

HUGO BOSS





OPERATIONS & SUSTAINABILITY

HEIKO SCHÄFER
CHIEF OPERATIONS OFFICER

HUGO BOSS

CLAIM 5 STRATEGY

WHY

CONSUMER FIRST

1

2

3

4

5

WHAT

BOOST
BRANDS

PRODUCT
IS KING

LEAD IN
DIGITAL

REBALANCE
OMNICHANNEL

ORGANIZE
FOR GROWTH

HOW

SUSTAINABLE THROUGHOUT

RIGOROUS EXECUTION

EMPOWER PEOPLE AND TEAMS

CLAIM
▶ ORGANIZE
FOR GROWTH

HUGO BOSS

PLATFORM FOR SPEED & GROWTH



OPERATIONS OUR CORE BELIEFS



CRAFTSMANSHIP
& QUALITY
OBSESSION



EFFICIENCY
FOCUS & TECH
OBSESSION



RISK &
RESILIENCE
FOCUS

DIRECTION OF OPERATIONS

MODULARITY

FLEXIBILITY

MASS
CUSTOMIZATION

RESILIENCE

SUSTAINABILITY

DATA-DRIVEN

CONNECTIVITY

KEY TRANSFORMATION AREAS TO BUILD THE PLATFORM FOR SPEED & GROWTH

MODULAR &
DIGITAL
CREATION



SHORTER
CREATION
TRACKS



FLEXIBLE
PRODUCTION
& LOGISTICS
NETWORK



SUPPLY
CHAIN'S
DIGITAL TWIN

Cost containment

Sustainability

OUR 2025 AMBITION

MODULAR & DIGITAL CREATION

> 90% OF
PRODUCTS
CREATED
DIGITALLY

SHORTER
CREATION
TRACKS



FLEXIBLE
PRODUCTION
& LOGISTICS
NETWORK



SUPPLY
CHAIN'S
DIGITAL TWIN

OUR 2025 AMBITION

MODULAR &
DIGITAL
CREATION



**SHORTER
CREATION
TRACKS**

~ 30%
REDUCTION
OF E2E
LEAD TIMES

FLEXIBLE
PRODUCTION
& LOGISTICS
NETWORK



SUPPLY
CHAIN'S
DIGITAL TWIN

OUR 2025 AMBITION

MODULAR &
DIGITAL
CREATION



SHORTER
CREATION
TRACKS



**FLEXIBLE
PRODUCTION
& LOGISTICS
NETWORK**

KEEP 2025
UNIT COGS
AT 2019 LEVEL

SUPPLY
CHAIN'S
DIGITAL TWIN

OUR 2025 AMBITION

MODULAR &
DIGITAL
CREATION



SHORTER
CREATION
TRACKS



FLEXIBLE
PRODUCTION
& LOGISTICS
NETWORK



SUPPLY
CHAIN'S
DIGITAL
TWIN

> 90% ON-TIME
AVAILABILITY

OUR 2025 AMBITION

MODULAR &
DIGITAL
CREATION



SHORTER
CREATION
TRACKS



FLEXIBLE
PRODUCTION
& LOGISTICS
NETWORK



SUPPLY
CHAIN'S
DIGITAL TWIN

> 90% OF
PRODUCTS
CREATED
DIGITALLY

~ 30%
REDUCTION
OF E2E
LEAD TIMES

KEEP 2025
UNIT COGS
AT 2019 LEVEL

> 90%
ON-TIME
AVAILABILITY

8 out of 10 products circular + carbon-neutral own operations by 2030

TRANSFORMATION AREAS LEADING TO FASTER AND MORE EFFICIENT OPERATIONS ACTIVITIES



Increased E2E
transparency



Faster
response
to in-season
trends



Reduced
excess
inventory



Increased
resilience



Contained
cost of
goods sold

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EMPOWER PEOPLE AND TEAMS

CLAIM
▶ SUSTAINABLE
THROUGHOUT

SUSTAINABILITY AT THE CORE OF EVERYTHING WE DO

PRODUCT

Quality, durability,
health, environment,
& animal welfare

PEOPLE

High social
standards

PLANET

Climate-neutrality
& reduced resource
consumption

CLEAR OBJECTIVES & ROADMAP

ROBUST PROCESSES

RISK/CHANGE ANTICIPATION

BALANCING IMPACT WITH CONSUMER ENGAGEMENT



DELIVER
MEASURABLE
IMPACT



ENTHUSE
CONSUMERS
TO CONTRIBUTE TO
OUR VISION

EXTERNAL RECOGNITION OF OUR EFFORTS



TOP 3 in our industry
DJSI World



Member of FTSE4GOOD
for the fifth time in a row



Supplier Engagement Leader
2020



With Prime Status (C+PRIME)
performing better
than industry average



UNESCO Prize 2020
«La fabbrica nel paesaggio»
Premio Europa in Italia



BRONZE STEVIE
AWARD 2020
Izmir COVID Response



PRODUCT

PIÑATEX®
SNEAKER
Pre-Fall 2018



VEGAN
SUIT
Spring/Summer 2020



HUGO BOSS
HUGO X
LIAM PAYNE
Pre-Spring 2021

PRODUCT



~ 40%

SHARE OF
RESPONSIBLE STYLES* IN
SPRING/SUMMER 2022

* RESPONSIBLE styles contain at least 60% more sustainable raw materials in line with our RESPONSIBLE Product Policy while meeting further strict environmental and social requirements for processing, transport and packaging.



HUGO BOSS

TURN THE FASHION LIFE CYCLE CIRCULAR

A BOLD COMMITMENT
TO HELP SAVING
OUR PLANET.

OUR VISION TOWARDS A TRULY CIRCULAR BUSINESS MODEL



01

TODAY
REPURPOSE
RECYCLE
(OPEN LOOP)

02

SHORT-TERM
REPAIR
RESALE
COLLECT &
DISCHARGE

03

LONG-TERM
RECYCLE
(CLOSED LOOP)
BIODEGRADATION

PRODUCT



8 OUT
OF 10

PRODUCTS WILL BE
CIRCULAR BY 2030

* Circular products meet at least one of the circular aspects: repurpose, recycle, repair, resale, collect & discharge, biodegradation.



WE ARE COMMITTED
TO ENVIRONMENTAL &
CLIMATE PROTECTION

NO PLANET
NO FASHION!!!

PLANET

2030

CLIMATE-
NEUTRALITY
WITHIN OUR
OWN AREA OF
RESPONSIBILITY

2045

CLIMATE-
NEUTRALITY
THROUGHOUT
WHOLE VALUE
CHAIN

MEASURES TO REACH **NET ZERO**

ENERGY EFFICIENCY ENERGY CONSUMPTION

- ▶ Optimize transport & logistics
- ▶ Use of efficient technologies

RENEWABLE ENERGY

- ▶ Own photovoltaic systems
- ▶ Certified green electricity

COMPENSATION

- ▶ Compensation through CO₂ reduction projects

A close-up, warm-toned photograph of a young Black woman with long, dark braids. She is smiling broadly, showing her teeth, and looking slightly off-camera. She is wearing a dark blue jacket with light blue reflective stripes on the sleeve. The background is blurred, showing other people in a similar setting.

HUGO BOSS

ENTHUSE OUR
CONSUMERS
TO CONTRIBUTE
TO OUR VISION

WE ARE WILD FOR THE PLANET



BEHAVE AS
CORPORATE
CITIZEN

COLLABORATE WITH
STRONG
PARTNERS

CREATE
CAPSULE
COLLECTIONS

HUGO BOSS

