

H U G O B O S S

ANNUAL SHAREHOLDERS' MEETING 2012

Claus-Dietrich Lahrs (CEO)

Stuttgart, May 3, 2012

AGENDA



OPERATIONAL HIGHLIGHTS



2011 FINANCIAL YEAR



OUTLOOK

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OPERATIONAL HIGHLIGHTS



2011 FINANCIAL YEAR



OUTLOOK

2011 the best year in history for HUGO BOSS

- Record financial results
- Strong momentum across all brands
- Double-digit sales increases in all regions
- Profitable retail expansion
- Successful implementation of Project D.R.I.V.E.



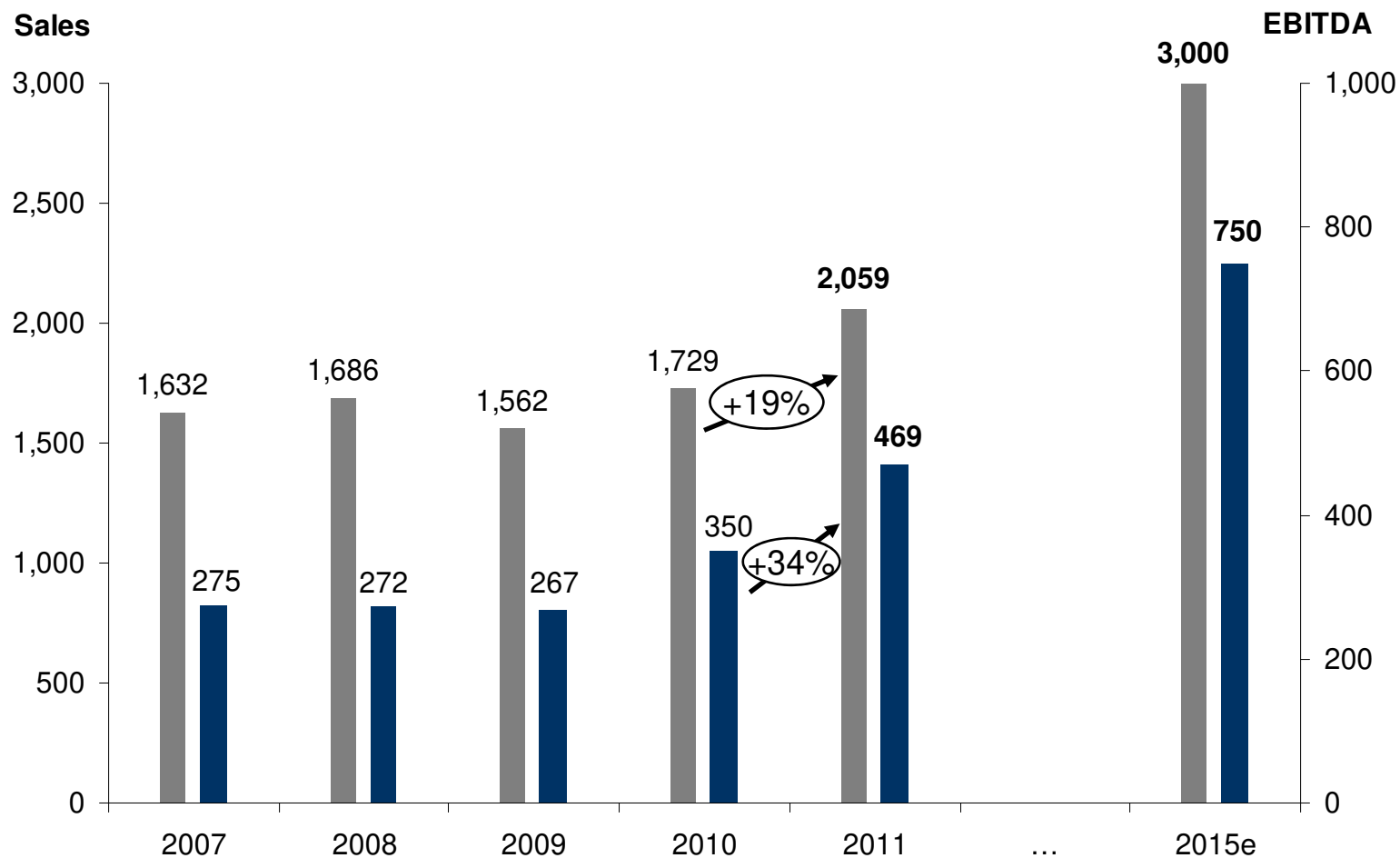
Record financial results

Sales and EBITDA before special items

(in EUR million)

