HUGO BOSS

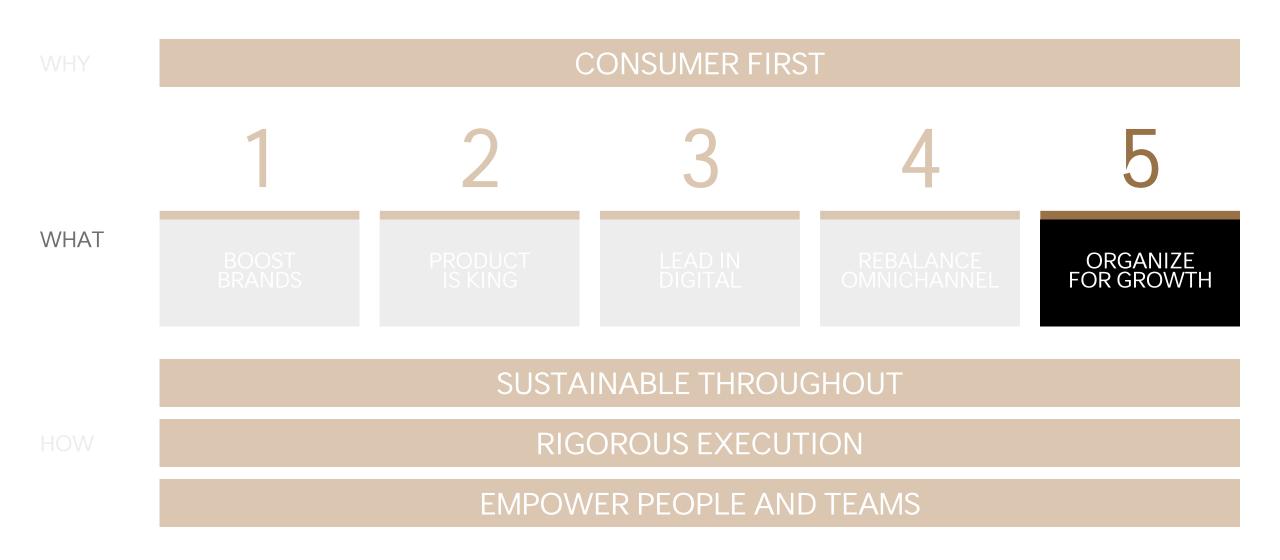


OPERATIONS & SUSTAINABILITY

HEIKO SCHÄFER CHIEF OPERATIONS OFFICER

HUGO BOSS

CLAIM 5 STRATEGY



CLAIMORGANIZEFOR GROWTH

HUGO BOSS



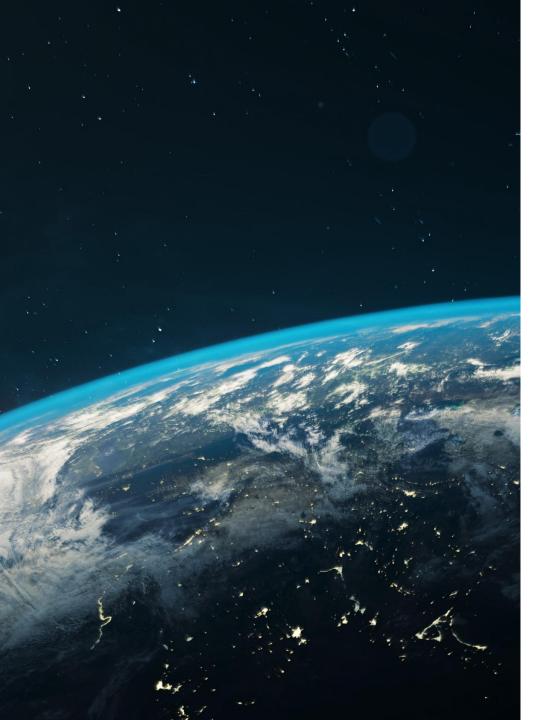
PLATFORM FORSPED & GROWTH

OPERATIONS OUR CORE BELIEFS



CRAFTSMANSHIP & QUALITY OBSESSION

EFFICIENCY FOCUS & TECH OBSESSION RISK & RESILIENCE FOCUS



DIRECTION OF OPERATIONS

MODULARITY

MASS CUSTOMIZATION

DATA-DRIVEN

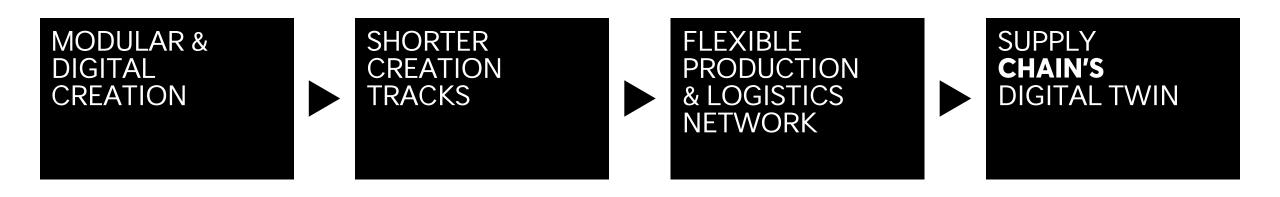
CONNECTIVITY

FLEXIBILITY

RESILIENCE

SUSTAINABILITY

KEY TRANSFORMATION AREAS TO BUILD THE PLATFORM FOR SPEED & GROWTH



Cost containment

Sustainability

MODULAR & DIGITAL CREATION

SHORTER CREATION TRACKS PRODU PRODU & LOGIS NETWO SUPPLY CHAIN'S DIGITAL TWIN

> 90% OF PRODUCTS CREATED DIGITALLY

MODULAR & DIGITAL CREATION



~ 30% REDUCTION OF E2E LEAD TIMES FLEXIBLE
PRODUCTION
& LOGISTICS
NETWORK



SUPPLY
CHAIN'S
DIGITAL TWIN

MODULAR & DIGITAL CREATION

SHORTER CREATION TRACKS

FLEXIBLE PRODUCTION & LOGISTICS NETWORK

KEEP 2025 UNIT COGS AT 2019 LEVEL SUPPLY
