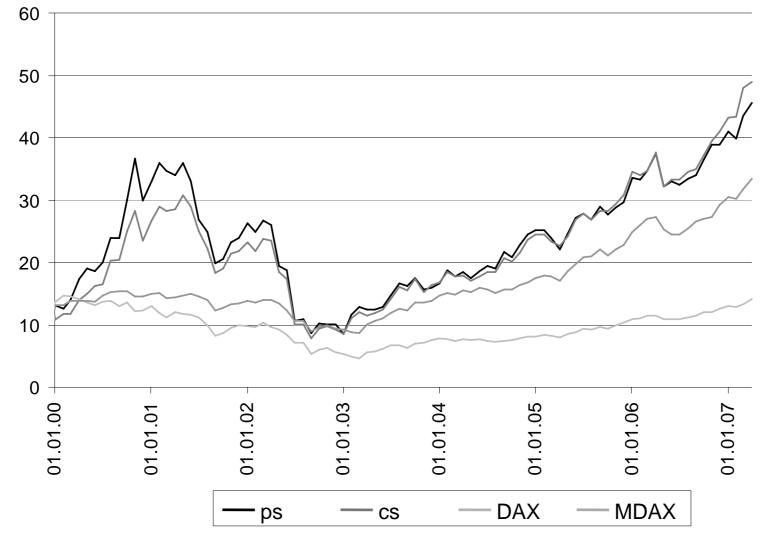
# **Annual General Meeting**

May 10, 2007

- Net sales EUR 1,495.5 million (+14% versus previous year)
- Gross margin EUR 854.5 million (+17% versus previous year)
- EBIT EUR 184.4 million (+13% versus previous year)
- Income before taxes EUR 179.9 million (+14% versus previous year)
- Net income EUR 128.7 million (+19% versus previous year)

- Share price (12/31/2006) Common share EUR 41.00 (+34% versus previous year)
  - Preferred share EUR 38.92 (+31% versus previous year)
- Dividend yield: Common share 2.9%
  - Preferred share 3.1%
- Market capitalization (12/31/2006) EUR 2,815 million (+ EUR 695 million versus previous year)

# **Share Price Development**



#### **Strategic Growth Areas**

#### **BOSS Womenswear**



#### **Shoes and Leather Accessories**



#### **Directly Operated Stores**



- Turnover EUR 1
- Growth
- EUR 162 m

+69%

- TurnoverGrowth
  - +28%

EUR 151 m

- Turnover EUR 192 m
- Growth +39%

Annual General Meeting May 10, 2007

# Sales by Region

	<b>2006</b> EUR mill.	<b>2005</b> EUR mill.	Change in %	<b>2006</b> sales split in %
Germany	346.9	318.4	9	23
Other European countries	681.9	582.5	17	46
Americas	273.6	233.4	17	18
Asia / other regions	150.1	134.2	12	10
Royalties	43.0	40.9	5	3
TOTAL	1,495.5	1,309.4	14	100

\_\_\_\_

# Sales by Brand

	<b>2006</b> EUR mill.	<b>2005</b> EUR mill.	Change in %
BOSS	1,347.9	1,167.5	15
Menswear	1,185.7	1,071.8	11
Womenswear	162.2	95.7	69
HUGO	136.2	124.5	9
Others	11.4	17.4	(34)
TOTAL	1,495.5	1,309.4	14



# **BOSS Menswear**

- Market presence in 106 countries with more than 4,600 points of sale (apparel only)
- Sales split Businesswear 49%
  - Leisurewear 41% - Shoes and Leather Accessories 10%
  - Ondes and Leather Accessories
- BOSS Stores achieve 37% of net sales
- BOSS Selection grows 62% and achieves EUR 33 million net sales in 59 countries



## **BOSS Womenswear**

- Market presence in 69 countries with more than 1,200 points of sale (apparel only)
- Sales split 48% - Businesswear 36%
  - Leisurewear
  - Shoes and Leather Accessories 16%
- BOSS Stores achieve 63% of net sales
- 11% share of total net sales

	2002	2003	2004	2005	2006
Net sales in EUR million	37.0	50.8	69.3	95.7	162.2
(Development in %)	(24)	37	36	38	69
Net income in EUR million	(18.1)	(3.0)	0.2	2.1	7.8

