
HUGO BOSS

Analysts' Conference

April 1, 2004

HUGO BOSS

Dr. Bruno Sälzer
Brands and Markets

HUGO BOSS 2003

- Net sales EUR 1,054.1 million (-4% vs. prev. year, currency adj. +1%)
- Earnings before taxes EUR 120.6 million (+27% vs. prev. year)
- Net income EUR 82.4 million (+10% vs. prev. year)
- Return on sales after taxes 7.8% (prev. year 6.8%)
- Free cashflow EUR 60.5 million (prev. year EUR 61 million)
- Return on equity 20.4% (prev. year 18.9%)

HUGO BOSS 2003

- Year-end (12/31) share price
 - common share EUR 16.30 (+ 76% vs. prev. year)
 - preferred share EUR 15.95 (+ 66% vs. prev. year)

(DAX increase of +37% vs. prev. year, MDAX increase of +48% vs. prev. year)

- Dividend yield*
 - High 4.4% (prev. year 2.6%)
 - Low 9.3% (prev. year 9.3%)

*Based on preferred share

BOSS (Man)

- Net sales EUR 890 million (-5% vs. prev. year, currency adj. +/- 0%)
- Sales split
 - Business wear 59% (1995: 71%)
 - Leisure wear 41% (1995: 29%)
- 13% worldmarket share in high-end Men's Apparel Market
- 4,300 Points of Sale in 108 countries
- 475 BOSS Man Shops and 43 BOSS Man & Woman Shops in 76 countries
- BOSS Shops achieve 31% of net sales
- In 65 international metropolis we achieve 40% of our Net Sales with 20% of our Points of Sale

BOSS (Woman)

- Net sales EUR 51 million (+37% vs. prev. year, currency adj. +43%)
- 522 Points of Sale in 58 countries
- 72 BOSS Woman Shops and 43 BOSS Man & Woman Shops in 29 countries
- BOSS Shops achieve 49% of net sales
- Redirection of fashion statement, marketing, fitting, quality, production and logistical structure is completed
- Break-even in the second half of 2003 was achieved

	2000	2001	2002	2003
Net Sales in Mill. EUR	10,8	48,4	37,0	50,8
(Development in %)			(23,6)	37,3
Net Income in Mill. EUR	(10,4)	(24,2)	(18,1)	(3,0)

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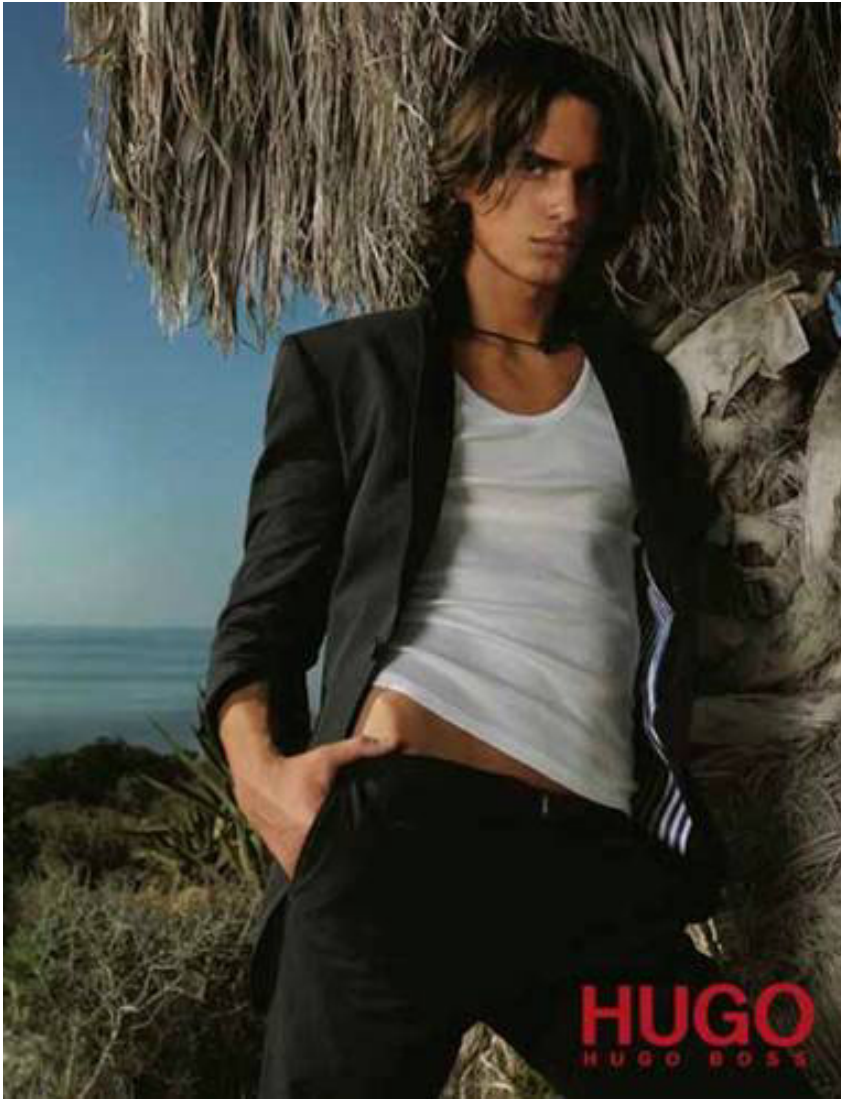
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HUGO

