

H U G O B O S S

Annual Shareholders' Meeting 2016

Mark Langer (Chief Executive Officer)
Stuttgart, May 19, 2016

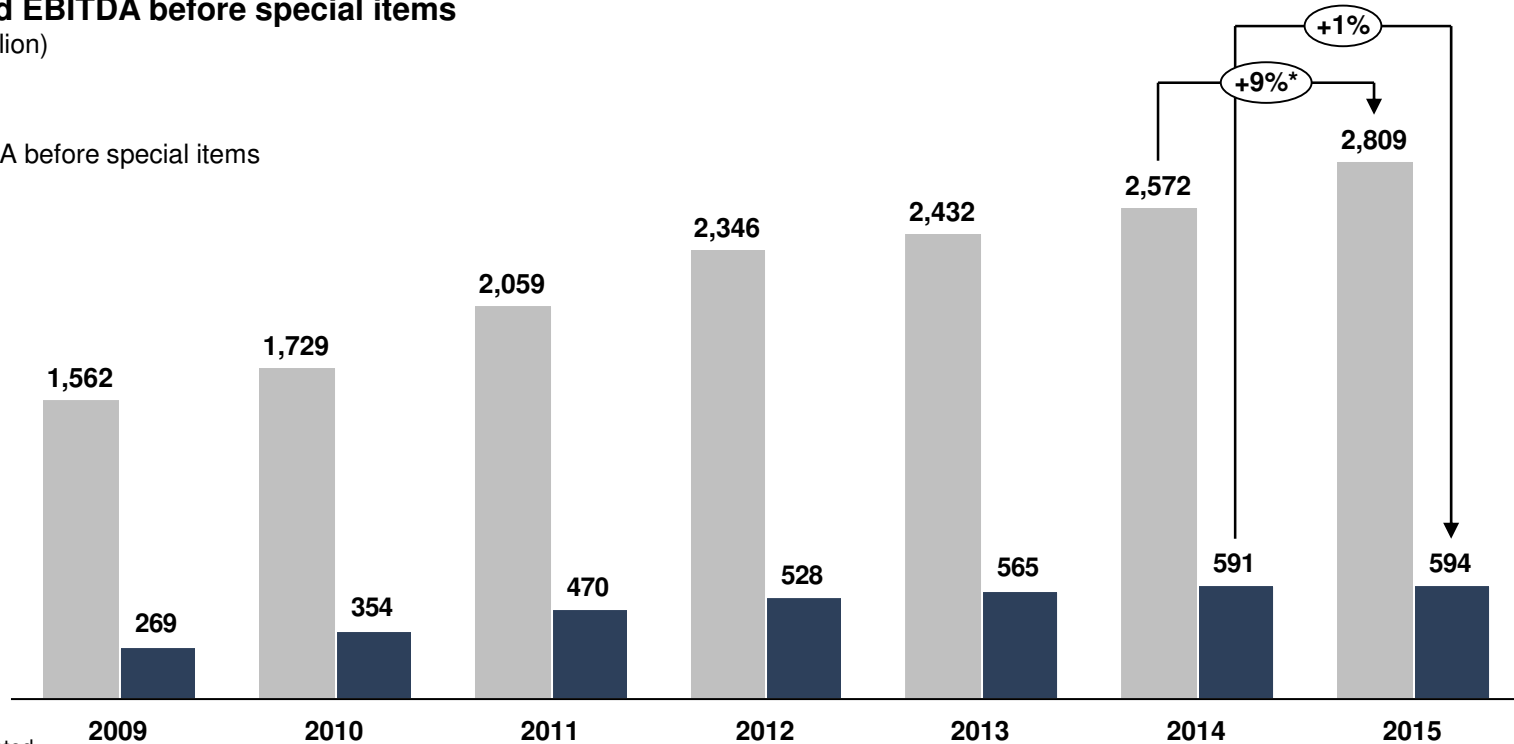
2015 marks another year of growth for HUGO BOSS

Sales and EBITDA before special items

(in EUR million)

