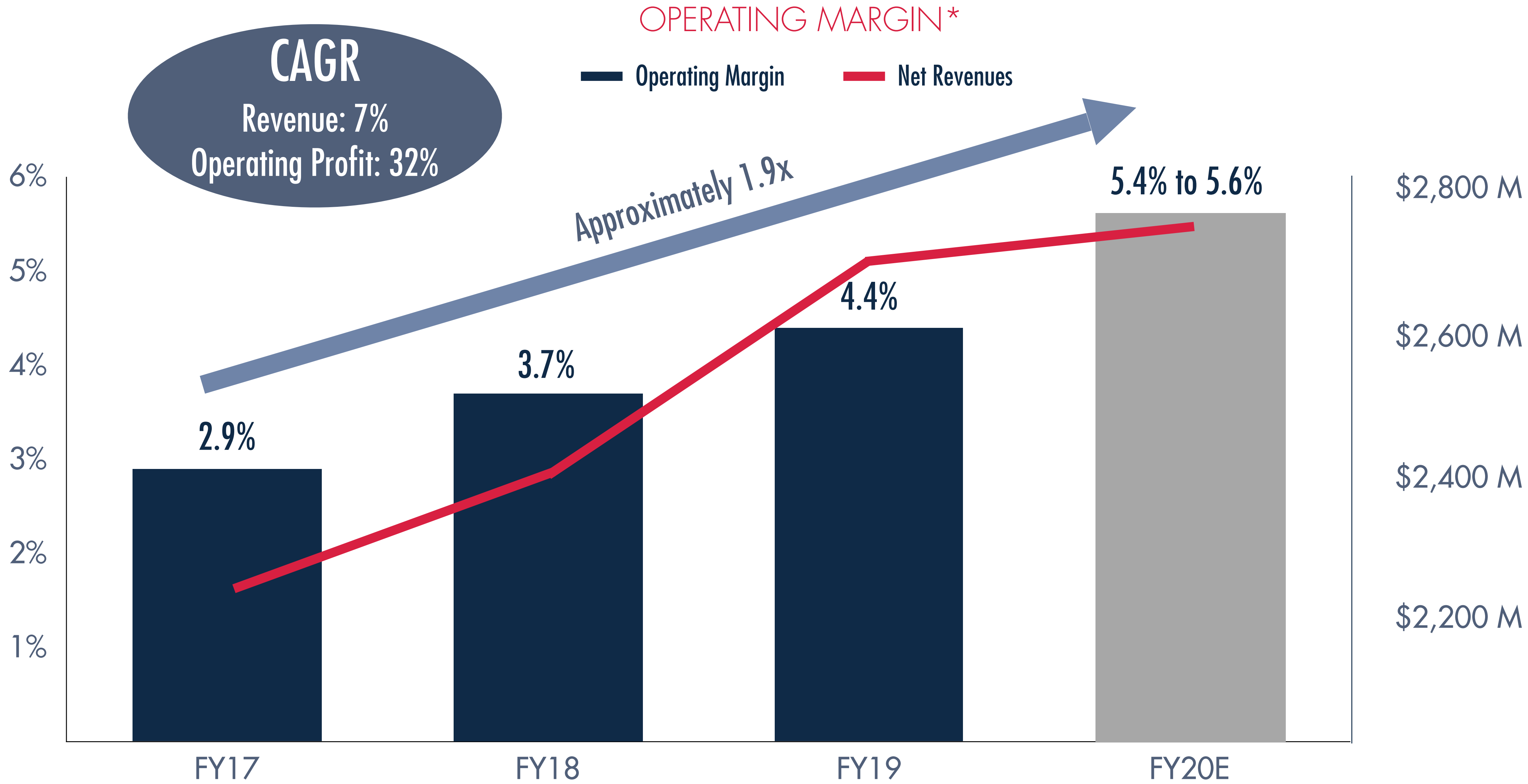
FABRICE BENAROUCHE
VICE PRESIDENT OF FINANCE & INVESTOR RELATIONS



CAPITAL ALLOCATION

PRIORITIES	INVESTMENT IN GROWTH AND INFRASTRUCTURE	<ul style="list-style-type: none">• New stores• Renovations• Technology• Logistics
	DIVIDEND PAYMENT	<ul style="list-style-type: none">• Reduced dividend payment to 11.25 cents/quarter
	SHARE REPURCHASES	<ul style="list-style-type: none">• Opportunistic share repurchases• FY20 YTD repurchases of \$281M

TOTAL COMPANY



(*) This measure is presented in non-GAAP. Please refer to the Appendix for a reconciliation of non-GAAP financial measures.