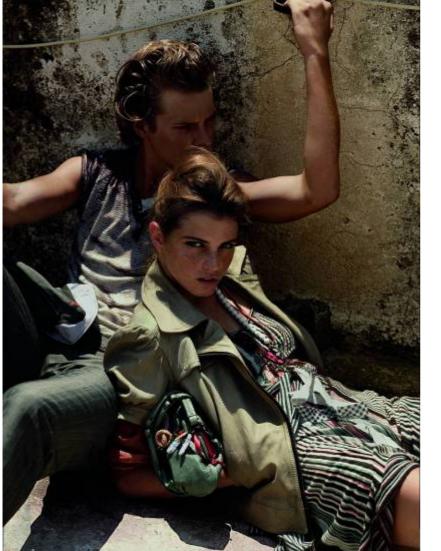


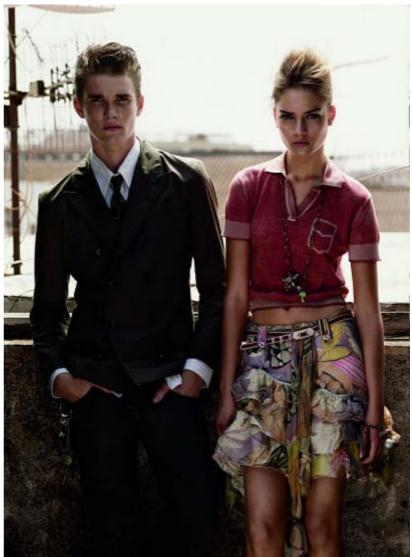


#### SELECTION















# HUGO

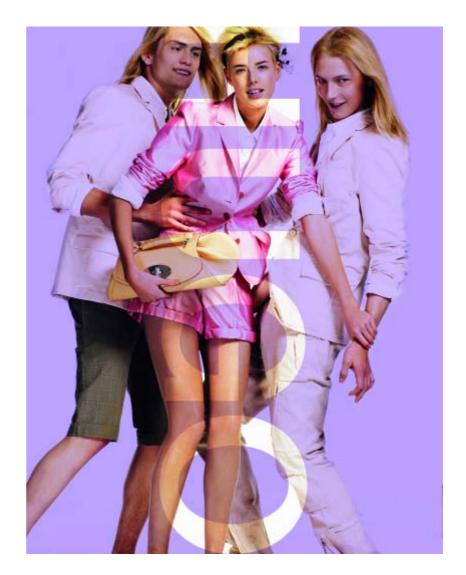
• Market presence in 48 countries with more than

1,100 HUGO Menswear points of sale and 370 HUGO Womenswear points of sale (apparel only)

- Sales split HUGO Menswear 75% - HUGO Womenswear 25%
- HUGO Stores achieve 28% of net sales



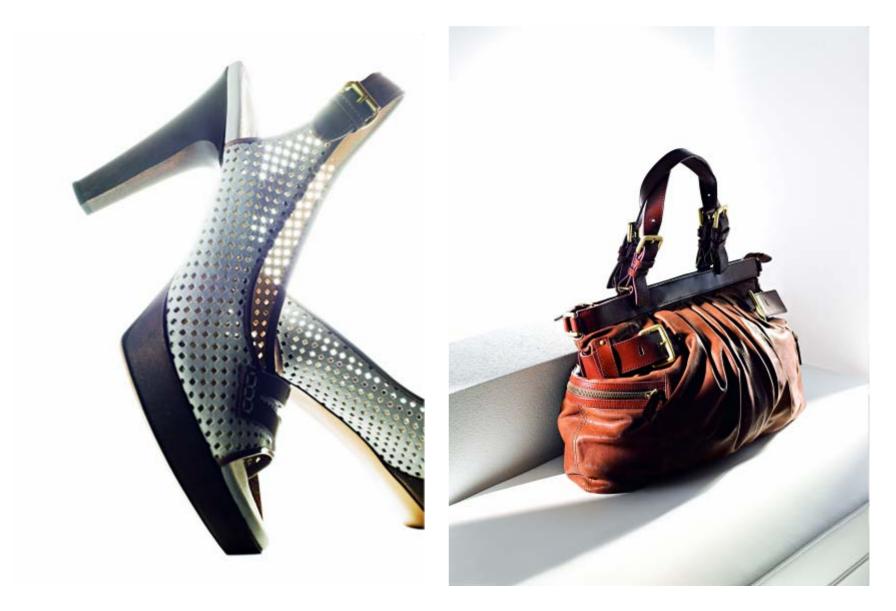




#### **Shoes and Leather Accessories**

- Shoes and leather accessories complement all our fashion lines
- Sales split

- Menswear 81%
- Womenswear 19%
- 10% share of total net sales



## **Royalties**

- The licensed out product groups fragrances, eyewear and watches achieve EUR 43 million (+5% versus previous year)
- With the Movado Group, Inc., the new license partner for watches, the new watches have been introduced in the first half of the year
- With Safilo SpA, the new license partner for eyewear, the new collections have been introduced in the second half of the year
- Successful launch of "Femme by BOSS" und continuously successful development of the "BOSS Selection" men's fragrance

