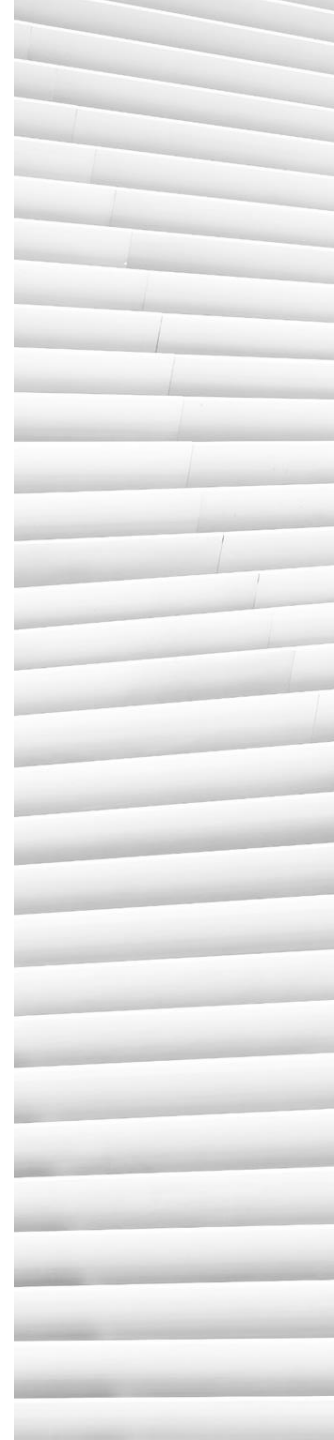


HUGO BOSS



A woman with dark hair pulled back, smiling, wearing a beige crew-neck sweater with a matching belt tied around her waist. The background is a plain, light-colored wall.