- Net sales EUR 94.3 million (-4% vs. prev. year, currency adj. -1%)
- Sales split
 - HUGO Man 75%
 - HUGO Woman 25%
- 960 HUGO Man Points of Sale and 364 HUGO Woman Points of Sale in 43 countries
- 44 HUGO Shops and presence in 6 HUGO BOSS Shops in 14 countries
- HUGO Shops achieve 19% of net sales

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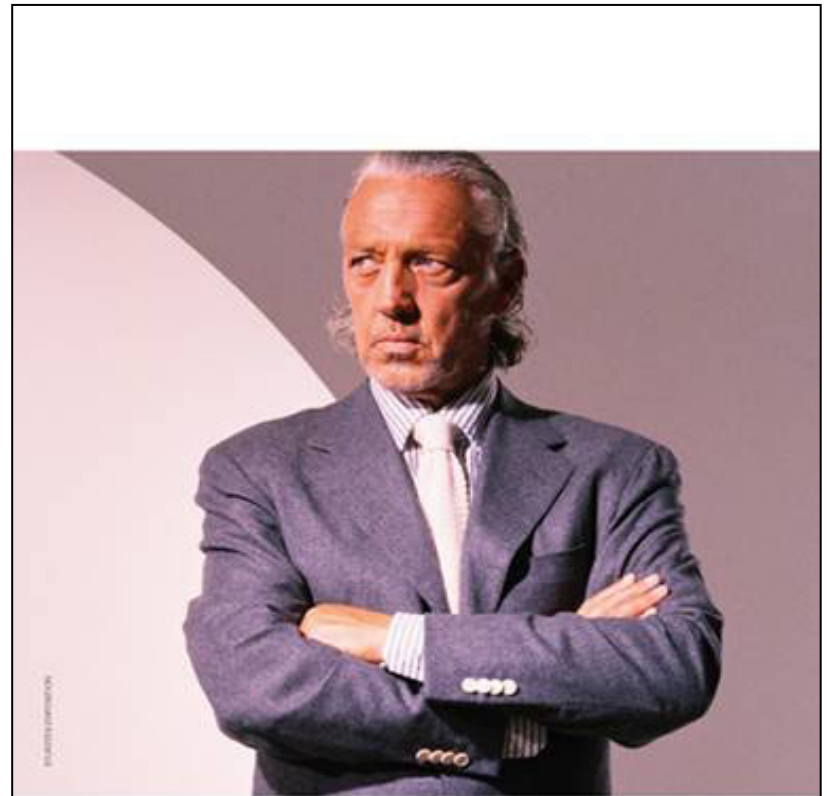
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Baldessarini
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Baldessarini
HUGO BOSS



Baldessarini
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Sales by brand

	2003	2002	<i>Change</i>	<i>Change</i>
	<i>EUR mill.</i>	<i>EUR mill.</i>	<i>in %</i>	<i>curr. adj. in %</i>
BOSS	941.0	974.8	(3)	2
Man	890.2	937.8	(5)	0
Woman	50.8	37.0	37	43
HUGO	94.3	98.2	(4)	(1)
BALDESSARINI	18.8	20.4	(8)	(5)
Total	1,054.1	1,093.4	(4)	1