TOTAL COMPANY

FY17 OPERATING MARGIN* OF 2.9%

OPERATIONAL EFFICIENCIES

Logistics Cost Pressure	(200) bps	●
Supply Chain Efficiencies	150 bps	●
Store Portfolio Optimization	30 bps	●
Expense Streamlining	20 bps	●

Limited net impact of operational efficiencies on operating margin

REVENUE GENERATION (~ +\$500 M)

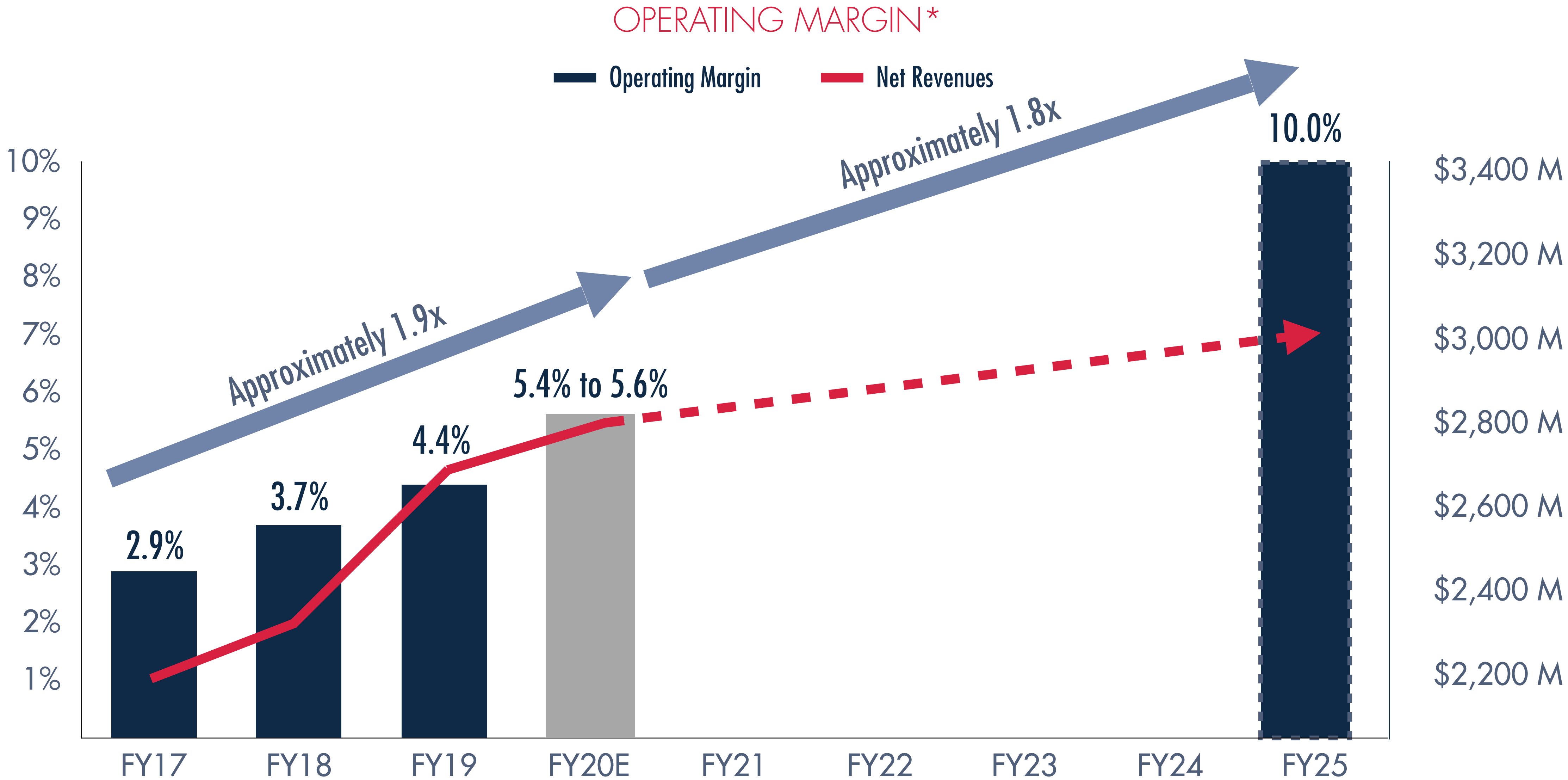
Store Expansion	} +260 bps
Positive Comps	
Wholesale Growth	