■ Sales

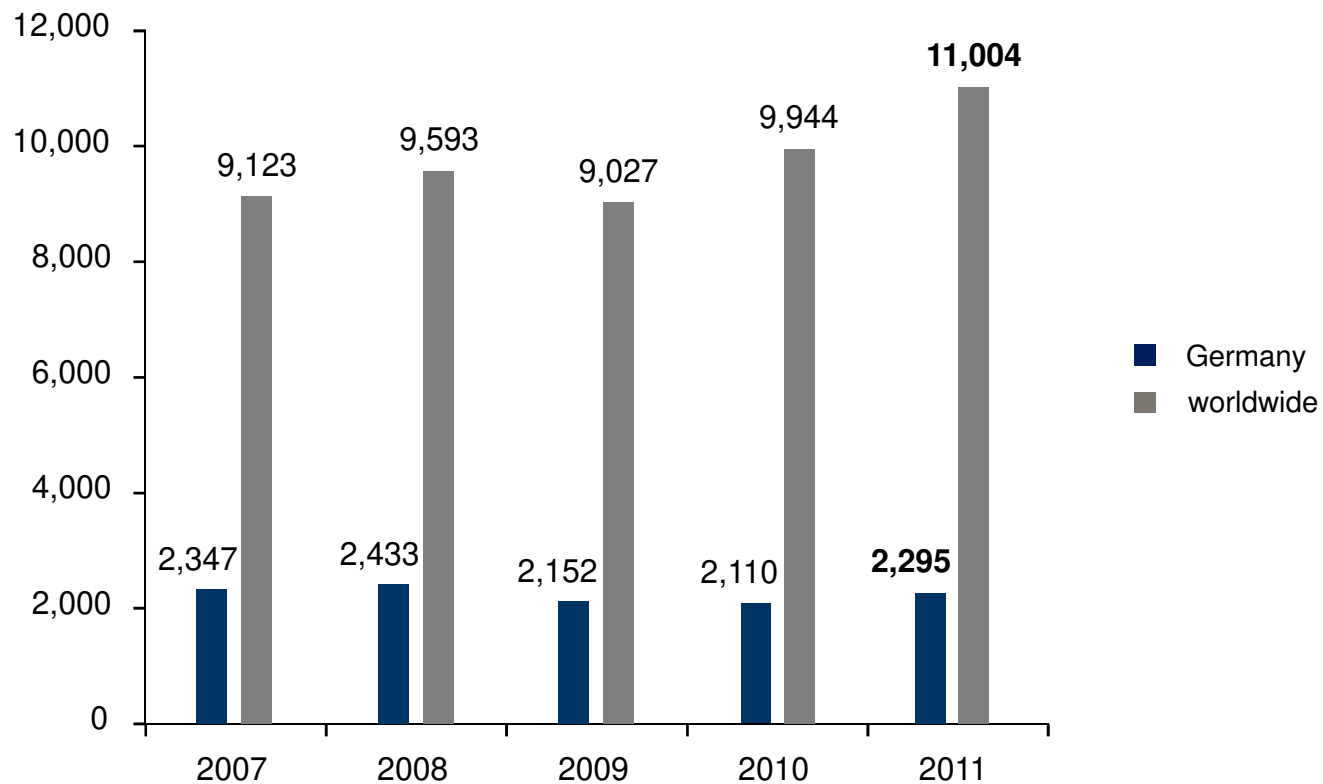
■ EBITDA before special items



Number of employees increases due to positive business development

Number of employees at year end

Germany* and worldwide



* according to IAS/IFRS

Annual Meeting 2012

HUGO BOSS ©

May 3, 2012

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BOSS Selection – New direction receives strong customer support

- Sales increase by 43% in 2011
- Distinct brand identity across clothing and sportswear
- Strengthens luxury brand perception in key growth markets
- Important halo effect for entire brand portfolio



BOSS Selection – Made to Measure underlines unrivalled tailoring competence



B
BOSS SELECTION
HUGO BOSS
MADE TO MEASURE



BOSS Black – Momentum in sportswear adds to historical strength in clothing



BOSS Black – Celebrating 30 years of partnership with McLaren



HUGO – Impressive presentation at Berlin Fashion Week



BOSS Green – Defining premium sportswear

- Sales increase 50% in 2011
- Strongest growing brand within the HUGO BOSS portfolio
- Successful association with Germany's top golfer Martin Kaymer
- High credibility in golf & premium sportswear