Sales by region

	2003	2002	<i>Change</i>	<i>Change</i>	2003	1995
	<i>EUR mill.</i>	<i>EUR mill.</i>	<i>in %</i>	<i>curr. adj.</i>	<i>sales split in %</i>	
				<i>in %</i>		
Germany	261.4	275.0	(5)	(5)	25	37
Rest of Europe	451.5	445.4	1	3	42	33
Americas	186.7	221.0	(16)	0	18	18
Other regions	101.3	87.9	15	27	10	8
Royalties	53.2	64.1	(17)	(17)	5	4
Total	1,054.1	1,093.4	(4)	1	100	100

Sales trends 2004 by region

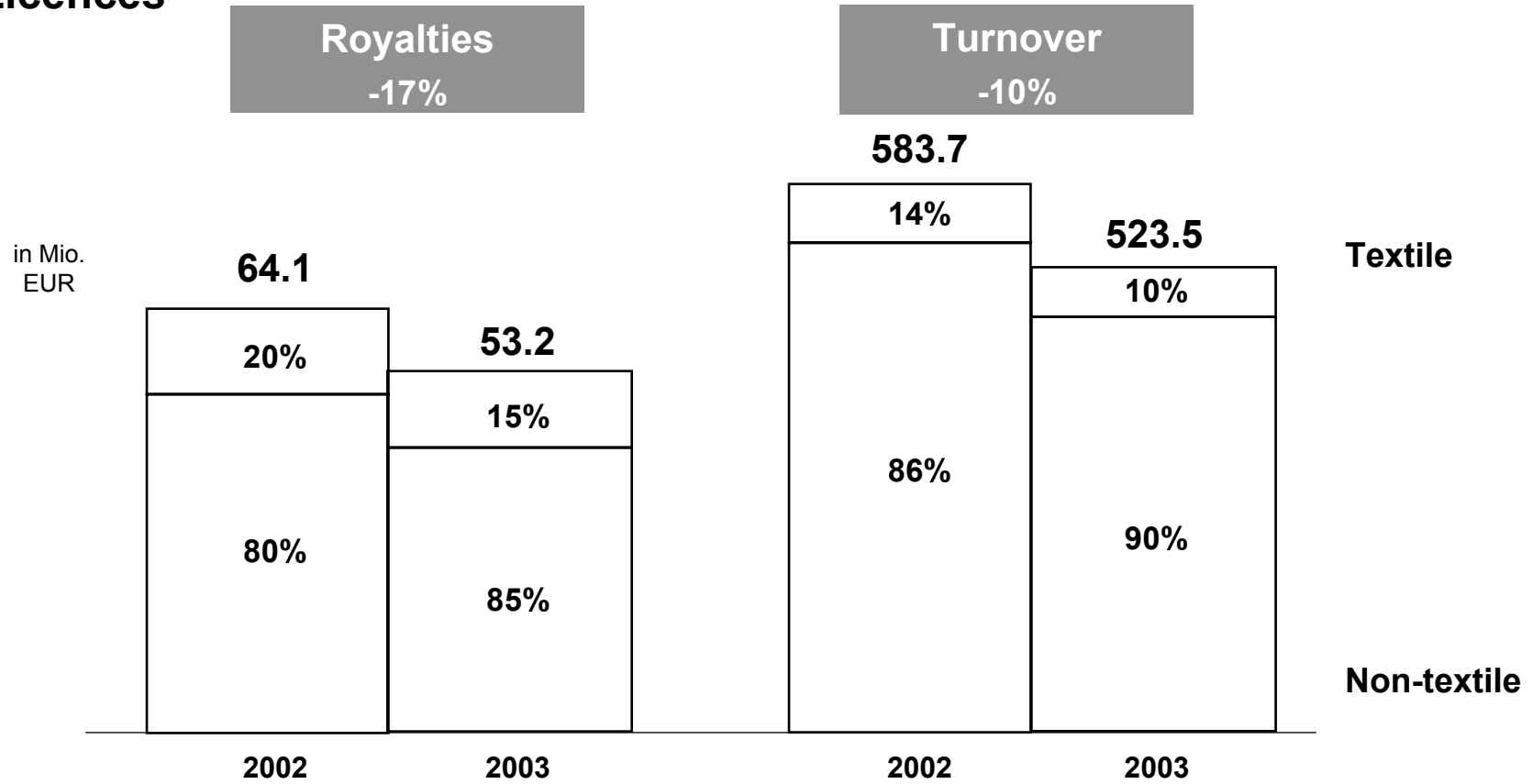
	2004	2003
		<i>EUR mill.</i>
Germany	→	261.4
Rest of Europe	↗	451.5
Americas	→	186.7
Other regions	↗	101.3
Royalties*	↘	53.2
Total	↗	1,054.1