CHAIN'S
DIGITAL TWIN

MODULAR & DIGITAL CREATION

SHORTER CREATION TRACKS FLEXIBLE
PRODUCTION
& LOGISTICS
NETWORK

SUPPLY CHAIN'S DIGITAL TWIN

> 90% ON-TIME AVAILABILITY

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

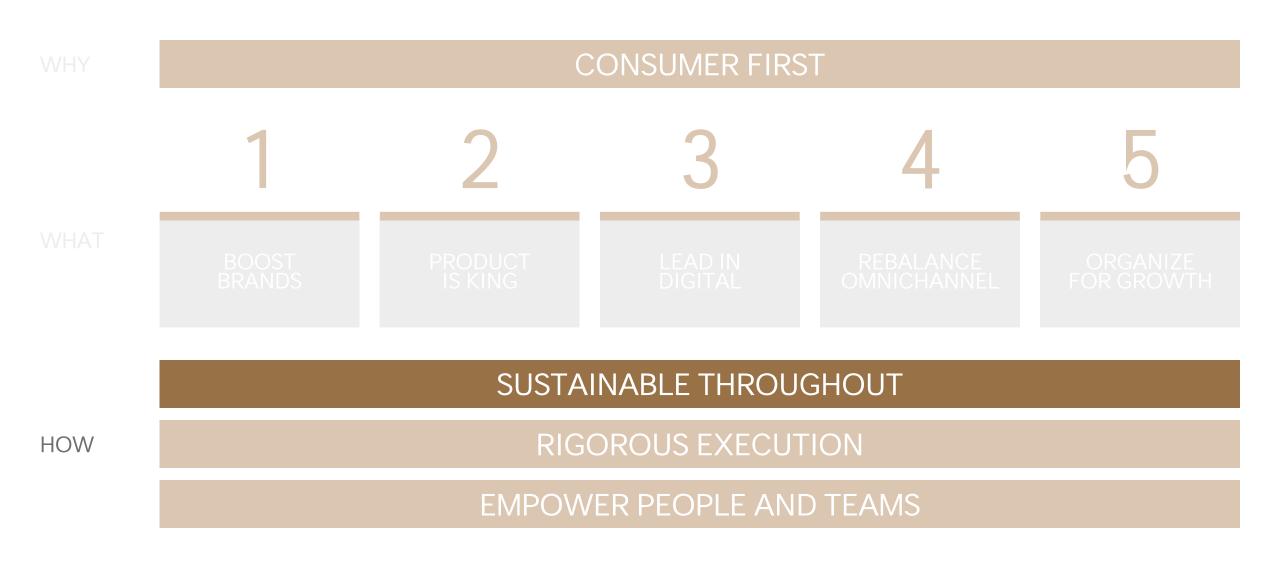
KEEP 2025 UNIT COGS AT 2019 LEVEL > 90% ON-TIME AVAILABILITY

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

TRANSFORMATION AREAS LEADING TO FASTER AND MORE EFFICIENT OPERATIONS ACTIVITIES



CLAIM 5 STRATEGY



CLAIMSUSTAINABLETHROUGHOUT

HUGO BOSS

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





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

ISS ESG ▷

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



PIÑATEX® SNEAKER Pre-Fall 2018

VEGAN
SUIT
Spring/Summer 2020

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.



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 O U T

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
CLIMATENEUTRALITY
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



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