BOSS Orange – Sharpened brand positioning



RETAIL – Attractive additions to global network



BOSS Store // Shenyang, China

Opening: November 2011
Net size: 390 m²



BOSS Store // Geneva, Switzerland

Opening: December 2011
Net size: 475 m²



BOSS Store // London Stratford, UK

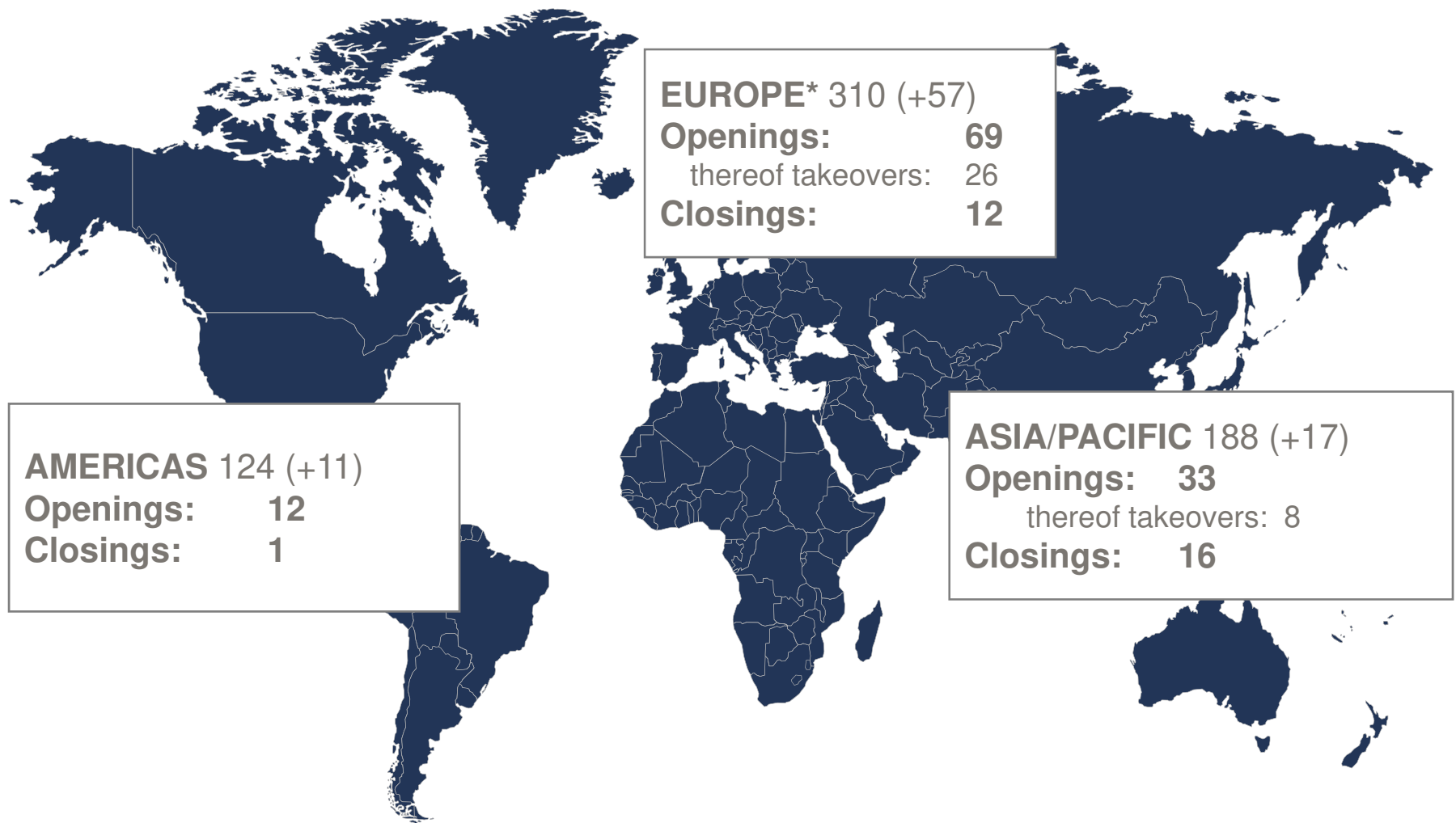
Opening: September 2011
Net size: 458 m²



BOSS Store // Huizhou Huamao, China

Opening: November 2011
Net size: 250 m²

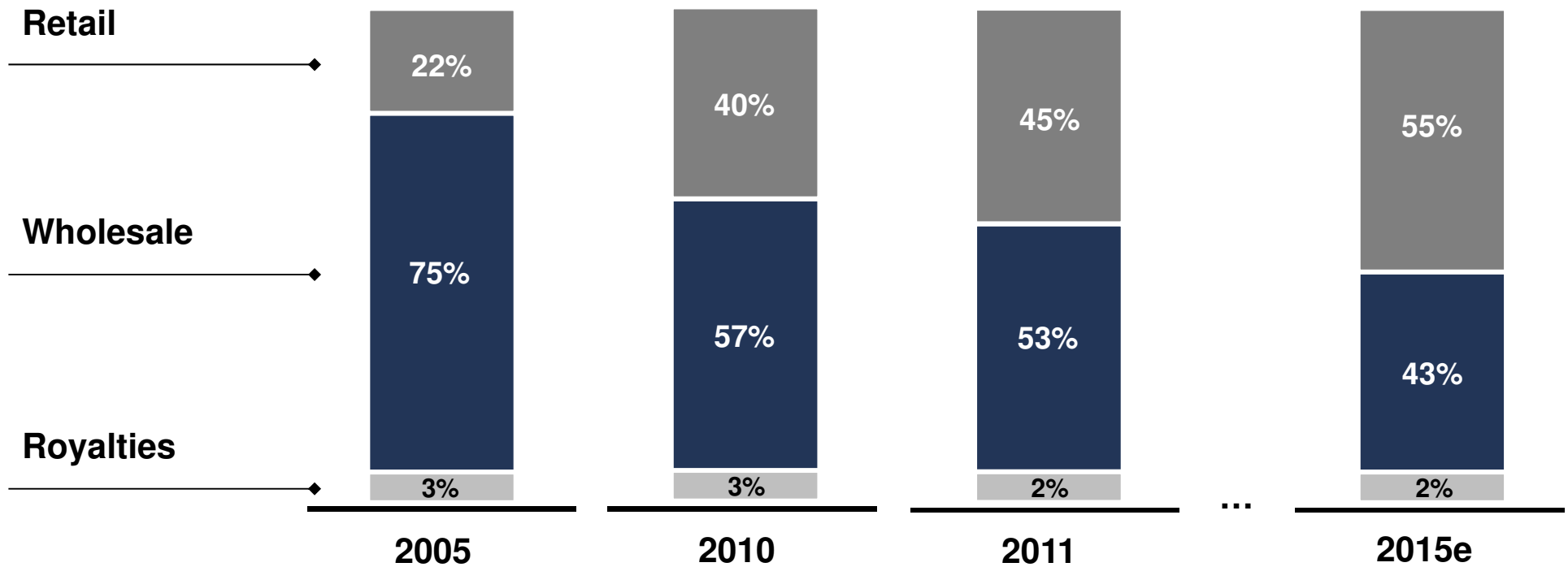
RETAIL – Global store network grows by 85 to 622 locations in 2011