#### **Directly Operated Stores**

- 210 own stores (+65 versus previous year) in 16 countries, thereof
  - 67 freestanding Stores (+20 versus previous year)
  - 143 shop-in-shops (+45 versus previous year)
- 6% sales increase on comparable selling space
- 13% share of total net sales

#### **HUGO BOSS Stores by Region**

Market presence in 76 countries with 1,051 Stores, thereof

- 375 freestanding Stores
- 676 shop-in-shops

	2006	2005
Germany	187	156
Other European countries	470	370
Americas	113	104
Asia / other regions	281	247
TOTAL	1,051	877
Share of net sales in %	36	34

## **Employees – by Region**

Full-time equivalents	2006	2005	Change in %
Germany	2,104	1,911	10
Other European countries	4,795	4,262	13
Americas	1,167	1,063	10
Asia / other regions	375	348	8
TOTAL	8,441	7,584	11

# **Employees – by Function**

Full-time equivalents	2006	2005	Change in %
Production / Logistics	5,334	4,992	7
Sales / Creation / Marketing	2,441	2,025	21
Administration	666	567	17
TOTAL	8,441	7,584	11

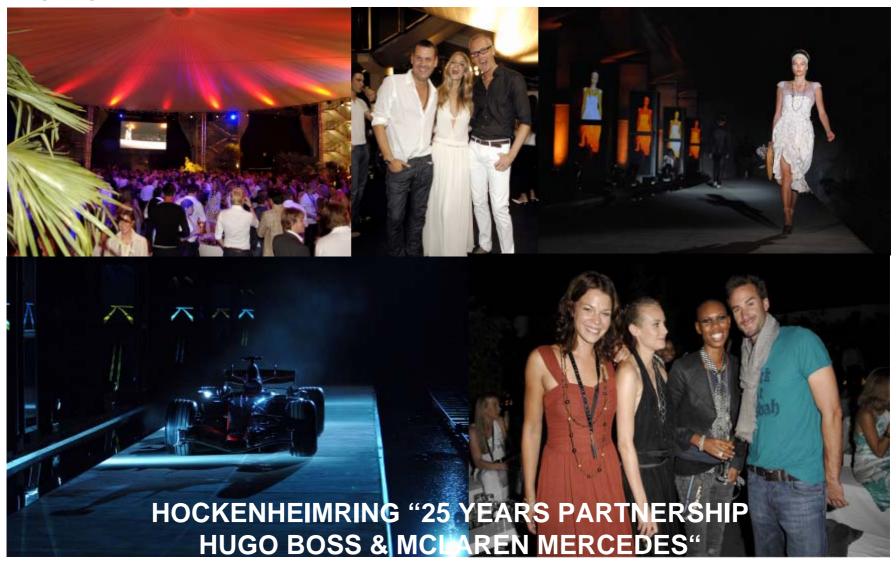
#### **Update on Columbus Project**

- Continuously successful implementation
- HUGO is already working with new processes, the roll-in of BOSS Orange and BOSS Black Womenswear has been initialized
- The Columbus project will be finalized by the end of 2007 after the successful completion of the BOSS Black Menswear roll-in
- Already tangible improvements in the total supply chain and in work flows

# Highlights 2006



# **Highlights 2006**



## **Highlights 2006**







de Hugo Boss y sus talentosos diseñadores



BOS

S





Así fae la presentación de las unevas co- y lo depuendo de sus líneas, creación de que se distingue por su elegancia elásica - de las enfecciones prêt-à-porter-

li civello fa an einim. Se

teoclones exclusivas de Hugo Boss que se - Wilts, y la línea Orange, que se compose reatizó en Ciudad de México. Dos esce- de modelos más deportivos e informales, tenus diseñadores, et alemán Ingo Wills. que juegan con la figura y la imagina y el italiano Andrea Cannellonni, pre- ción, y resultan sumamente versíciles sentaron lo mejor de sus creactiones poro la A pesar de lo distimiles, y muchos dirita prestigiosa marca Hago Bors, en un evento que basta opuestos, de sus estilos, ambos que fue catalogado como indo un dxito. La diseñadores son creadores realmente elpresentación tuvo dos vertinites: la colere- cepcionales, llegando a alcanzar el princición Boss Black Label, o etiqueta ucara, puesto en ventas en Europa este añoderre-

Annual General Meeting May 10, 2007

# **Highlights 2006**



# Highlights 2006



Annual General Meeting May 10, 2007

HUGO BOSS ©