

H U G O B O S S

Brand Strategy

Christoph Auhagen, Chief Brand Officer

November 8, 2011

AGENDA

STRONG BRANDS

OPERATIONAL EXCELLENCE

SUMMARY

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STRONG BRANDS

OPERATIONAL EXCELLENCE

SUMMARY

HUGO BOSS – Different brands targeting clearly defined consumer segments



BOSS Selection – Brand DNA

- **Role within HUGO BOSS**
The most luxurious brand with the highest quality standards
- **Brand Personality**
Luxurious, modern, authentic
- **Brand Promise**
Exquisite style, high value materials and workmanship
- **Point of difference**
Innovation in style and taste
- **Brand Purpose**
Create an exquisite and authentic style for all occasions



BOSS SELECTION
HUGO BOSS



BOSS Black – Brand DNA

- **Role within HUGO BOSS**
Core brand of HUGO BOSS
- **Brand Personality**
Modern, superior, premium
- **Brand Promise**
Being impeccably and appropriately dressed in every situation
- **Point of difference**
Contemporary elegance and perfection associated with a desirable lifestyle
- **Brand Purpose**
Modern classics for business, leisure time and events – perfect looks that underline the customer’s individuality and meet superior standards in quality, design, fit & workmanship

BOSS
HUGO BOSS



HUGO – Brand DNA

- **Role within HUGO BOSS**
The fashion spearhead of HUGO BOSS
- **Brand Personality**
Edgy, progressive, creative, individual
- **Brand Promise**
Avant-garde / contemporary fashion that underlines a creative and individual attitude
- **Point of difference**
Unconventional & progressive without being loud
- **Brand Purpose**
High fashion for men and women for almost every occasion (worklife & nightlife)

HUGO
HUGO BOSS



CLOTHING - Three strong Group brands dominating the market



CLOTHING – Clearly differentiated brand identities

B
BOSS SELECTION
HUGO BOSS



**modern
authentic**

BOSS
HUGO BOSS



**modern
sophisticated**

HUGO
HUGO BOSS



**progressive
avant-garde**

BOSS Orange – Brand DNA

- **Role within HUGO BOSS**
Rough and unpolished side of HUGO BOSS
- **Brand Personality**
Urban, modern, confident
- **Brand Promise**
Modern casual wear that adapts to the lifestyle of the metropolitan inner-city
- **Point of difference**
Fashion-driven premium casual wear for individual style-seekers
- **Brand Purpose**
Premium lifestyle collection for every day use with an urban fashion twist



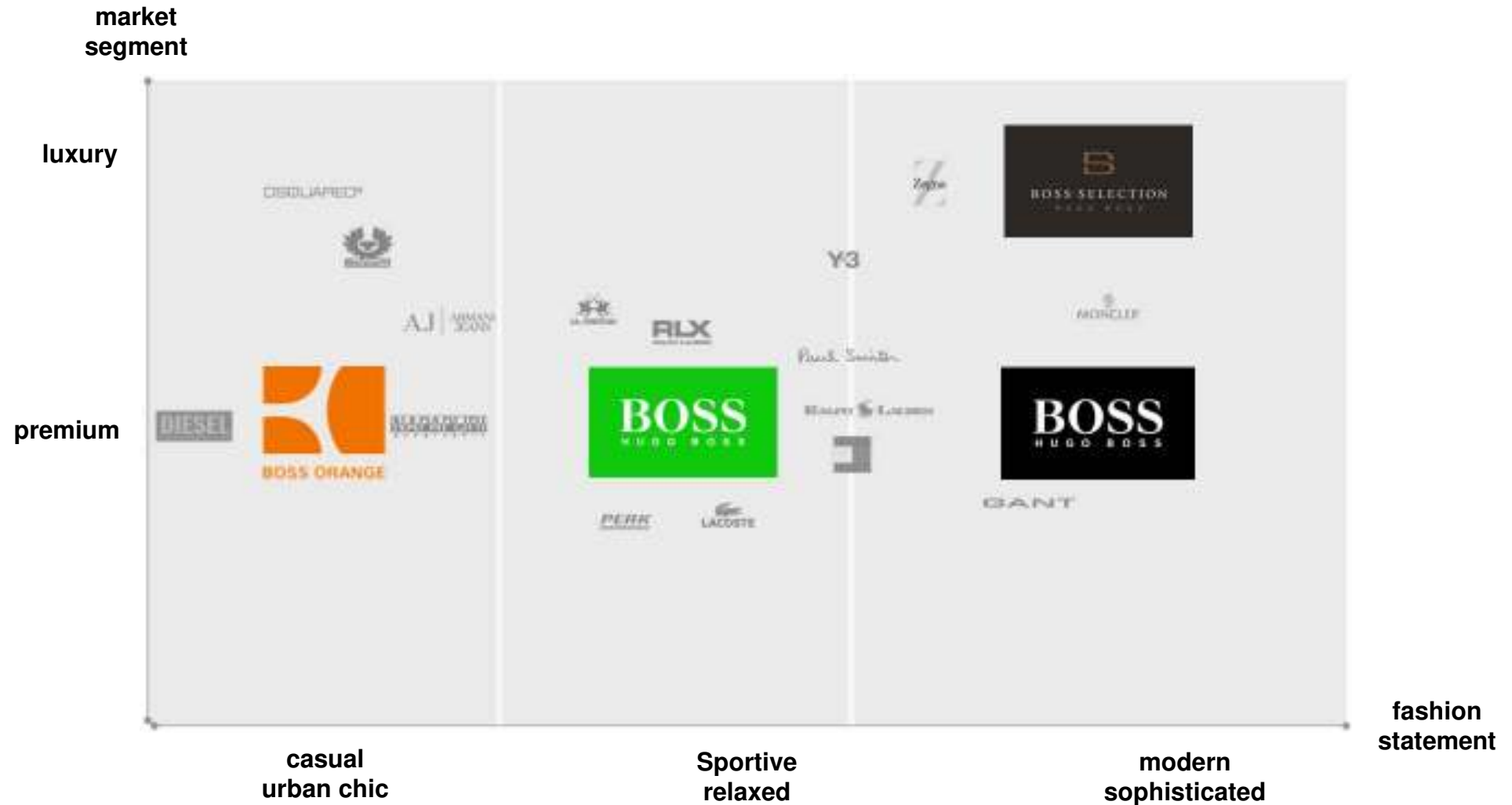
BOSS Green – Brand DNA

- **Role within HUGO BOSS**
The golf & premium sportswear / lifestyle brand
- **Brand Personality**
Relaxed, sporty, optimistic, vigorous
- **Brand Promise**
Golf meets lifestyle in a premium sportswear collection based on vibrant colors
- **Point of difference**
Sophisticated lifestyle sports fashion – with roots in the golf sport
- **Brand Purpose**
Premium sportswear for the sophisticated golfer and people with a relaxed sporty attitude