* incl. Middle East / Africa

Number of own retail stores as of December 31, 2011

Importance of own retail increases steadily



Sales by distribution channel as a percentage of total sales

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OPERATIONAL HIGHLIGHTS



2011 FINANCIAL YEAR

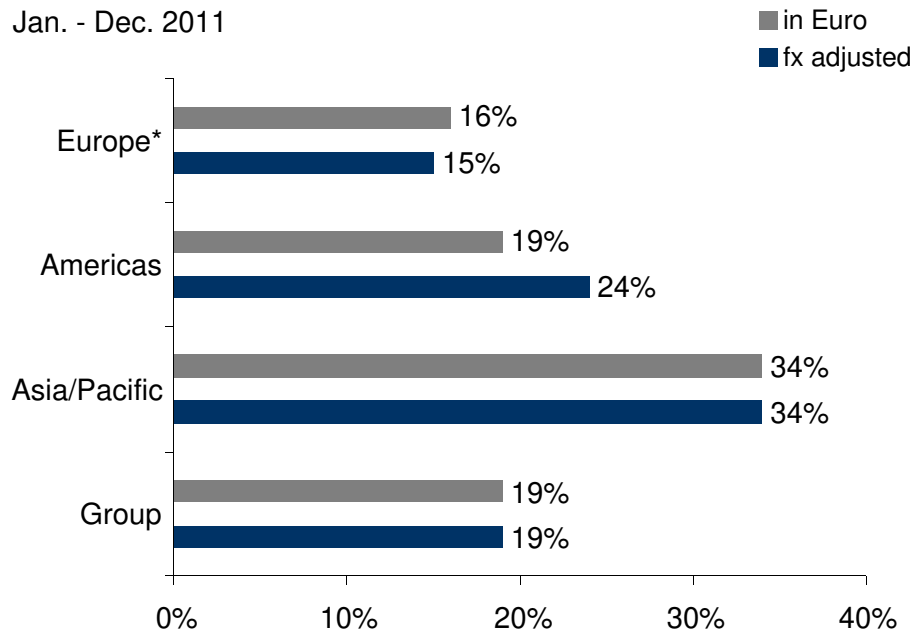


OUTLOOK

SALES – Growth in all regions and distribution channels

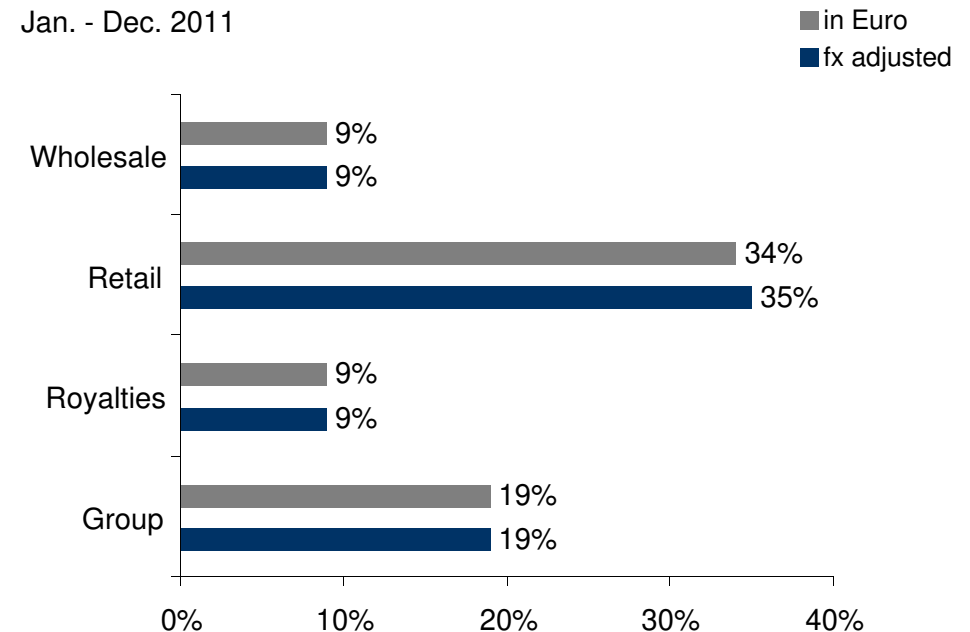
Sales development by region, y-o-y

Jan. - Dec. 2011



Sales development by distribution channel, y-o-y

Jan. - Dec. 2011



* incl. Middle East / Africa

INCOME STATEMENT – Adjusted EBITDA margin reaches 22.8%

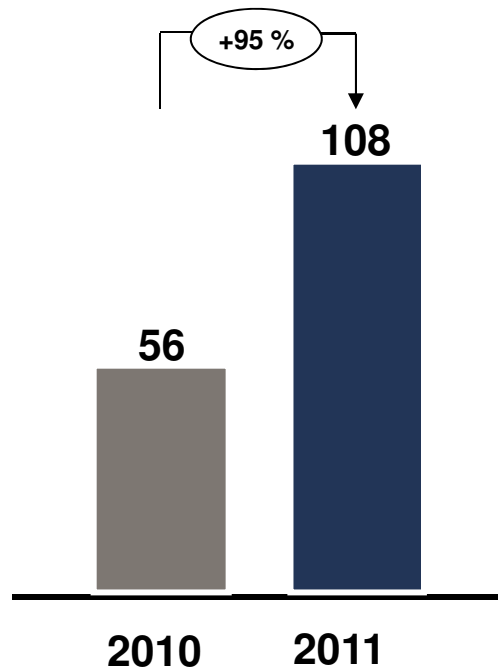
in EUR million	2011	2010	Change in %
Net sales	2,058.8	1,729.4	19
Gross profit	1,264.8	1,027.2	23
in % of sales	61.4	59.4	2.0 pp
Selling and distribution expenses	(682.1)	(574.4)	(19)
Administration costs and other operating income and expenses	(188.6)	(188.8)	0
Operating result (EBIT)	394.1	263.9	49
in % of sales	19.1	15.3	3.8 pp
Financial result	(11.7)	(14.8)	21
Earnings before taxes	382.4	249.2	53