~ +260bp of operating margin expansion driven by sales

FY20 OPERATING MARGIN* OF 5.4% TO 5.6%

(*) This measure is presented in non-GAAP. Please refer to the Appendix for a reconciliation of non-GAAP financial measures.

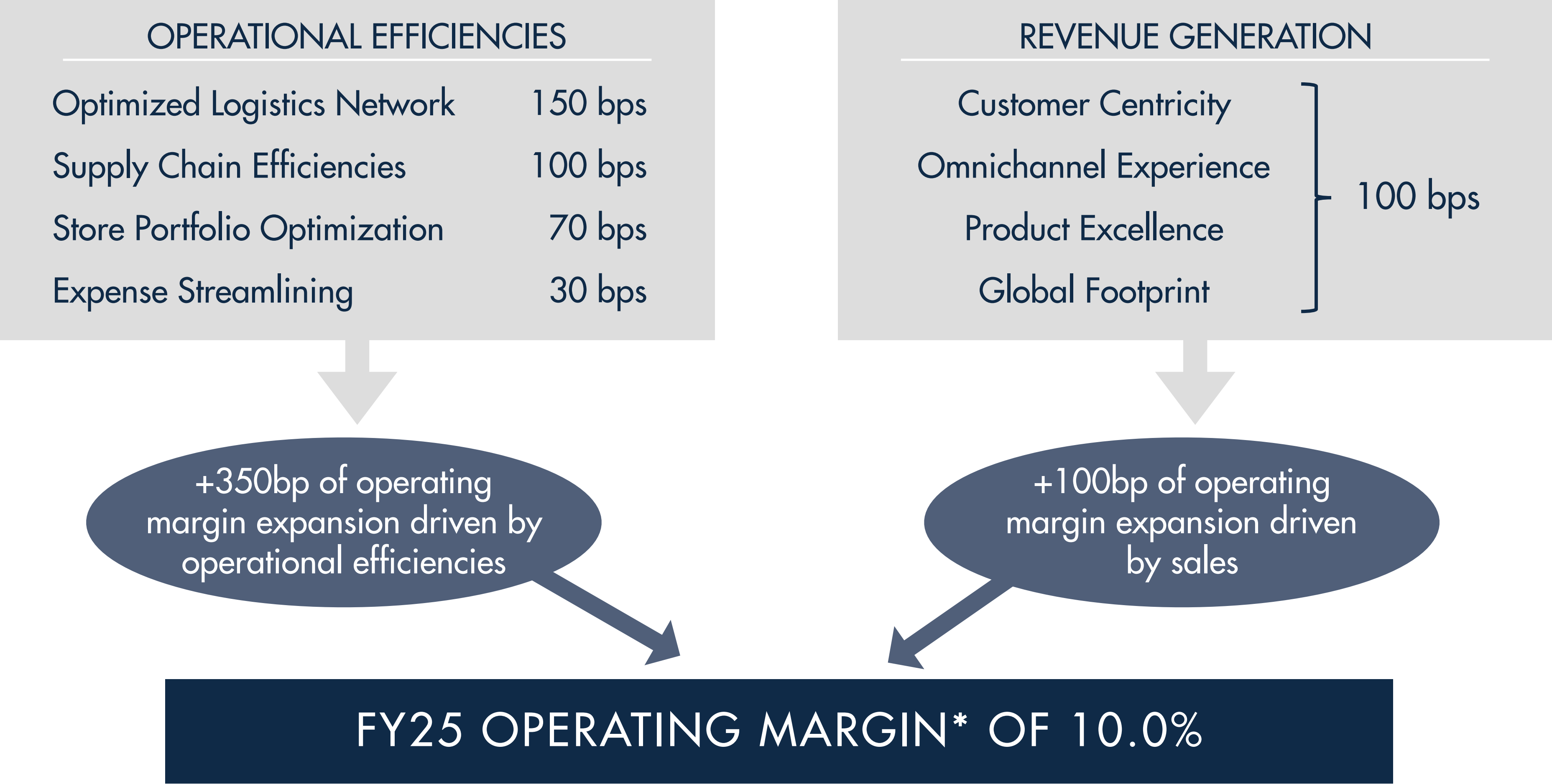
TOTAL COMPANY



(*) This measure is presented in non-GAAP. Please refer to the Appendix for a reconciliation of non-GAAP financial measures.

TOTAL COMPANY

FY20E OPERATING MARGIN* OF 5.4% TO 5.6%



(*) This measure is presented in non-GAAP. Please refer to the Appendix for a reconciliation of non-GAAP financial measures.

TOTAL COMPANY

	FY20E vs. FY19	FY21 to FY25 Cadence	FY25 vs. FY20E
Sales	Up 2.7% to 3.0%	Up LSD CAGR	Approx. +\$250M
Operating Profit*	Up 26% to 30%	Up Mid-teens CAGR	Approx. +\$150M
Gross Margin	Up 160bp	Up 80bp Annual Average	Up 400bp
SG&A Rate*	Up 60bp to 40bp	Down 10bp Annual Average	Down 50bp
Operating Margin*	Up 100bp to 120bp	Up 90bp Annual Average	Up 450bp
EPS*	Up 34% to 39% \$1.31 to \$1.36 vs \$0.98	Up High-teens CAGR	2.3x \$3.00 vs. \$1.31 to \$1.36

Outlook assumes prevailing currency rates

(*) This measure is presented in non-GAAP. Please refer to the Appendix for a reconciliation of non-GAAP financial measures.

SEGMENTS (1 OF 2)