BOSS
HUGO BOSS



SPORTSWEAR – Competitive market positions in premium and luxury



SPORTSWEAR – Attractive offerings for different target groups



**casual
urban chic**



**sportive
relaxed**



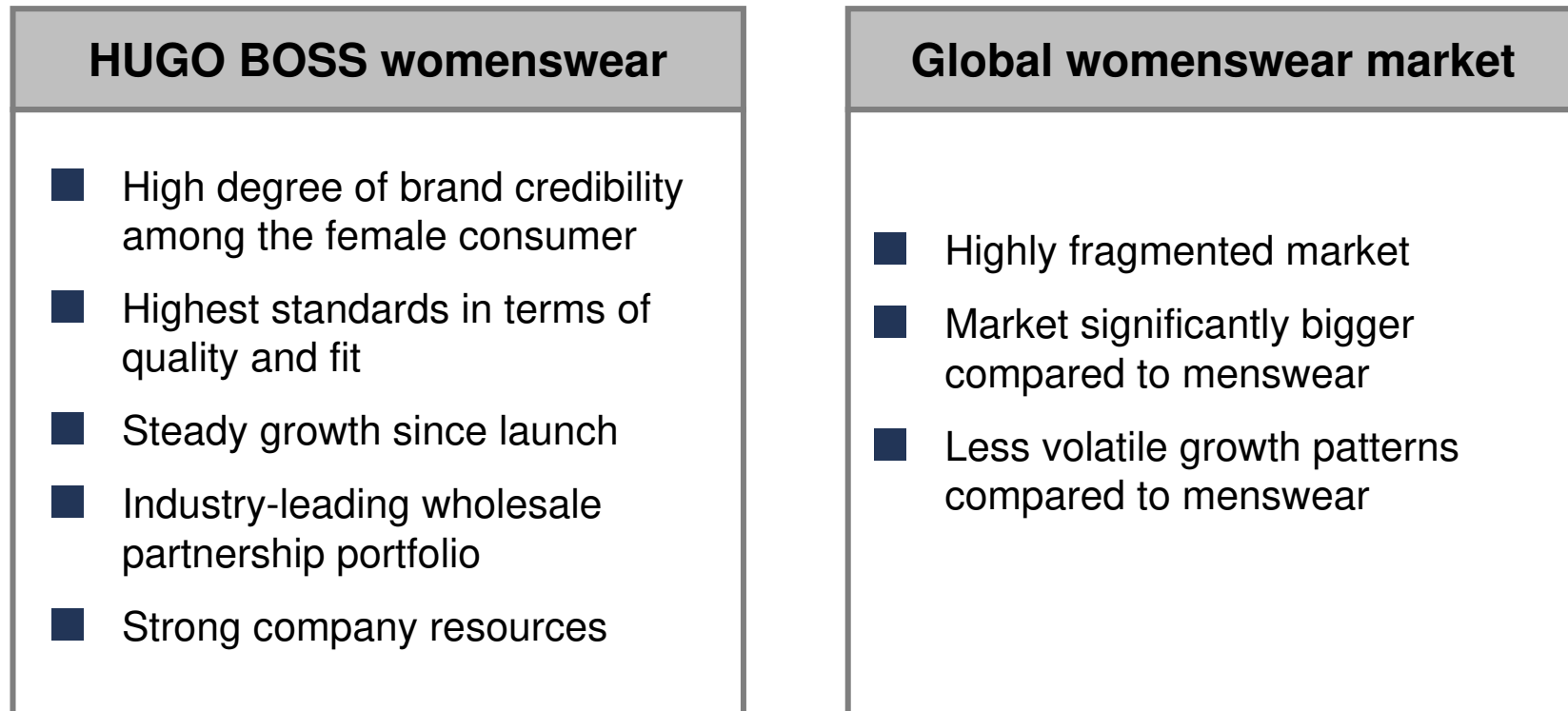
**modern
sophisticated**



**modern
authentic**

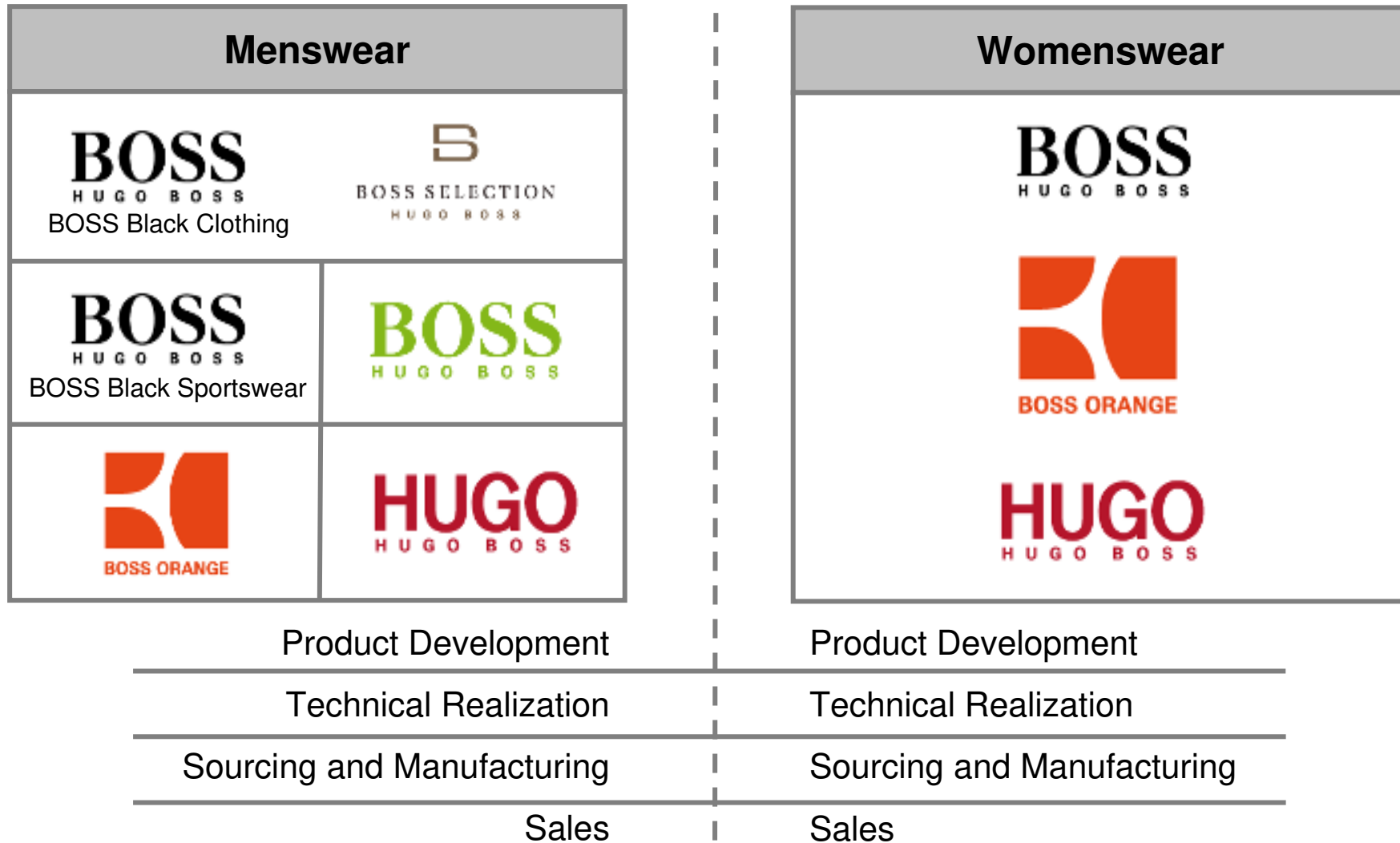
EYAN ALLEN // Brand & Creative Director Womenswear