Income taxes	(91.4)	(59.9)	(53)
Net income	291.0	189.2	54
Attributable to:			
Equity holders of the parent company	284.5	185.9	53
Earnings per share (EUR)*			
Preferred share	4.13	2.70	53
EBITDA before special items	469.0	349.8	34
in % of sales	22.8	20.2	2.6 pp

- **Gross profit margin** up 200 bp to 61.4% due to higher share of own retail and consistent pricing strategy
- Higher **selling & distribution expenses** driven by own retail expansion and increased marketing expenditures
- Efficiency improvements support 34% growth of **EBITDA before special items**

* Basic and diluted shares

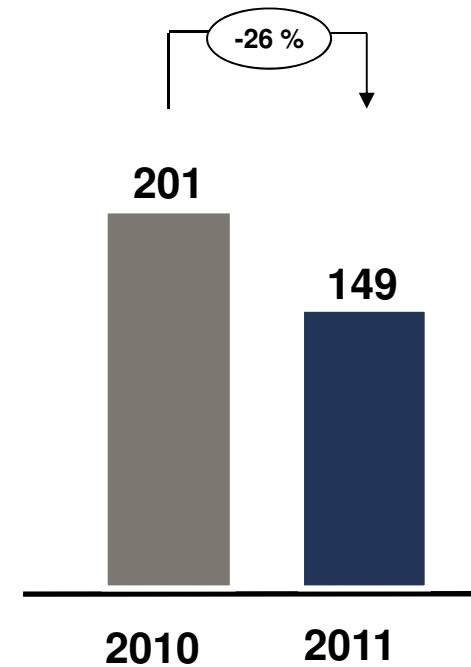
NET DEBT – Further net debt reduction despite higher investments

Investments (in EUR million)



- Own retail and infrastructure investments drive growth

Net debt (in EUR million)

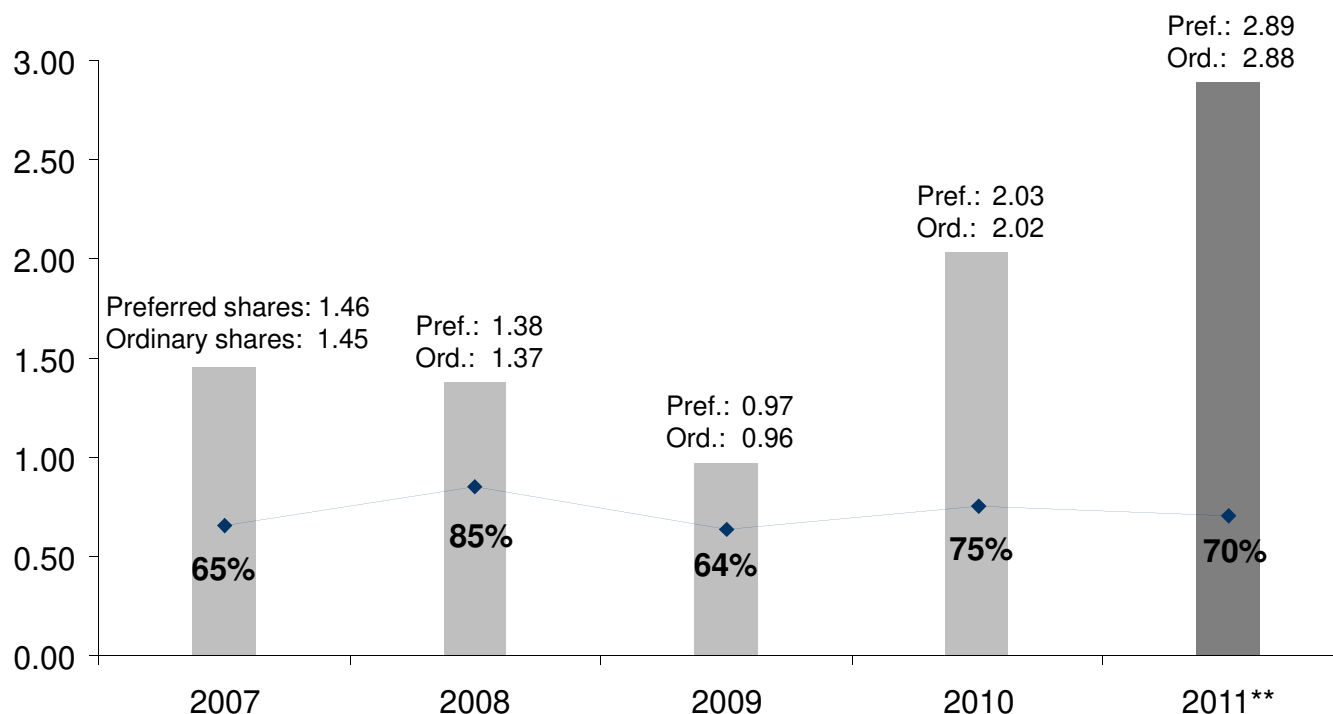


- Strong profit generation offsets working capital and capex increases

DIVIDEND – Dividend increase proposed

Dividend* and payout ratio

(in EUR and in % of consolidated net income attributable to equity holders of the parent company)