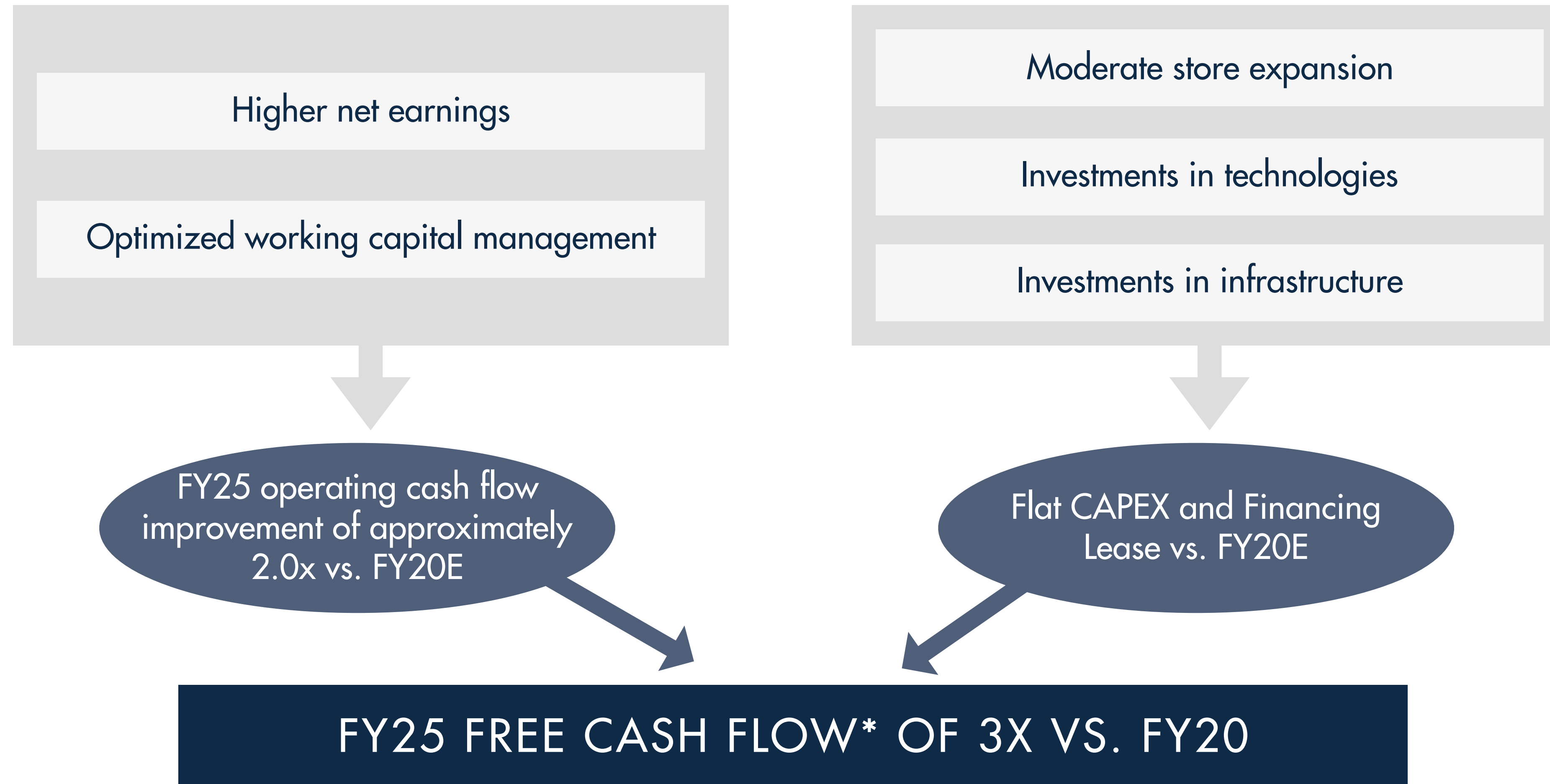
	FY20E vs. FY19	FY25 vs. FY20E
AMERICAS RETAIL		
Sales	Down LSD	Up LSD CAGR
Operating Margin	~Flat	Up 400bp
AMERICAS WHOLESALE		
Sales	Up HSD	Up LSD CAGR
Operating Margin	Up 100bp	Up 50bp

SEGMENTS (2 OF 2)

	FY20E vs. FY19	FY25 vs. FY20E
EUROPE		
Sales	Up HSD	Up LSD CAGR
Operating Margin	Up 500bp	Up 500bp
ASIA		
Sales	Down MSD	Up LSD CAGR
Operating Margin	Down 500bp	Up 500bp
LICENSING		
Sales	Down LSD	~flat
Operating Margin	Down 100bp	~flat

FREE CASH FLOW

FY20E FREE CASH FLOW* \$57M to \$62M¹



¹ Includes impact of \$46mm EU commission fine

(*) This measure is presented in non-GAAP. Please refer to the Appendix for a reconciliation of non-GAAP financial measures.

S U M M A R Y O F F Y 2 5

L S D
CAGR
REVENUES

10%
OPERATING
MARGIN

2X
OPERATING
PROFIT

2.3X
EARNINGS
PER SHARE

3X
FREE CASH
FLOW



CLOSING REMARKS

CARLOS ALBERINI
CHIEF EXECUTIVE OFFICER





GUESS INVESTMENT HIGHLIGHTS

1. Highly Recognized, Iconic Lifestyle Brand with Strong Millennial and Gen Z Following
2. Diverse Global Footprint
3. Highly Synergistic, Multi-channel Model
4. Meaningful Whitespace Across Products and Regions
5. Compelling Margin Enhancement Opportunity
6. Strong Balance Sheet
7. Intense Focus on Maximizing Shareholder Value



APPENDIX

GAAP TO NON-GAAP

The financial information in this presentation contains non-GAAP measures that are calculated and presented on a basis other than in accordance with generally accepted accounting principles in the United States of America (GAAP) and exclude certain items from the most directly comparable GAAP financial measure. Such non-GAAP measures should be viewed in addition to, and not as an alternative for, reported results and future outlook under GAAP.