WOMENSWEAR – Building a world-class womenswear business



→ Strong foundation for further growth in a highly attractive market

WOMENSWEAR – One dedicated organization



WOMENSWEAR – Growth strategy refined



BRAND

THE BOSS BLACK WOMAN

"SENSE OF SEDUCTION"

WORK



DAY



FRAGRANCE



ACCESSORIES



CAMPAIGN



PRESENTATION



FACE



NIGHT

BOSS
HUGO BOSS

BRAND

THE BOSS ORANGE WOMAN

"PLAYING WITH LIFE"

GOING OUT



HANGING OUT



HUMOR



PRESENTATION



FACE



ACCESSORIES



CAMPAIGN



BOSS ORANGE

BOSS ORANGE

BRAND

THE HUGO WOMAN

"SHARP DECADANCE"

NIGHT



DAY



WORK

ACCESSORIES



CAMPAIGN

PRESENTATION



FACE

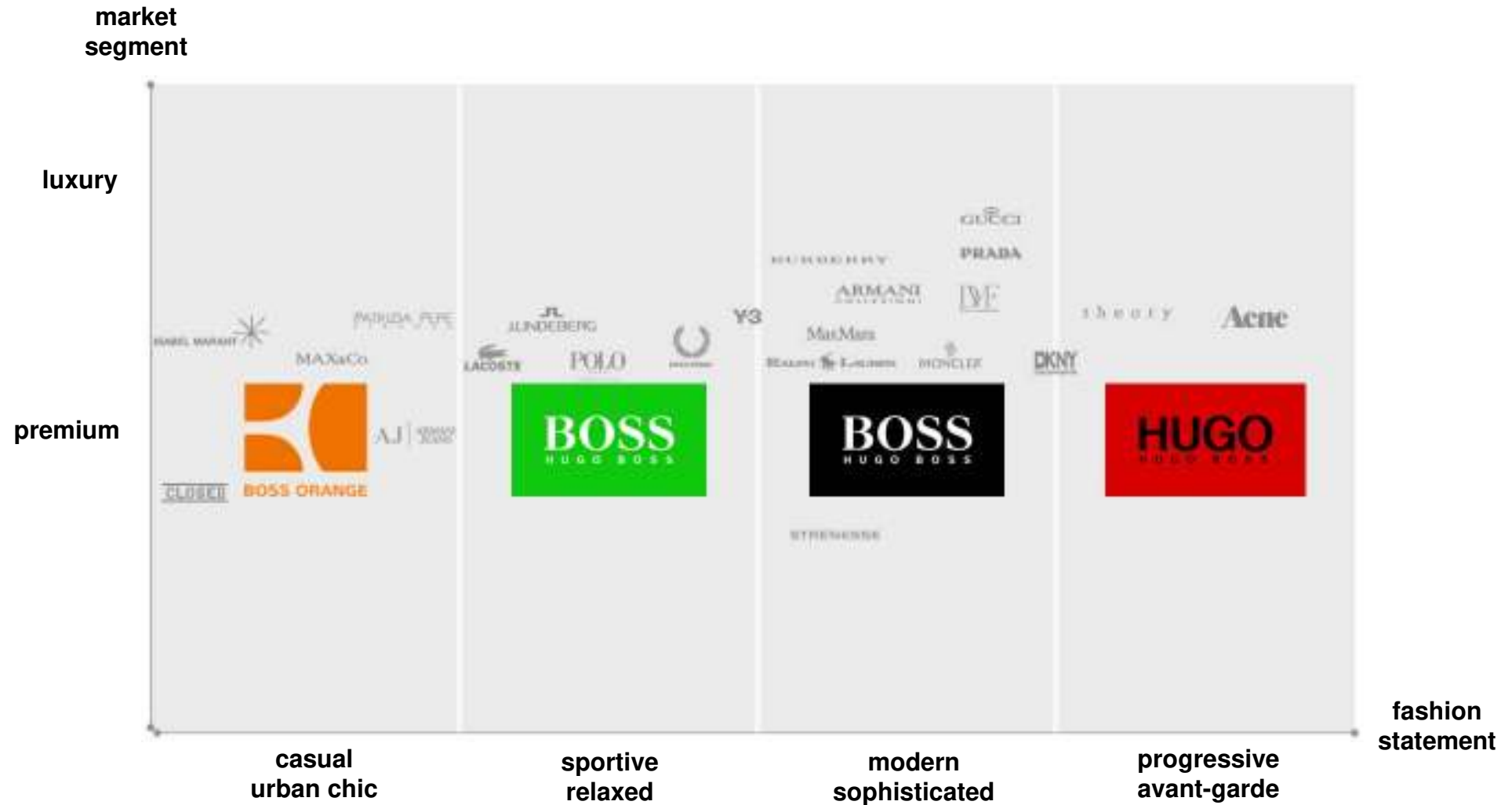


BAGS



HUGO
HUGO BOSS

WOMENSWEAR – Conquering the womenswear fashion market



WOMENSWEAR – Different brand identities reflected in unique design languages



**casual
urban chic**



**sportive
relaxed**



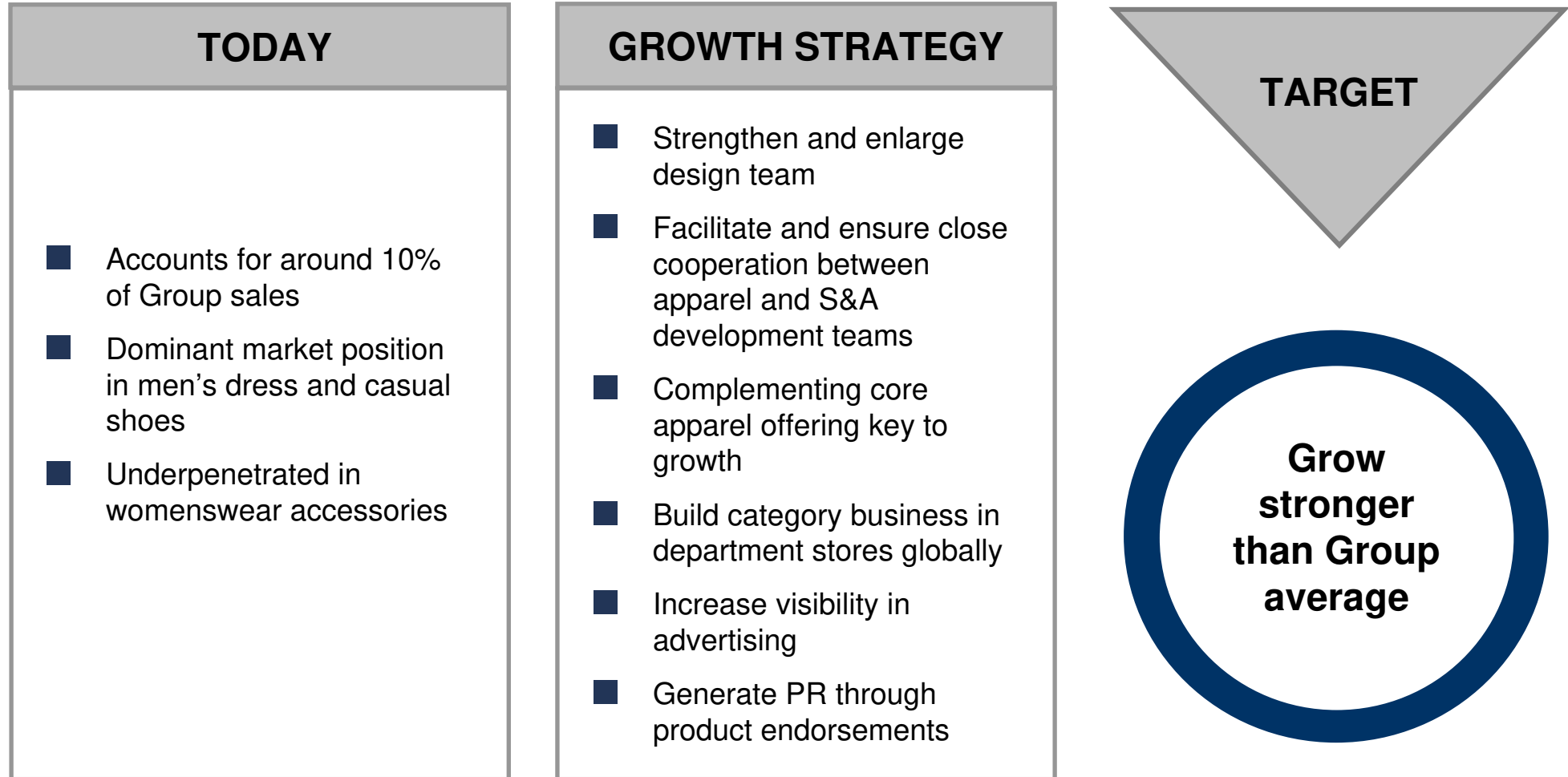
**modern
sophisticated**



**progressive
avant-garde**

CHRISTOPH AUHAGEN // Chief Brand Officer

SHOES & ACCESSORIES – Exploiting growth opportunities





BOSS SELECTION – Addressing the luxury consumer

- New brand direction
 - Clearly differentiated brand identity
 - Full range offer

- Unique selling proposition...
 - Modern fashion statement
 - Superior price-value relationship

- ...reflected in strong consumer reception
 - Strong double-digit growth
 - Important halo effect for entire brand portfolio