OMNI CHANNEL

OLIVER TIMM
CHIEF SALES 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

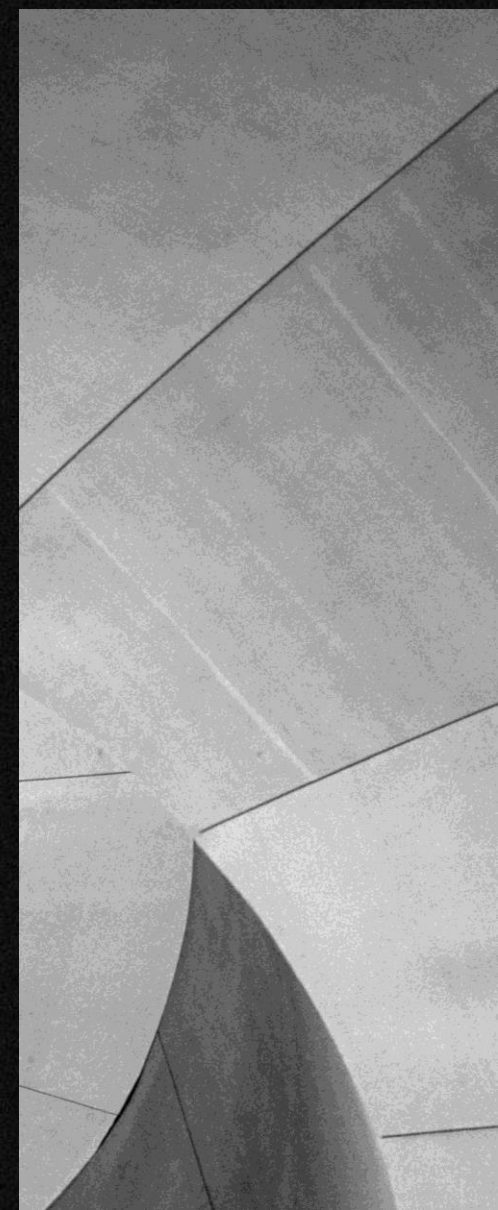
CLAIM

▶ **REBALANCE
OMNICHANNEL**

HUGO BOSS

**TRANSLATE
BRAND POWER INTO
ALL CONSUMER
TOUCHPOINTS**

24/7
LIFESTYLE
BRAND



LEVERAGING DISTRIBUTION VARIETY

IS KEY FOR CUSTOMER
CENTRICITY

RETAIL

WHOLESALE

ONLINE

**EACH CHANNEL
FULFILLS
PARTICULAR
CUSTOMER
NEEDS...**



**...THEREFORE,
WE NEED TO BE
OMNIPRESENT.**

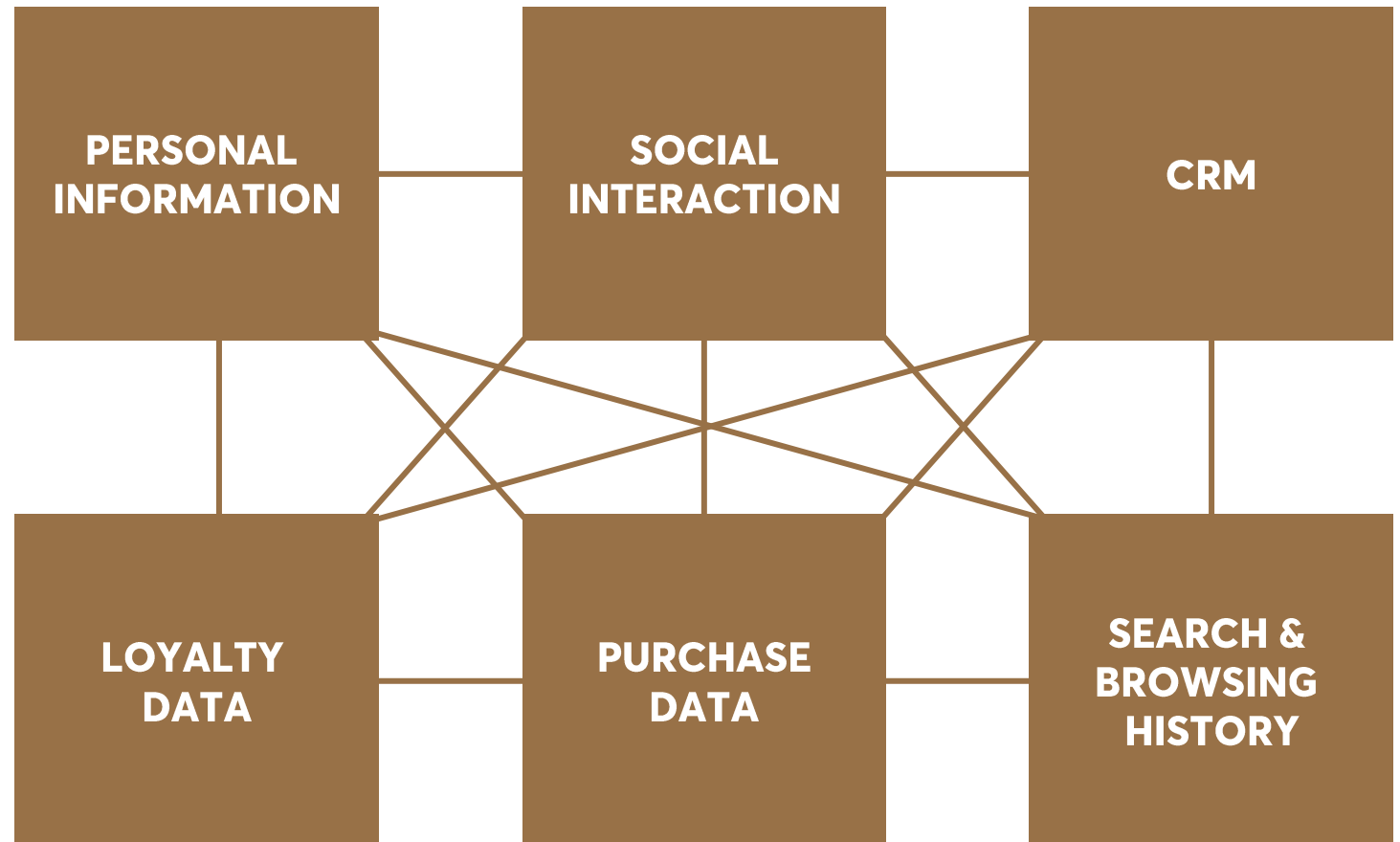
<p>RETAIL STORES</p> <p>EXPERIENCE THE BRAND</p> <p>BOSS HUGO</p>	<p>OUTLET STORES</p> <p>INTRODUCE THE BRAND</p> <p>BOSS HUGO</p>	<p>DEPARTMENT STORE</p> <p>ENJOY VARIETY OF BRANDS</p>
<p>HUGOBOSS .COM</p> <p>DISCOVER THE BRAND</p> <p>BOSS HUGO</p>	<p>PURE PLAYER</p> <p>FIND FASHION</p>	<p>BRICKS & CLICKS</p> <p>GET FASHION</p>