Certain amounts presented do not include the impact of (1) certain professional service and legal fees and related (credits) costs, (2) charges related to the European Commission fine, (3) asset impairment charges, (4) net gains or losses on lease terminations, (5) CEO severance charges, (6) restructuring charges, (7) non-cash debt discount amortization on our convertible notes, (8) the related tax effects of the foregoing items as well as adjustments to uncertain tax positions excluded from the results in prior years and (9) revisions to provisional amounts previously recorded related to the enactment of the 2017 Tax Cuts and Jobs Act, in each case where applicable. The Company has excluded these items because it believes that these items are not indicative of the underlying performance of its business and that the non-GAAP measures provided are useful for investors to evaluate the comparability of the Company's results and future outlook.

Forward-looking growth rates for operating profit, operating margin, and SG&A rates assume the exclusion of the items noted above and are also provided on a "constant currency" basis. Constant currency calculations are provided to enhance the visibility of underlying business trends, excluding the effects of changes in foreign currency translation rates. Forward-looking growth rates in constant currency assume that the forecasted results for the future periods are translated into U.S. dollars at the exchange rates in effect during the year the future sales are being compared to. Forward-looking free cash flow measures represent cash flows from operating activities less (i) purchases of property and equipment and (ii) payments for property and equipment under finance leases. Free cash flows are not intended to be an alternative to cash flows from operating activities as a measure of liquidity, but rather to provide additional visibility to investors regarding how much cash is generated for discretionary and non-discretionary items after deducting purchases of property and equipment and payments for property and equipment under finance leases. Free cash flow information presented may not be comparable to similarly titled measures reported by other companies.

With the exception of amounts related to non-cash debt discount amortization on our convertible notes, forward-looking earnings per share amounts presented assume no additional charges for the items listed above, as the Company is unable to predict future amounts as these expenditures are inconsistent in amount and frequency and certain elements used to estimate such items have not yet occurred or are out of the Company's control.

Please refer to the following slides for a reconciliation of non-GAAP measures referred to throughout this presentation.

OPERATING MARGIN

<i>Dollars in thousands</i>	<u>FY2017</u>	<u>FY2018</u>	<u>FY2019</u>	<u>FY2020E⁷</u>	<u>FY2025E⁷</u>
Net Revenue	\$2,190,453	\$2,363,754	\$2,609,694		
Reported GAAP earnings from operations	\$24,763	\$67,355	\$52,212		
Certain professional service and legal fees and related (credits) costs ¹	–	452	6,079		
European Commission fine ²	–	–	45,637		
Asset impairment charges ³	34,385	8,479	6,939		
Net (gains) losses on lease terminations ⁴	(695)	11,373	(477)		
CEO severance charges ⁵	–	–	5,226		
Restructuring charges ⁶	6,083	–	–		
Adjusted earnings from operations	<u>\$64,536</u>	<u>\$87,659</u>	<u>\$115,616</u>		
 GAAP operating margin	 1.1%	 2.8%	 2.0%	 5.2% to 5.4%	 10.0%
Certain professional service and legal fees and related (credits) costs ¹	–	0.1%	0.2%	0.0%	–
European Commission fine ²	–	–	1.7%	–	–
Asset impairment charges ³	1.6%	0.3%	0.3%	0.2%	–
Net (gains) losses on lease terminations ⁴	(0.0%)	0.5%	(0.0%)	–	–
CEO severance charges ⁵	–	–	0.2%	–	–
Restructuring charges ⁶	0.2%	–	–	–	–
Adjusted operating margin	<u>2.9%</u>	<u>3.7%</u>	<u>4.4%</u>	<u>5.4% to 5.6%</u>	<u>10.0%</u>