■ Sales

■ EBITDA before special items

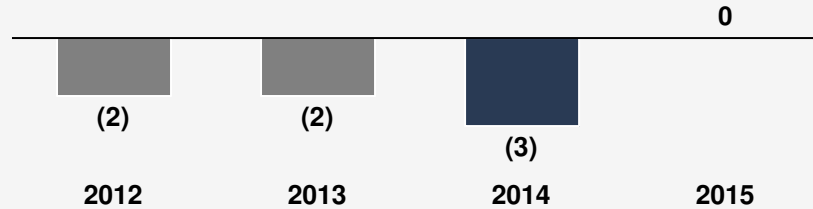


*+3% FX-adjusted

The market environment was and continues to be challenging

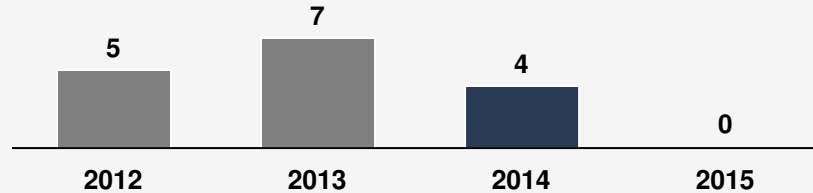
German apparel market, y-o-y

Retail sales development
(in %)*



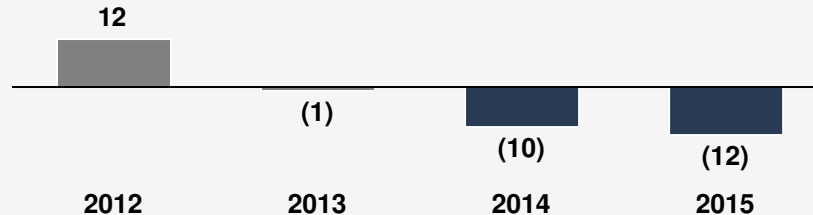
Americas luxury goods market, y-o-y

Personal luxury goods market
(in %)**



Chinese men's luxury apparel market, y-o-y

Retail sales development
(in %)***



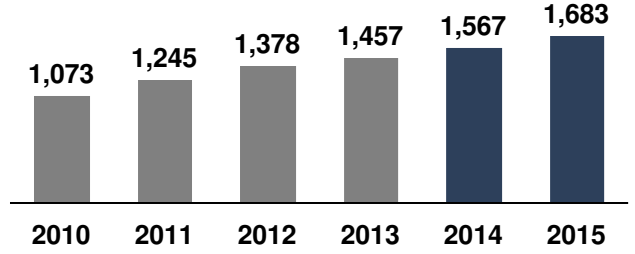
*Source: TextilWirtschaft, based on TW-Testclub Panel; **Source: Bain & Comp. Altagama 2015 Worldwide Markets Monitor; ***Source: Bain & Comp., 2015 China Luxury Market Study

Europe again best performing region



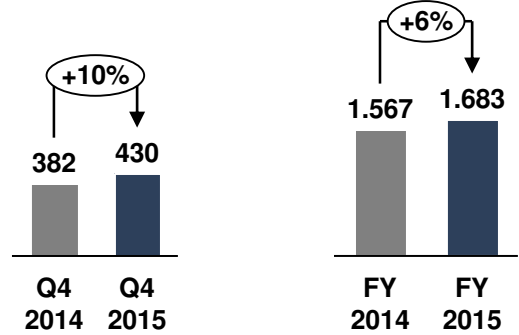
HUGO BOSS Europe sales 2010-2015

(in EUR million)



HUGO BOSS Europe sales 2015

(in EUR million // FX-adj. change)



Impressive fashion shows for BOSS Womenswear



Annual Shareholders' Meeting 2016



HUGO BOSS ©



May 19, 2016

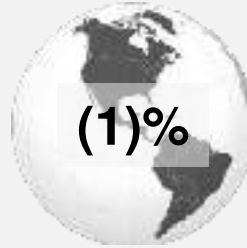
Moderate sales and earnings growth in 2015

FX-adjusted sales development
2015 (in %)

Europe*



Americas

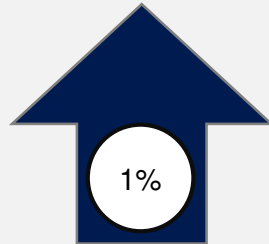


Asia/Pacific



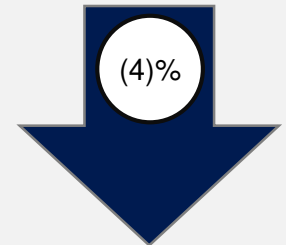
EBITDA (before special items)