COMBINING THE POWER OF ALL TOUCHPOINTS

24/7 AVAILABILITY	HIGH CONVENIENCE	FULL PRODUCT RANGE	BRAND EXPERIENCE	TOUCH & TRY ON	ENJOYMENT
ONLINE EXCLUSIVES	STRONG TRAFFIC	CONSUMER DATA INSIGHTS	PERSONAL INTERACTION	INSTANT OWNERSHIP	HIGH CONVERSION
ONLINE			OFFLINE		

CONSUMER INSIGHTS ACROSS ALL TOUCHPOINTS

Omnichannel data
gathering to **personalize
consumer journey**



HUGO BOSS OMNICHANNEL JOURNEY

CLICK AND COLLECT
ORDER FROM STORE
RETURN & REPLACE
FIND IN STORE

WHAT'S IN PLACE!

CONNECTED RETAIL
PARTNER PROGRAMS
FRANCHISE INTEGRATION
VIRTUAL SELLING
SHIP FROM STORE
DIGITAL JOURNEY IN STORES
NEW WAYS OF CONSUMER INTERACTION

WHAT'S NEXT!

**WE MOVE
TO WHERE
CONSUMERS
EXPECT US
TO BE!**

HUGO BOSS



HUGO BOSS



EXPLOIT **DIGITAL**

TODAY THE JOURNEY STARTS ONLINE

▶ FIRST CONSUMER TOUCHPOINTS

51%

SEARCH
ENGINES

33%

BRAND
WEBSITE

32%

SOCIAL
CHANNELS

27%

PHYSICAL
STORES

EXPLOIT DIGITAL OPPORTUNITY ACROSS ALL TOUCHPOINTS

- ▶ hugoboss.com
- ▶ Digital pure player and marketplaces
- ▶ Bricks & clicks

DIGITAL SALES SHARE

10%

2019



> 25%

2025

EXPLOIT DIGITAL

ACTIONS

- Refresh of hugoboss.com
- Complete roll-out of hugoboss.com
- Follow **mobile-first approach**
- Boost **digital partner business**
- Realize **best-in-class customer journey**
- Drive **omnichannel sales**



ENABLERS

- Use **analytics insights** for optimization of product and sales
- Enable **data-driven decision-making**
- Leverage **best-in-class CRM**