*Due to the integration of the textile product lines

Earnings trends 2004

	2004	2003
		<i>Mio. EUR</i>
Sales	↗	1,054.1
Gross margin	↗	545.3
in % of sales	↗	51.7
Operating result	↗	118.4
Earnings before taxes	↗	120.6
Net income	↗	82.4

Licences



Integration of the textile product line:

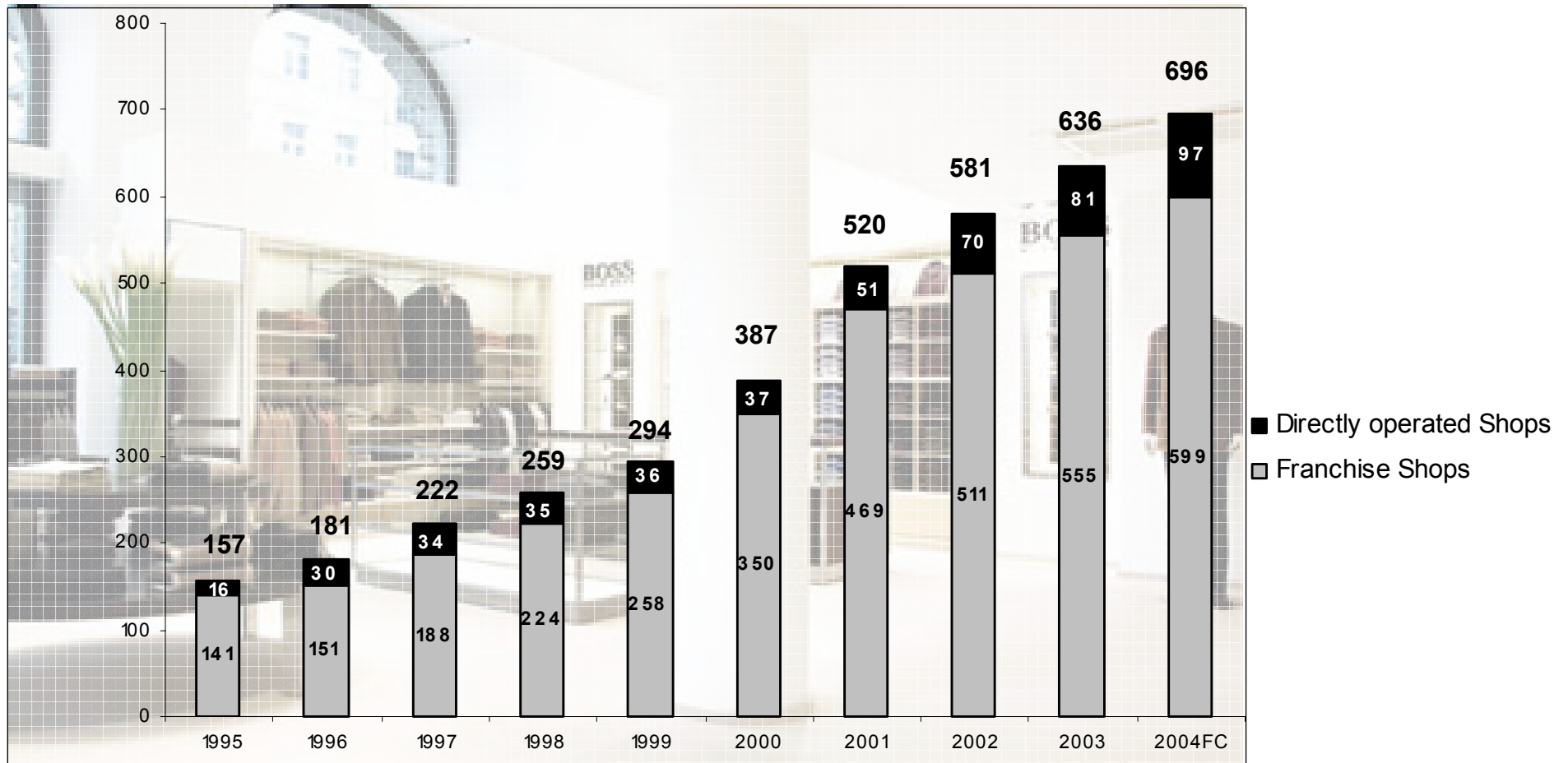
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|-------------|---|
| 1. Bodywear | Contract termination: April 30, 2003 |
| 2. Hosiery | Contract termination: June 30, 2003 |
| 3. Knitwear | Contract termination: December 31, 2003 |