Proposal in line with dividend policy to pay out between 60% and 80% of consolidated net income

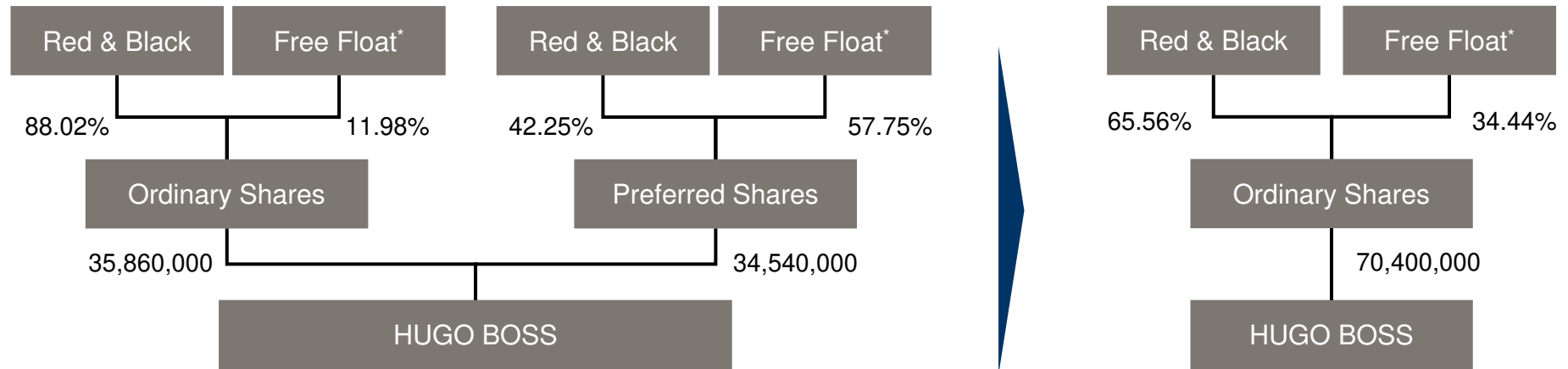
* Excl. special dividend **2011: subject to shareholder approval

HUGO BOSS shares outperform major indices

Share Price Development: Dec. 30, 2010 - Mar. 30, 2012
(Index: December 30, 2010 = 100)



Share class conversion offers many benefits for shareholders



* Includes 1,383,833 treasury shares (528,555 ordinary shares and 855,278 preferred shares)

Benefits

- Simplified share structure
- Increased liquidity
- Higher index weighting
- Improved Corporate Governance standards ("one share – one vote")

Process

- Approval from both ordinary and preferred shareholders sought at AGM and separate meeting
- Mandatory one-to-one conversion
- Implementation as soon as possible