2025

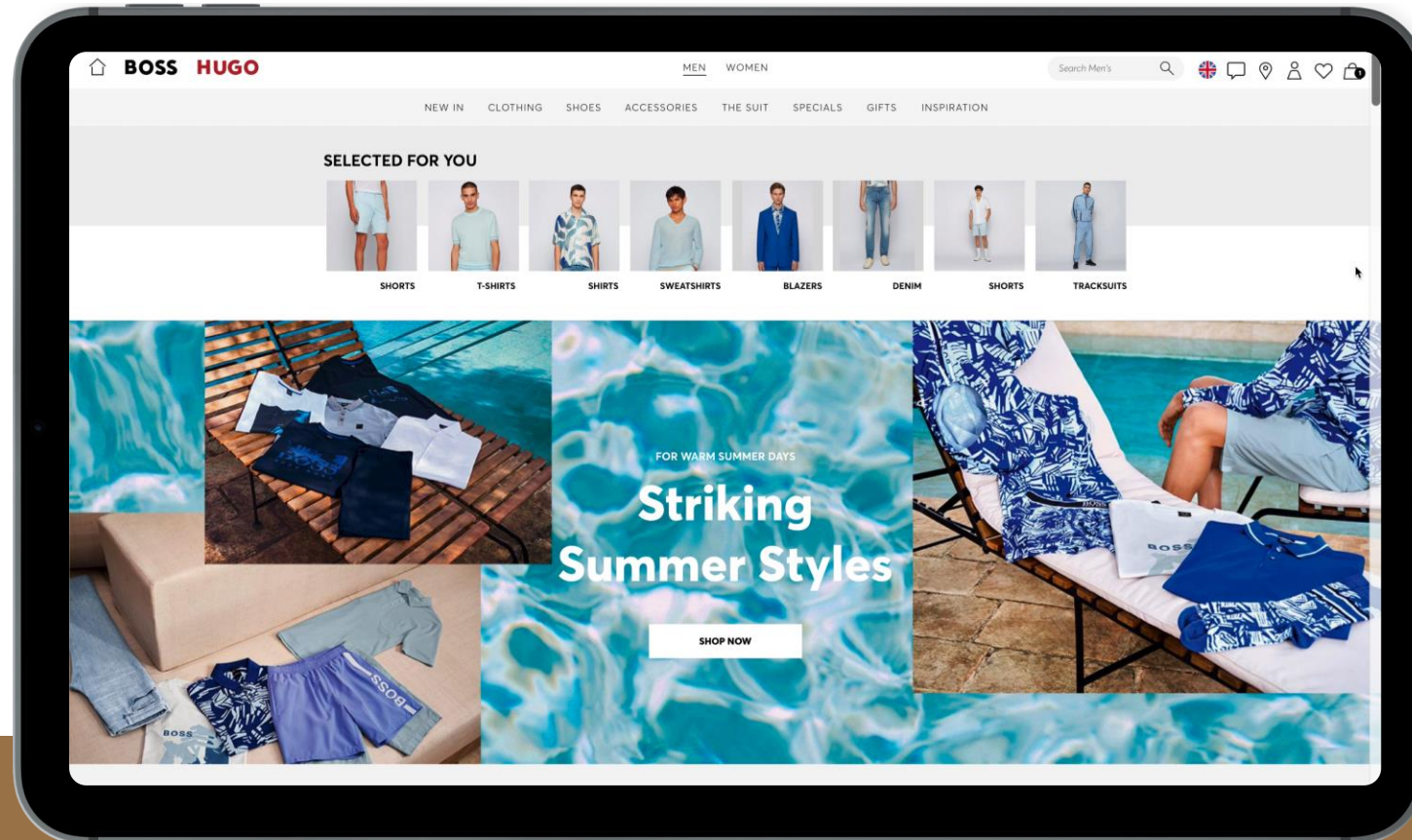
> € **1.0**B

AMBITION

2020

€ **0.4**B

GLOBAL REFRESH OF HUGOBOSS.COM



GLOBAL
ROLL-OUT OF
HUGOBOSS.COM

IN FULL SWING!