 BOSS Selection revenues to reach 100 million euro by 2015

BOSS Selection – Impressive brand presentation at Pitti Uomo



BRAND COMMUNICATION – Showcasing our brands' values



ADVERTISING MEDIA
Desirability & Status



SPORT SPONSORING
Precision & Success



FASHION SHOWS
Glamour & Perfection



ONLINE MEDIA
Community & Connectivity

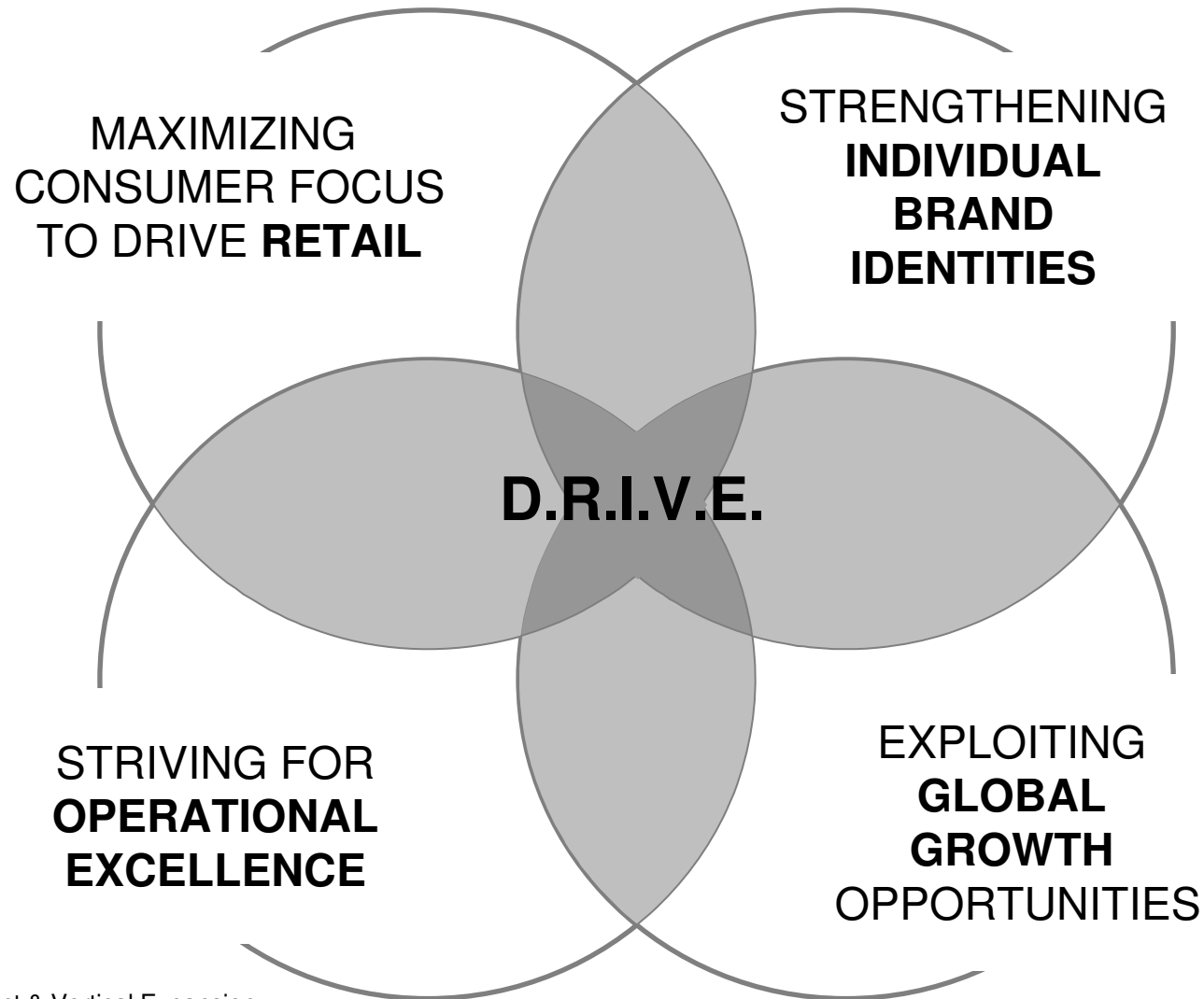
AGENDA

STRONG BRANDS

OPERATIONAL EXCELLENCE

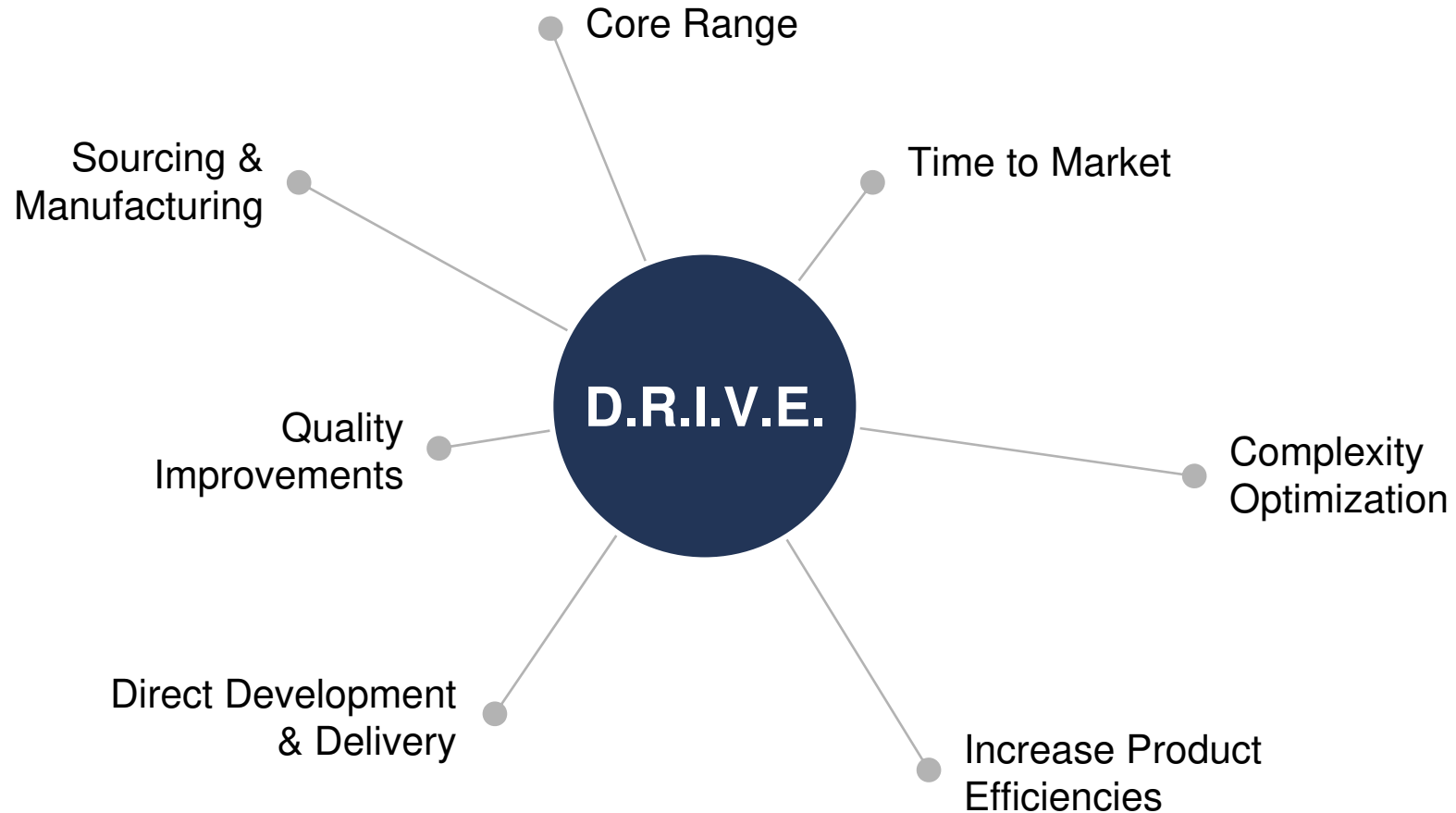
SUMMARY

HUGO BOSS growth strategy

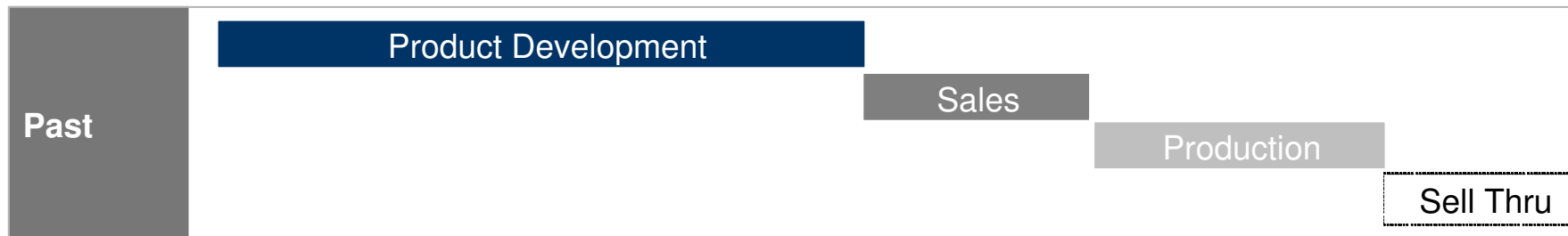
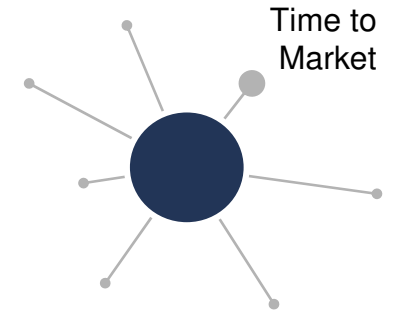