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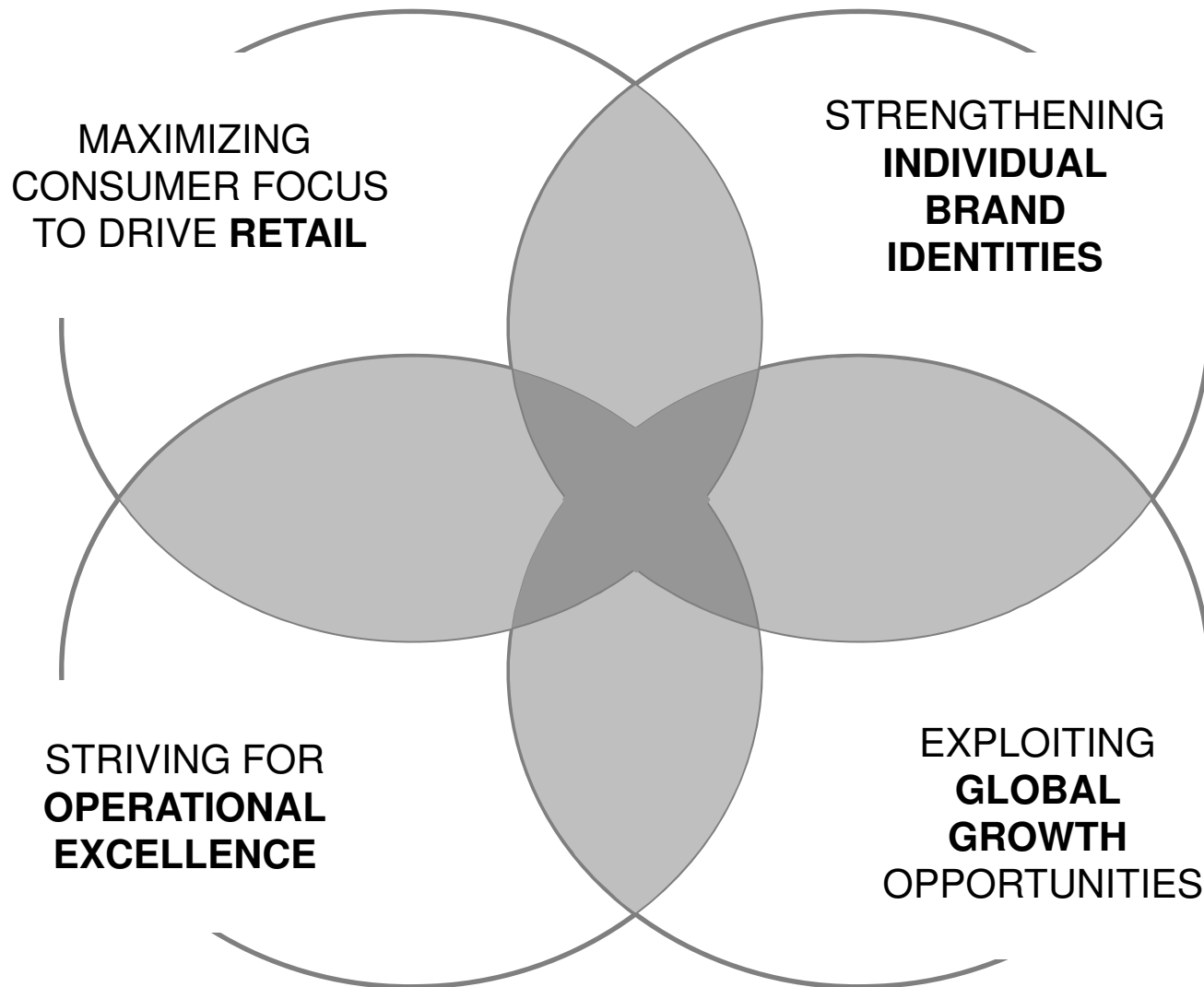


2011 FINANCIAL YEAR



OUTLOOK

Continued focus on execution of medium-term growth strategy



Investing in our brands: Campaigns



B
BOSS SELECTION
HUGO BOSS





STYLING: ANNE KREMER, MAKEUP: ANNE KREMER, HAIR: ANNE KREMER, PHOTOGRAPHY: ANNE KREMER

BOSS
HUGO BOSS

SHOP ONLINE HUGOBOSS.COM



Model: GUY - POLO SHIRT / WHITE SHIRT - BOSS HUGO BOSS - POLO SHIRT / WHITE SHIRT - BOSS HUGO BOSS

BOSS
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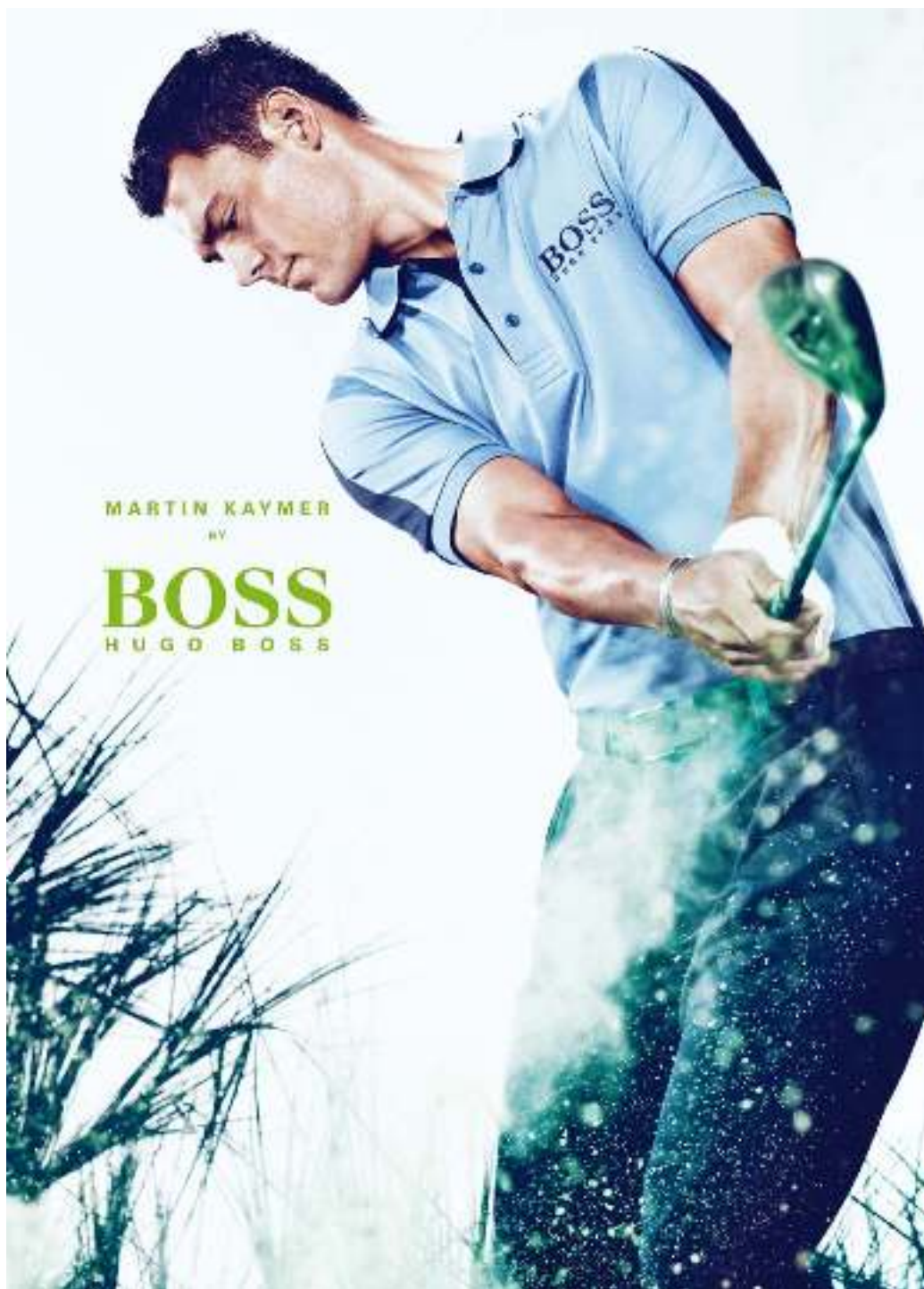
REKLAM TINA DOOSKREIN, 2012