Notes

- ¹ During the full fiscal years 2018 and 2019 and the nine months ended November 2, 2019 of fiscal year 2020, the Company recorded certain professional service and legal fees and related (credits) costs which the Company otherwise would not have incurred as part of its business operations.
- ² During fiscal year 2019, the Company recognized a charge of €39.8 million (\$45.6 million) related to a fine imposed on the Company by the European Commission related to its inquiry concerning potential violations of European Union competition rules by the Company.
- ³ During the full fiscal years 2017, 2018 and 2019 and the nine months ended November 2, 2019 of fiscal year 2020, the Company recorded asset impairment charges for certain retail locations resulting from under-performance and expected store closures.
- ⁴ During fiscal years 2017, 2018 and 2019, the Company recorded net gains or losses on lease terminations related primarily to the early termination of certain lease agreements.
- ⁵ In fiscal year 2019, the Company announced the departure of its Chief Executive Officer and the terms of his separation. As a result, the Company recorded \$5.2 million in severance-related charges. These charges were comprised of \$2.4 million in future cash severance payments and \$2.8 million in non-cash stock-based compensation expenses resulting from the vesting terms of certain previously granted stock awards.
- ⁶ During fiscal year 2017, the Company implemented a global cost reduction and restructuring plan to better align its global cost and organizational structure with its current strategic initiatives which resulted in restructuring charges, mainly related to cash-based severance costs.
- ⁷ The estimates of fiscal year 2020 contemplate amounts for items excluded for non-GAAP that were recognized during the nine months ended November 2, 2019. The Company is unable to predict future amounts for the remainder of fiscal year 2020 and fiscal year 2025 as these expenditures and credits are inconsistent in amount and frequency and certain elements used to estimate such items have not yet occurred or are out of the Company's control. As such, the Company has not considered any future charges in the accompanying GAAP outlook.

SG & A

<i>Dollars in thousands</i>	<u>FY2019</u>	<u>FY2020E³</u>	<u>FY2025E³</u>
Net Revenue	\$2,609,694		
Reported GAAP selling, general and administrative expenses	\$835,293		
Certain professional service and legal fees and related (credits) costs ¹	(6,079)		
CEO severance charges ²	(5,226)		
Adjusted selling, general and administrative expenses	<u>\$823,988</u>		
SG&A Rate	32.0%	32.2% to 32.4%	31.3%
Certain professional service and legal fees and related (credits) costs ¹	(0.2%)	0.0%	—
CEO severance charges ²	(0.2%)	—	—
Adjusted SG&A Rate	<u>31.6%</u>	<u>32.2% to 32.4%</u>	<u>31.3%</u>

Notes

- 1 During the full fiscal years 2018 and 2019 and the nine months ended November 2, 2019 of fiscal year 2020, the Company recorded certain professional service and legal fees and related (credits) costs which the Company otherwise would not have incurred as part of its business operations.
- 2 In fiscal year 2019, the Company announced the departure of its Chief Executive Officer and the terms of his separation. As a result, the Company recorded \$5.2 million in severance-related charges. These charges were comprised of \$2.4 million in future cash severance payments and \$2.8 million in non-cash stock-based compensation expenses resulting from the vesting terms of certain previously granted stock awards.
- 3 The estimates of fiscal year 2020 contemplate amounts for items excluded for non-GAAP that were recognized during the nine months ended November 2, 2019. The Company is unable to predict future amounts for the remainder of fiscal year 2020 and fiscal year 2025 as these expenditures and credits are inconsistent in amount and frequency and certain elements used to estimate such items have not yet occurred or are out of the Company's control. As such, the Company has not considered any future charges in the accompanying GAAP outlook.