HUGO BOSS



Berlin

Number of HUGO BOSS Shops



HUGO BOSS Shops by region

	2004^{FC}	2003	2002	2001
Germany	104	97	85	77
Rest of Europe	301	272	242	212
Americas	87	81	96	92
Other regions	204	186	158	139
Total	696	636	581	520
share of net sales in %	33	30	26	25
Thereof HUGO BOSS Shops	97	81	70	51
share of net sales in %*	9	7	6	3

*excl. Holy's

Employees - by region

Average number of employees	2003	2002	<i>Change in %</i>
Germany	1,623	1,572	3
Rest of Europe	2,342	1,928	21
Americas	878	914	(4)
Other regions	267	186	44
Total	5,110	4,600	11

Employees - by function

Average number of employees	2003	2002	<i>Change in %</i>
Production / Logistics	3,226	2,846	13
Sales / Creation	1,424	1,318	8
Administration	460	436	6
Total	5,110	4,600	11

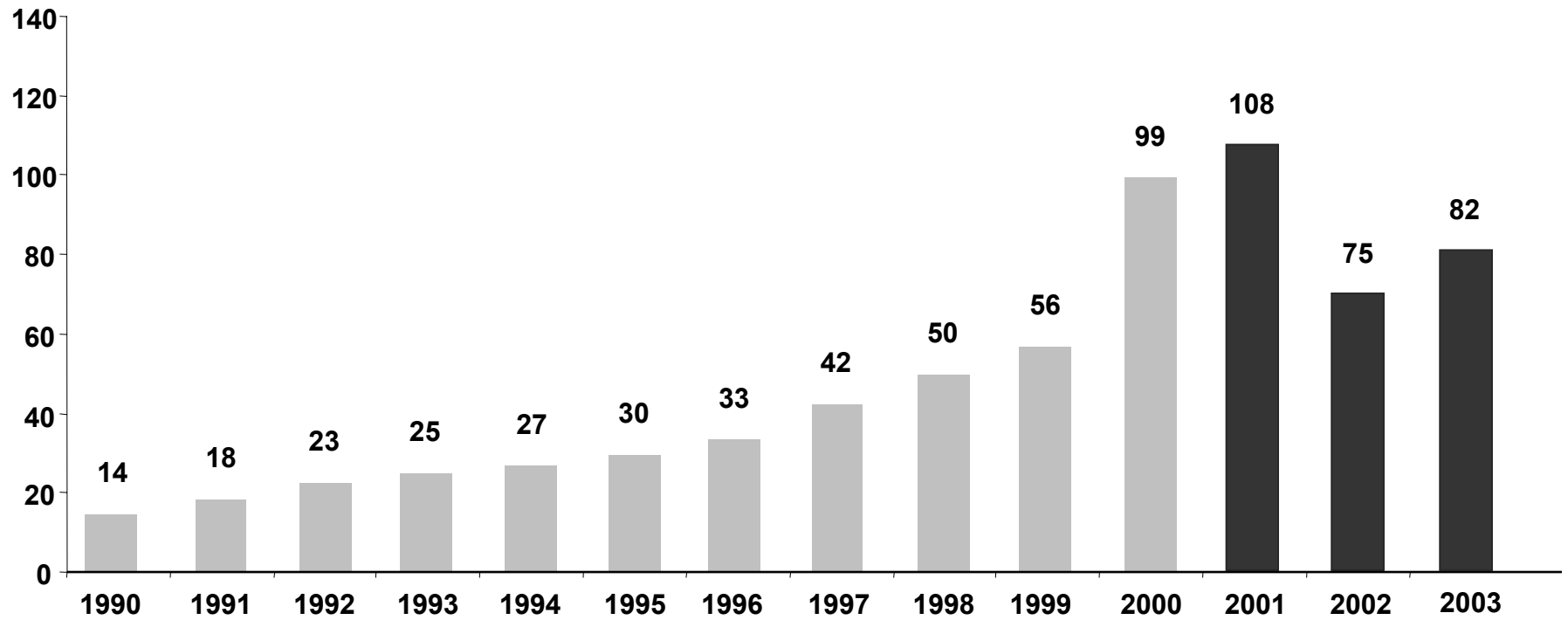
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Jörg-Viggo Müller