*D.R.I.V.E. =
Dynamic Retail Improvement & Vertical Expansion

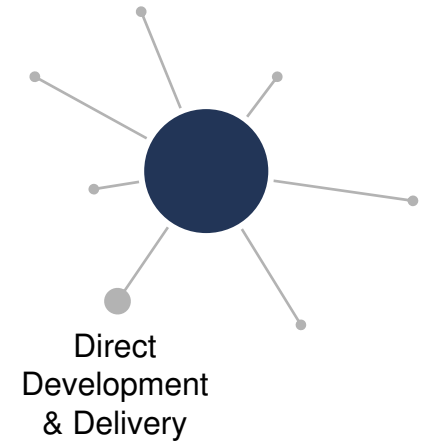
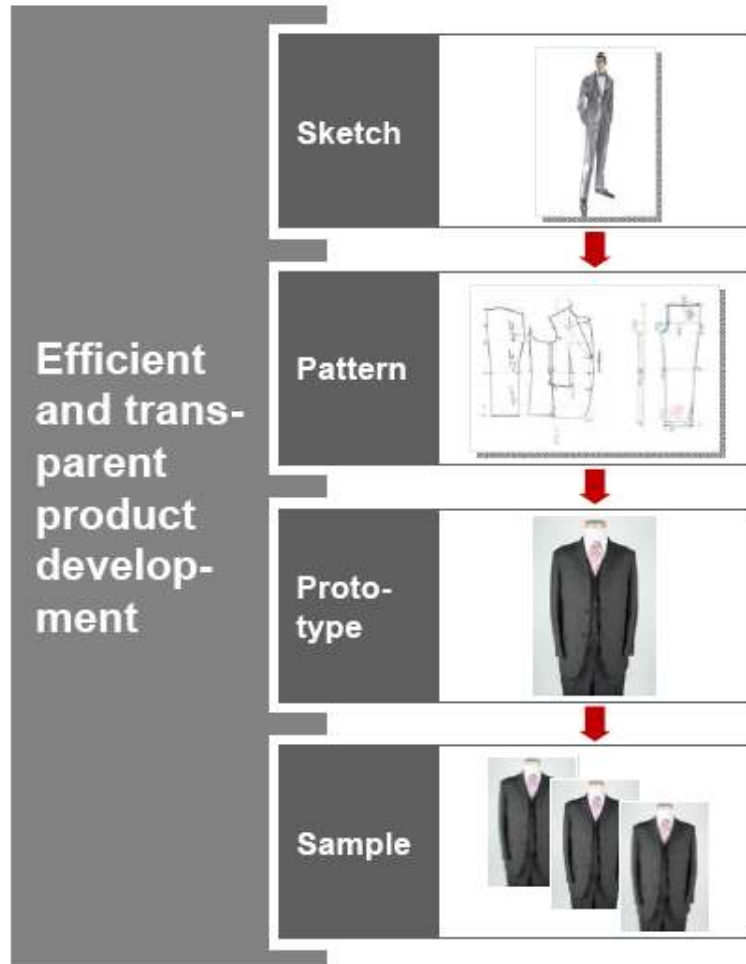
PROJECT D.R.I.V.E. – Striving for operational excellence



PROJECT D.R.I.V.E. – 38 week lead time fully implemented



PROJECT D.R.I.V.E. – Streamlined prototyping and sampling process



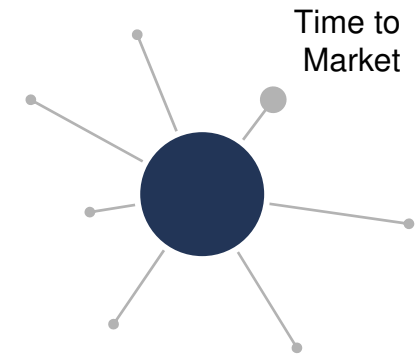
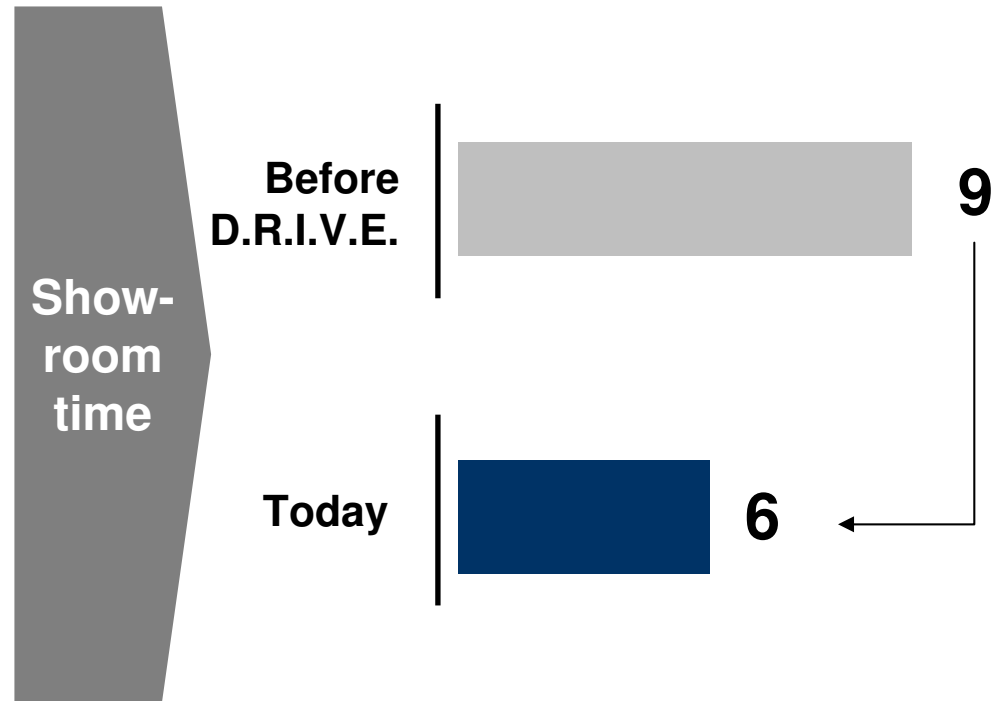
- Raw material need defined at a significantly earlier stage
- Close cooperation between designers, technical development and operations
- Establishment of Technical Development Center ensures quick turnaround of prototypes and samples