EARNINGS PER SHARE

<i>Dollars in thousands</i>	<u>FY2019</u>	<u>FY2020E¹⁰</u>	<u>FY2025E¹⁰</u>
Reported GAAP net earnings attributable to Guess?, Inc.	\$14,099		
Certain professional service and legal fees and related (credits) costs ¹	6,079		
European Commission fine ²	45,637		
Asset impairment charges ³	6,939		
Net (gains) losses on lease terminations ⁴	(477)		
CEO severance charges ⁵	5,226		
Income tax adjustments ⁶	(3,378)		
Amounts recorded related to Tax Reform ⁷	6,286		
Total adjustments affecting net earnings attributable to Guess?, Inc.	66,312		
Adjusted net earnings attributable to Guess?, Inc.	\$80,411		
GAAP earnings per share	\$ 0.16	\$1.20 to \$1.25	\$ 2.97
Certain professional service and legal fees and related (credits) costs ¹	\$0.06	(\$0.01)	–
European Commission fine ²	\$0.56	–	–
Asset impairment charges ³	\$0.07	\$0.06	–
Net (gains) losses on lease terminations ⁴	(\$0.00)	\$0.00	–
CEO severance charges ⁵	\$0.05	–	–
Amounts recorded related to Tax Reform ⁷	\$0.08	–	–
Adjustments to uncertain tax positions excluded in prior years ⁸	–	(\$0.02)	–
Amortization of debt discount on Convertible Debt ⁹	–	\$0.08	\$0.03
Adjusted earnings per share	\$ 0.98	\$1.31 to \$1.36	\$ 3.00

Notes

¹ During the full fiscal year 2019 and the nine months ended November 2, 2019 of fiscal year 2020, the Company recorded certain professional service and legal fees and related (credits) costs which the Company otherwise would not have incurred as part of its business operations.

² During fiscal year 2019, the Company recognized a charge of €39.8 million (\$45.6 million) related to a fine imposed on the Company by the European Commission related to its inquiry concerning potential violations of European Union competition rules by the Company.

³ During the full fiscal year 2019 and the nine months ended November 2, 2019 of fiscal year 2020, the Company recorded asset impairment charges for certain retail locations resulting from under-performance and expected store closures.

⁴ During fiscal year 2019, the Company recorded net gains on lease terminations related primarily to the early termiantion of certain lease agreements.

⁵ In fiscal year 2019, the Company announced the departure of its Chief Executive Officer and the terms of his separation. As a result, the Company recorded \$5.2 million in severance-related charges. These charges were comprised of \$2.4 million in future cash severance payments and \$2.8 million in non-cash stock-based compensation expenses resulting from the vesting terms of certain previously granted stock awards.

⁶ Amounts represent the income tax effect of the non-income tax adjustments excluded for non-GAAP in fiscal year 2019. Such amounts are based on the Company's assessment of deductibility using the statutory tax rate (inclusive of the impact of valuation allowances) of the tax jurisdiction in which the charges were incurred.

⁷ During fiscal 2019, the Company revised the provisional amounts recorded in fiscal 2018 related to the estimated amounts due under the Tax Reform and recorded income tax charges of \$6.3 million.

⁸ During the first nine months of fiscal year 2020 ending November 2, 2019, the Company recorded adjustments to uncertain tax positions that were excluded from results in prior years.

⁹ In April 2019, the Company issued \$300 million principal amount of 2.00% convertible notes due 2024 (the "Notes") in a private offering. The Company has separated the Notes into liability (debt) and equity (conversion option) components. The debt discount, which represents an amount equal to the fair value of the equity component, is amortized as non-cash interest expense over the term of the Notes. Estimates of adjusted earnings per share for the full fiscal years 2020 and 2025 exclude the amortization anticipated to be recorded in those years as such amounts are known. The Company has not assumed any potential share dilution related to the convert or related warrants.

¹⁰ The estimates of fiscal year 2020 contemplate amounts for items excluded for non-GAAP that were recognized during the nine months ended November 2, 2019. The Company is unable to predict future amounts for the remainder of fiscal year 2020 and fiscal year 2025, with the exception of amounts related to the amortization of debt discount, as these expenditures and credits are inconsistent in amount and frequency and certain elements used to estimate such items have not yet occurred or are out of the Company's control. As such, the Company has not considered any future charges in the accompanying GAAP outlook.

FREE CASH FLOW

<i>Dollars in thousands</i>	FY2019
Net cash provided by operating activities	\$ 81,679
Less: Purchases of property and equipment	(108,117)
Less: Payments for property and equipment under financing leases	(1,387)
Free cash flow	<u>\$ (27,825)</u>