Financials

Net Profit Development 1990 - 2003

EUR mill.



Development	29%	28%	9%	8%	11%	10%	27%	19%	12%	77%	8%	-31%	10%
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- German GAAP (HGB)
- International Financial Reporting Standards (IFRS)

Figures for 1993, 1996, 2000 and 2001 adjusted for the tax effect of the special dividend (Consolidated Net Profit for:
 1993: EUR 39.1 mill.
 1996: EUR 38.9 mill.
 2000: EUR 109.0 mill.
 2001: EUR 117.6 mill.)

Profit and Loss Statement

	2003 <i>EUR mill.</i>	2002 <i>EUR mill.</i>	Change <i>in %</i>
Sales	1,054.1	1,093.4	(4)
Gross margin	545.3	567.0	(4)
in % of sales	51.7	51.9	
Operating result	118.4	115.4	3
Net financial result	1.3	(3.3)	
Non-recurring and exceptional items	0.9	(17.0)	
Earnings before taxes	120.6	95.1	27
Taxes on income	(38.2)	(20.4)	(87)
Net income	82.4	74.7	10

Development of Result

		<i>EUR mill.</i>
Net income 2002		74.7
Change in gross margin		(21.7)
Change in royalties	(11.1)	
Effect of sales volume on gross margin	(13.7)	
Effect from changes in the gross margin percentage	3.1	
Change in operating expenses and depreciation/amortization		24.7
from other operating expenses	38.9	
from personnel expenses	(12.2)	
from depreciation/amortization	(2.0)	
Change in financial result		4.6
Change in non-recurring and exceptional items		17.9
Change in taxes		(17.8)
Change in earnings before tax	(5.5)	
Other tax effects	(12.3)	
Net income 2003		82.4

Analysis of Financial Requirements

	2003 <i>EUR mill.</i>	2002 <i>EUR mill.</i>	Change <i>in %</i>
Trade receivables, other assets, balances with factoring companies ¹	222.6	225.0	(1)
Inventories	214.7	218.1	(2)
Trade payables and other liabilities ¹	(53.0)	(51.6)	(3)
Provisions	(74.2)	(87.1)	15
Net current assets	310.1	304.4	2
Other long-term assets ²	28.9	33.5	(14)
Trade payables and other liabilities ³	(2.7)	(3.0)	10
Fixed assets	222.5	220.4	1
Provisions for pensions	(19.7)	(23.1)	15
Medium- and long-term net assets	229.0	227.8	1
Net capital invested	539.1	532.2	1
Balance of cash at banks and due to banks	139.6	147.0	(5)
Shareholders' equity	399.5	385.2	4
Coverage of net capital invested	539.1	532.2	1

¹ Payable within one year. ³ Payable after more than one year.

² Trade receivables and other receivables >1 year, net deferred taxes.