PROJECT D.R.I.V.E. – Virtual product development to gain importance



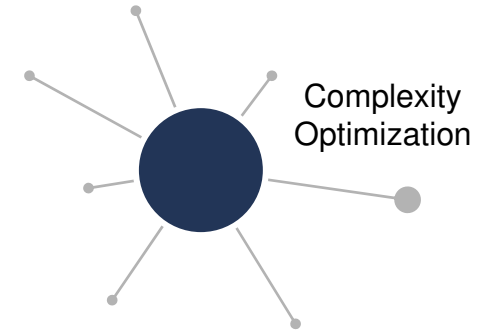
- Virtualization of design process offers potential advantages in terms of quality, speed and cost
- Allows seamless cooperation and communication between different functions involved in the design and development process
- Implementation for selected product groups under way

PROJECT D.R.I.V.E. – Showroom time reduction

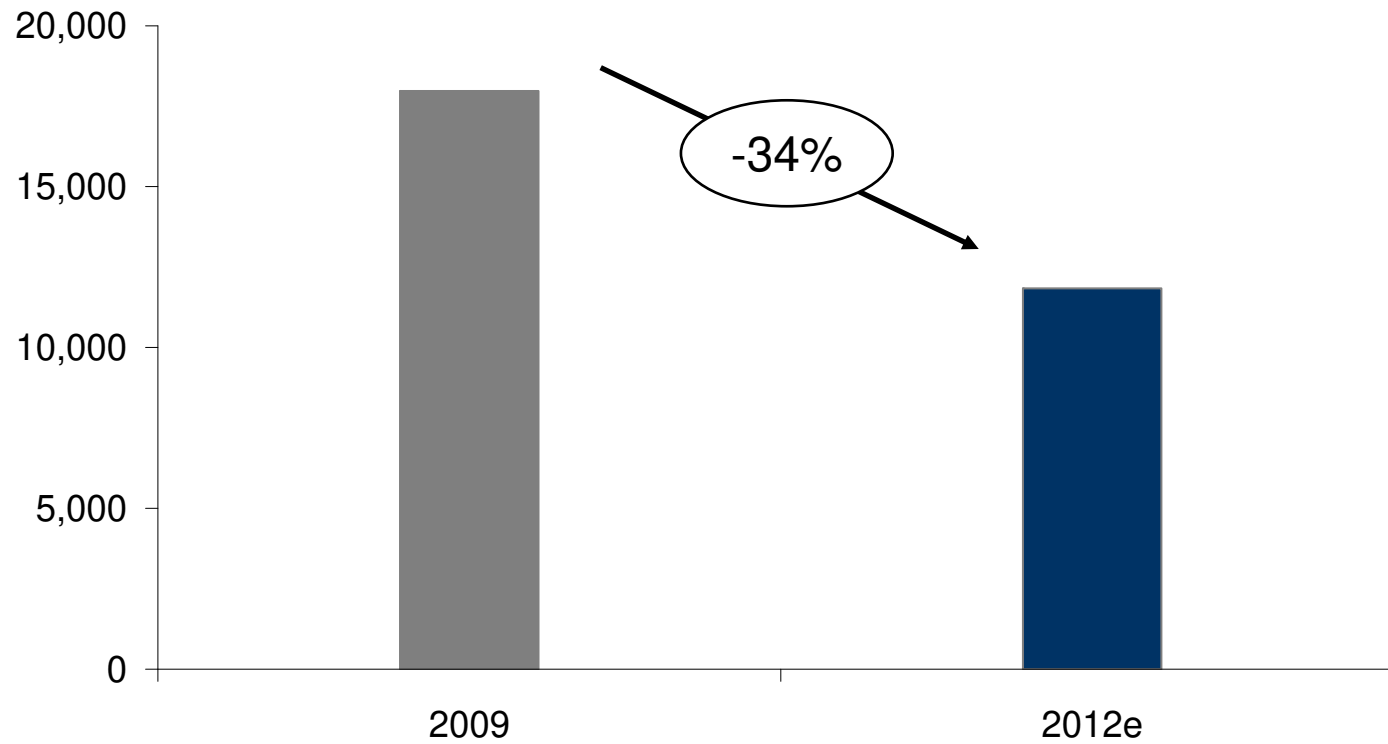


- Showroom time reduced by three weeks
- Seamless IT integration accelerates ordering process of own retail organization

PROJECT D.R.I.V.E. - More focused development process translates into significant complexity reduction