594 EUR million



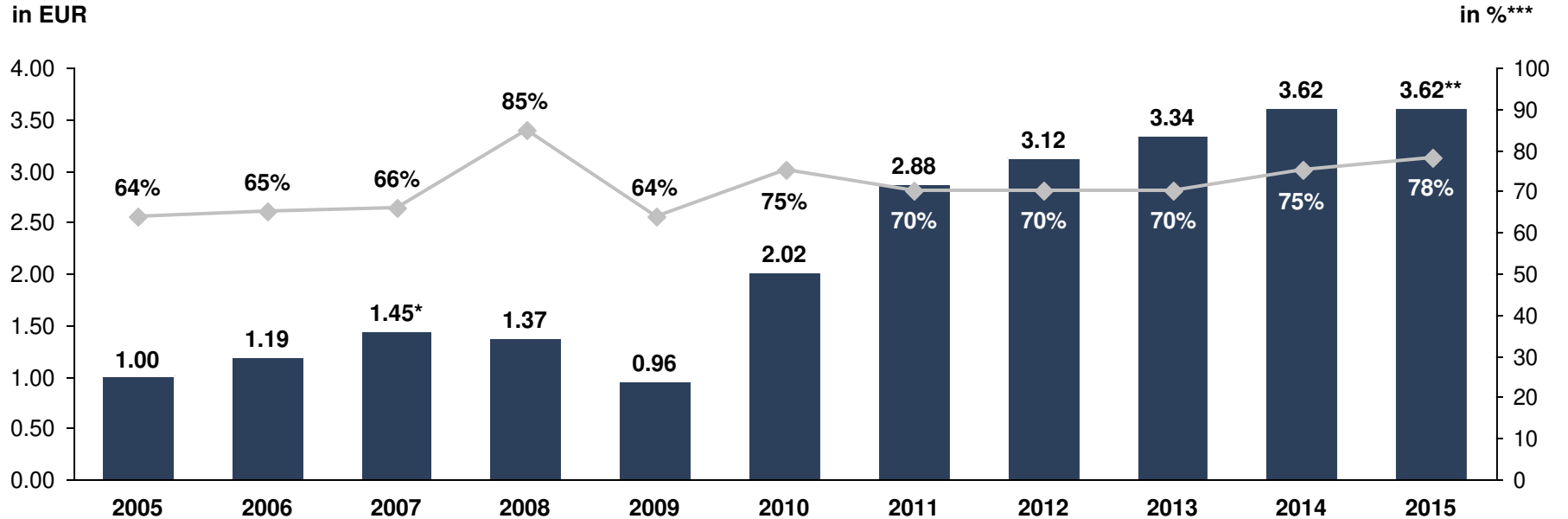
Net income
attributable to
equity holders of the parent company

319 EUR million



*Incl. Middle East and Africa

Dividend proposal underlines confidence in long-term growth



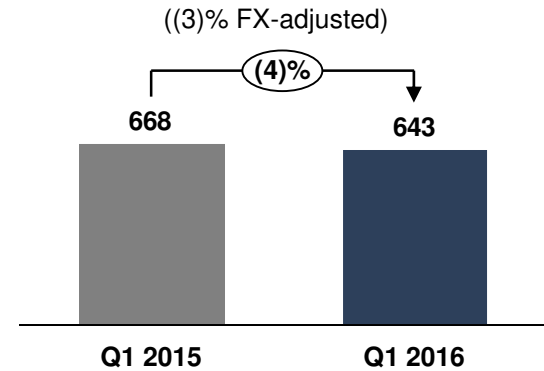
Dividend policy reconfirmed: paying out between 60% and 80% of consolidated net income

*Excluding special dividend of €5.00 per share **Proposal for fiscal year 2015 ***As a percentage of net income attributable to shareholders

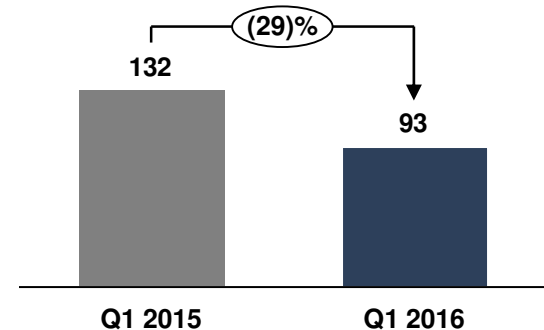
Market environment in the Americas and Asia/Pacific weighs on quarterly results

- Sales decline across all regions
- Own retail comp store sales decrease 6%
- EBITDA down due to higher discounts and inventory write-offs

Q1 Sales
(in EUR million)



Q1 EBITDA before special items
(in EUR million)



Group addresses challenges in the US and China

US

- Improvement of wholesale distribution
- Reduction of brand presence in off-price channels

China

- Ongoing upgrade of retail network in China
- Price reduction of 20% leads to double-digit volume increase

Comprehensive measures initiated to improve cost efficiency

- EUR 50 million of cost savings compared to original budget identified
- Significant reduction of capital expenditures
- Focus on productivity increases in existing stores, closing of underperforming stores planned



Outlook for 2016 confirmed

Sales (currency adjusted)	Low single-digit percentage increase
Gross profit margin	Stable performance
EBITDA before special items	Low double-digit percentage decrease
Capex	EUR 160 million to EUR 180 million
Free cash flow	Increase

Market environment changes rapidly

Industry suffers
from cautious
consumer buying

Digital shapes
shopping habits

Consumers think
globally

Sustainability
shapes
perception

Various channels
influence brand
experience

HUGO BOSS

The Group's future course

CUSTOMER-
CENTRIC



DIGITAL



SUSTAINABLE



GLOBAL



FAST



CUSTOMER – CENTRIC





DIGITAL

FAST





GLOBAL

S U S T A I N A B L E



2016 a year of change and opportunities for HUGO BOSS



Thank you for your attention.

H U G O B O S S