HUGO
HUGO BOSS

shop online hugoboss.com

May 3, 2012

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MARTIN KAYMER
BY

BOSS
HUGO BOSS

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BOSS ORANGE

HUGO BOSS

Investing in our brands: High profile fashion events

- May 18, 2012: Fashion Show // Beijing, China
 - BOSS Black Menswear
 - BOSS Black Womenswear
 - BOSS Selection
- Global marketing campaign in online and offline media
- Internet live stream using innovative 3D technology



Investing in our brands: Online communication

Online



Newsletter



Blog



Mobile



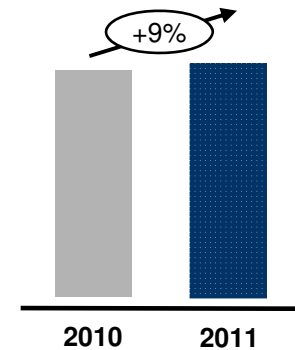
Social Media



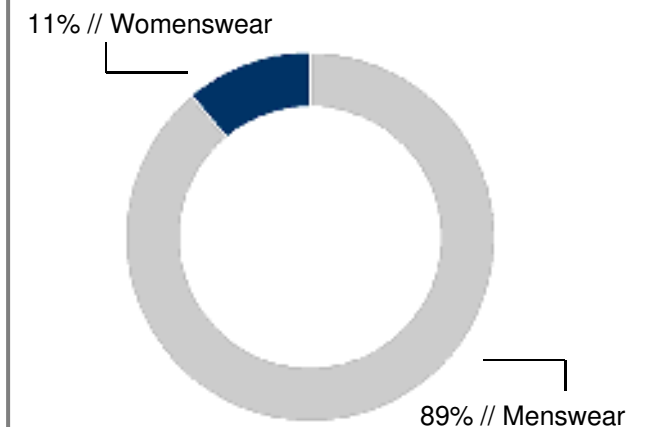
Good feedback on womenswear offerings

- Growth in 2011 driven by all brands
- Fall 2012 first collection designed under new organisational set-up
- Focus on strengthening BOSS Black sportswear offering
- Positive retailer feedback on new product initiatives

Womenswear sales development



Share of total sales



Full pipeline of new store projects



Flagship Store //
Shanghai, China



BOSS Store, Columbus Circle //
New York, USA (Renovation)



Flagship Store, Champs Elysées //
Paris, France (Renovation)



BOSS Store, Long Island //
New York, USA



BOSS Store //
Taipeh, Taiwan



BOSS Store //
Sao Paulo, Brazil

Brand worlds upgrade online shopping experience

- Online sales increase by 67% to EUR 33 million in 2011
- Newly launched monobrand sub-stores elevate consumer experience
- Further improved usability and navigation
- Mobile and Swiss online store to launch in first half year 2012



Important investments into the future growth of our business

- New flat-packed goods distribution center to be built near headquarters
- Caters to future business growth and improves efficiency of key logistical processes
- Total expenditures amount to around EUR 100 million
- Start of operation planned for 2014



Attractive growth opportunities in all regions

EUROPE*

- Ongoing good brand momentum in key markets
- Attractive opportunities from own retail expansion and active space management in wholesale

AMERICAS

- Positive sentiment among key US wholesale partners
- Brand presentation at retail as good as never before

ASIA/PACIFIC

- Target consumer base continues to grow strongly
- Impact from increased economic and political uncertainty on consumer confidence difficult to foresee

* incl. Middle East / Africa

HUGO BOSS starts off 2012 with double-digit growth

- First quarter Group sales increase 10% on a currency-adjusted basis
- Again positive development in all regions and distribution channels
- Operating result (EBITDA before special items) up 13%
- First quarter results confirm full year outlook

Positive 2012 outlook

2012 Outlook

Sales growth (currency-adjusted)

up to 10%

EBITDA growth before special items

slightly higher than sales growth

Capex

above prior year level

Own retail network

around 50 openings

SUMMARY – HUGO BOSS in good shape for further growth

- Tremendous growth opportunities with all brands despite economic uncertainties
- HUGO BOSS able to outperform difficult retail environments
- Significant investments in the long-term growth of the business
- Ongoing business model improvements



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