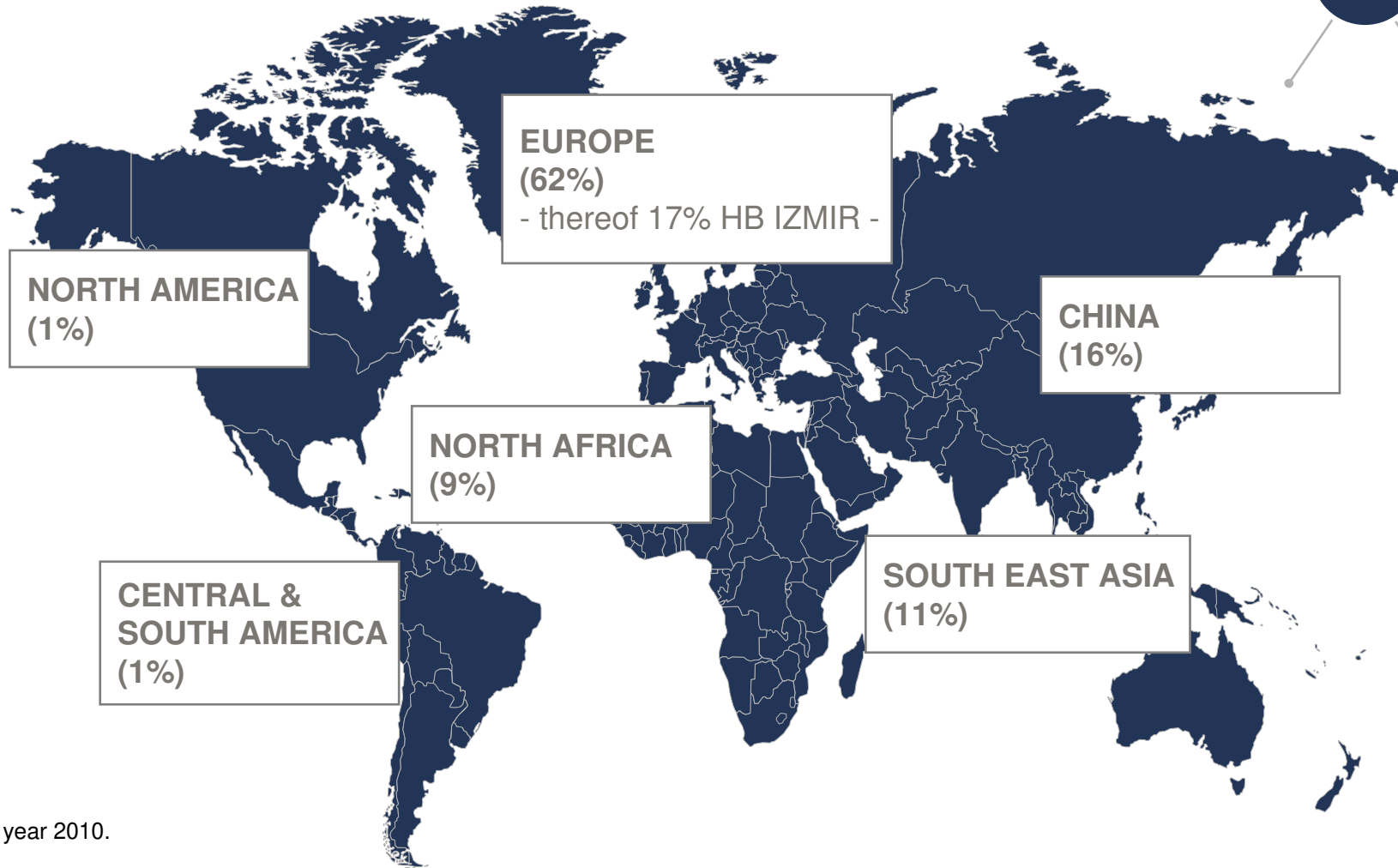
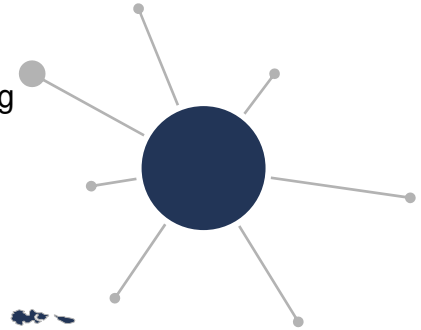


Number of styles



PROJECT D.R.I.V.E. – Efficient global sourcing activities

Sourcing & Manufacturing



As of full year 2010.

PROJECT D.R.I.V.E. – Global rollout under way



Rollout also in the Americas and Asia Pacific in 2012 and beyond

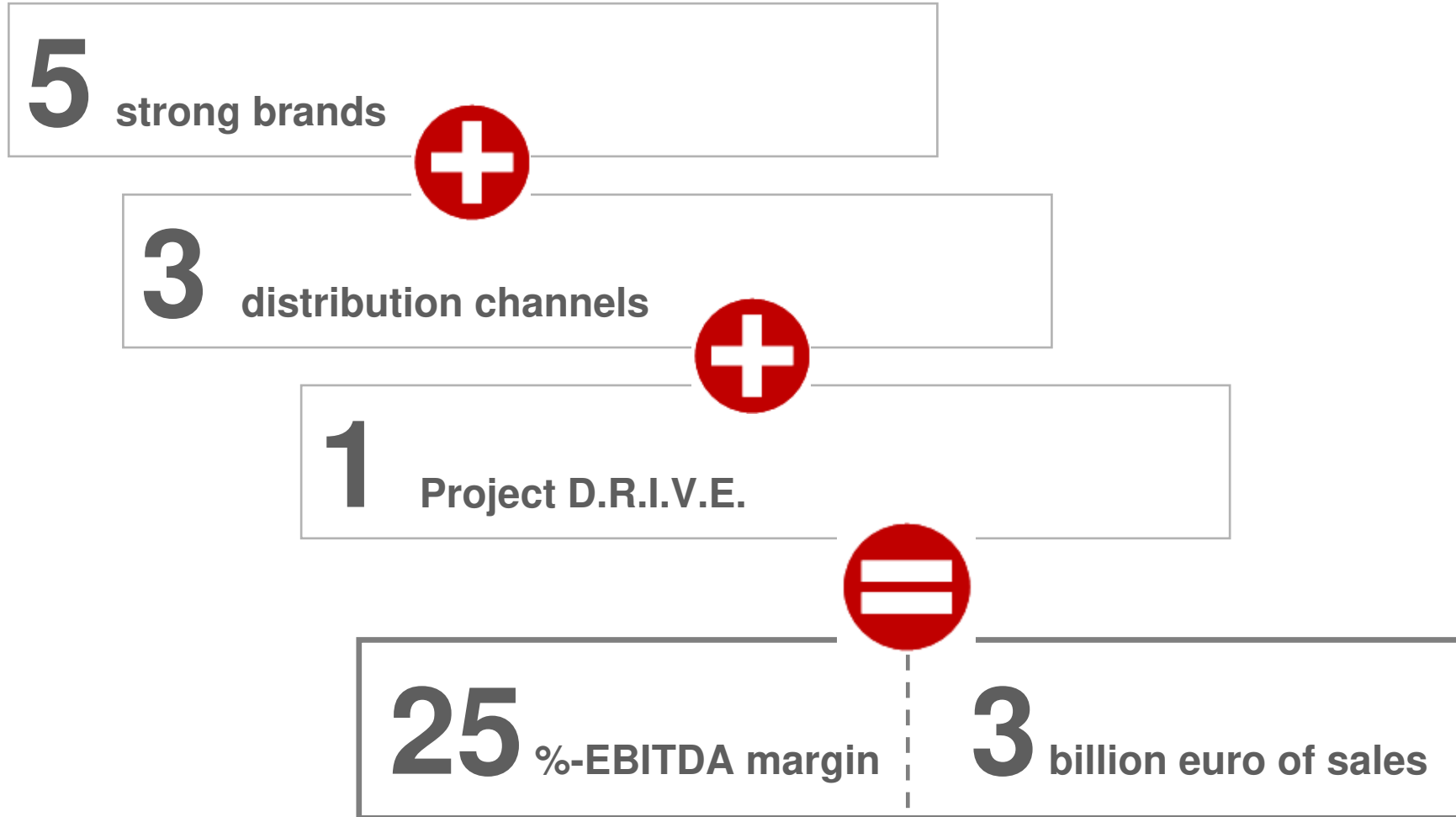
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SUMMARY – The winning formula



HUGO BOSS

QUESTIONS & ANSWERS

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