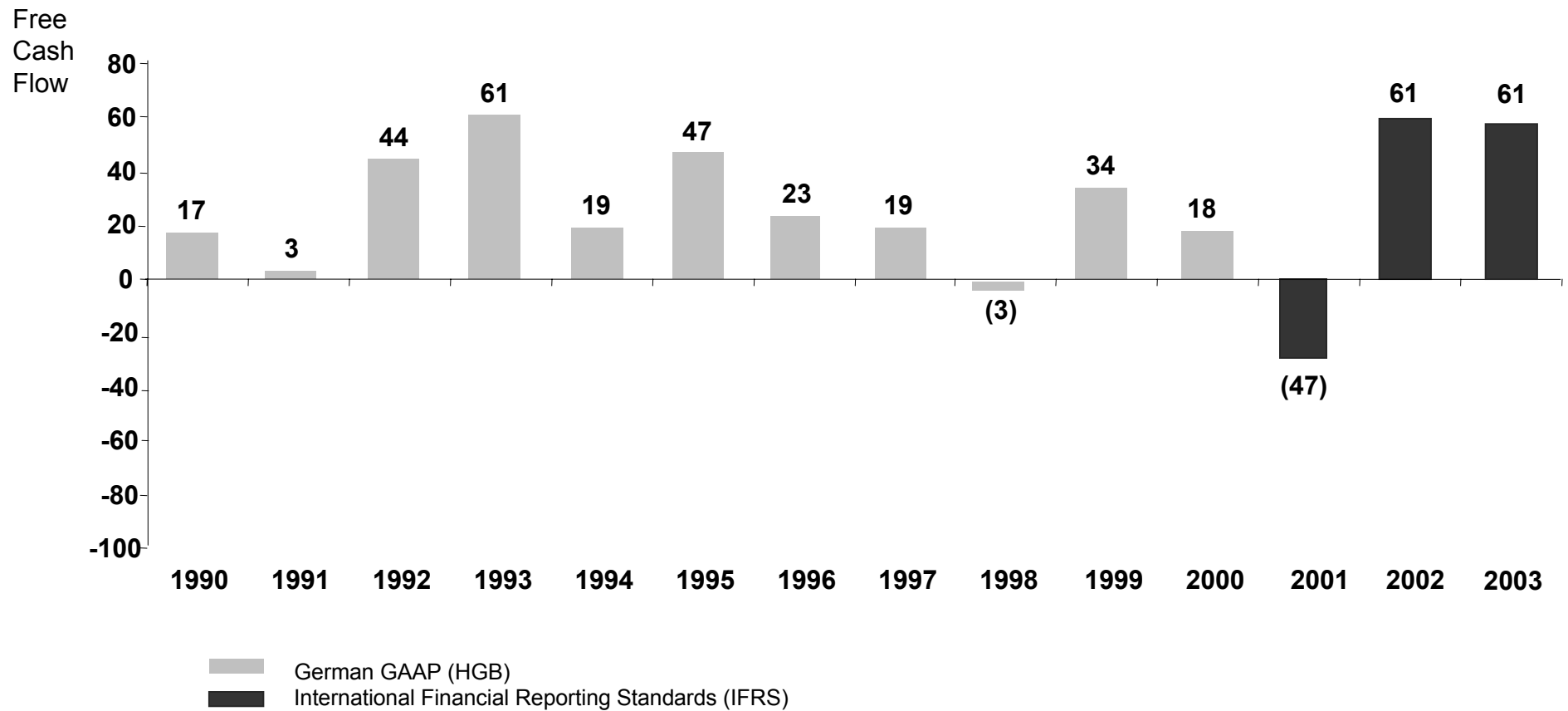
Free Cash Flow

	2003 EUR mill.	2002 EUR mill.	Change in %
Net income	82.4	74.7	10
Depreciation/amortization ¹	32.9	32.2	2
Change of pension provisions	(3.4)	(1.8)	(89)
Cash flow	111.9	105.1	6
Capital expenditure	(46.3)	(68.4)	32
Disposals/exchange rate differences in fixed assets	11.3	16.5	(32)
Change in remaining net capital invested	(1.5)	14.0	
Currency translation and other equity changes	(14.9)	(6.2)	
Free cash flow - before dividend	60.5	61.0	(1)
Dividend payment	(53.1)	(53.1)	
Free cash flow	7.4	7.9	(6)

¹ Including non-recurring write-offs.

Free Cash Flow Development 1990 - 2003

EUR mill.



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Forecast 2004

Sales and result forecast 2004

- Slight increase in currency-adjusted sales, including the product lines of knitwear, shoes and leather accessories.
- Compared to sales, net income should show a disproportionate rise.

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Thank you for your attention!