TODAY

~ 60
HUGOBOSS.COM
MARKETS

MID-TERM

> 120
HUGOBOSS.COM
MARKETS

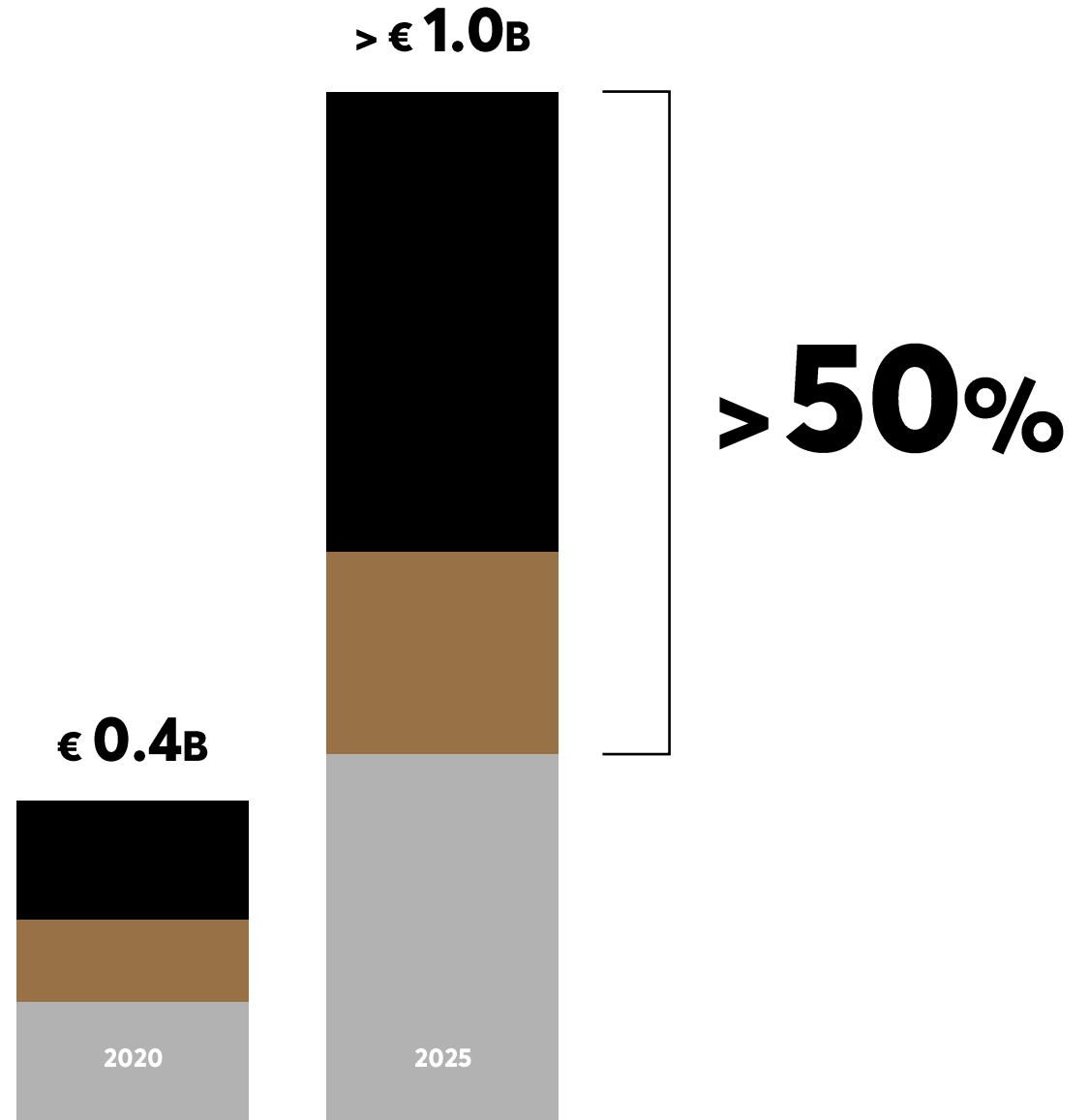
BOOST DIGITAL PARTNER BUSINESS

Partner business to represent
more than 50% of digital sales

Drive **traffic and relevance** for BOSS
and HUGO on partner websites

Flexible and scalable **business model**
on partner-by-partner basis

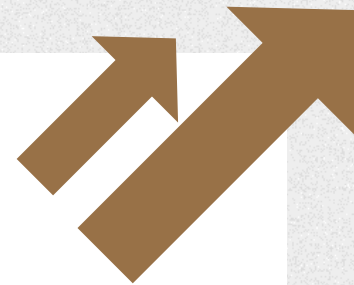
■ WHS.com ■ CON.com ■ HB.com



DRIVE CUSTOMER LOYALTY AND PUSH OMNICHANNEL SALES

OMNICHANNEL
SHOPPERS
SPEND MORE

> 70%

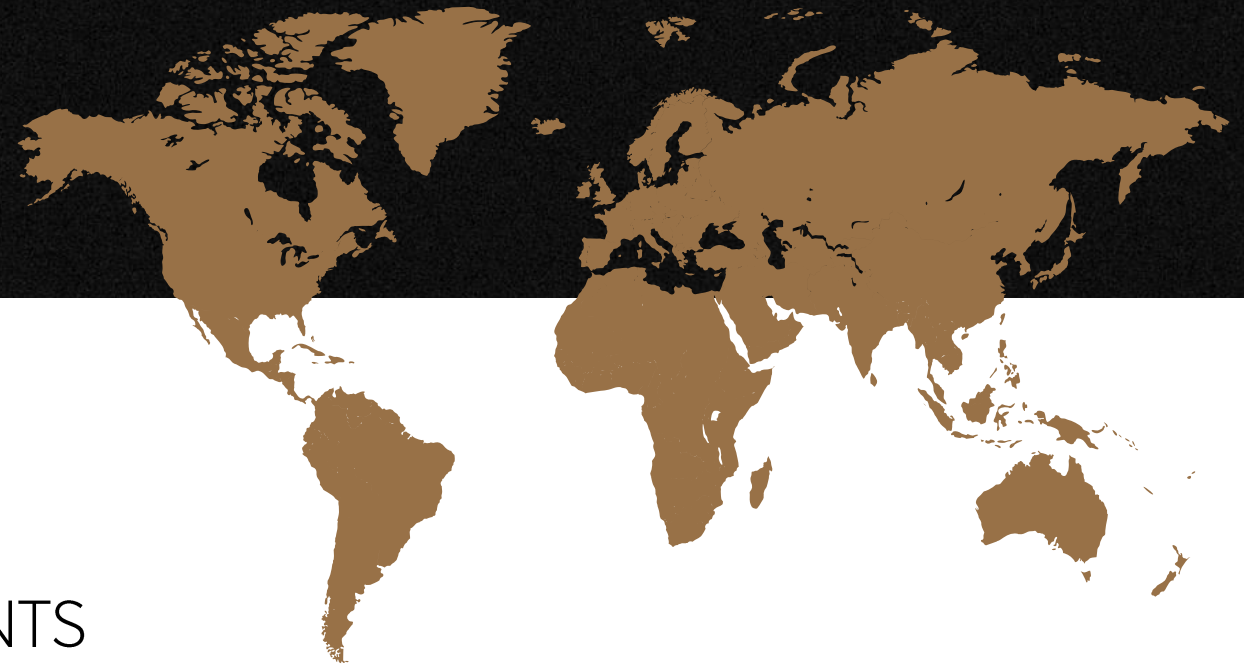


HUGO BOSS



UNLEASH
FULL
POTENTIAL
OF RETAIL

BRING RETAIL TO THE NEXT LEVEL



~1,200
RETAIL TOUCHPOINTS

~450
STORES

~550
SHOP-IN-SHOPS

~200
OUTLETS



HUGO BOSS



CHANGING ROLE OF THE STORE

UNLEASH FULL RETAIL POTENTIAL

ACTIONS

Refresh **retail network**
Foster **experience** per sqm
Optimize **retail footprint**
Keep **outlet sales** share
at ~ 20%
Increase **productivity**
by ~ 3% p.a.



ENABLERS

Dedicated
store excellence
management
Defined **digital journey**
in our stores
Investment in **new**
store concept



2025

~ € **2.0**B

AMBITION

2020

€ **1.1**B

HUGO BOSS



INTRODUCING AN ENGAGING STORE CONCEPT



HUGO BOSS

BOSS STORE LONDON OXFORD STREET

OPENING
FEB 2022

HUGO BOSS

**BOOST
EXPERIENCE &
CONVENIENCE
THROUGH
DIGITALIZATION**




INVESTMENTS TO ELEVATE STORE EXPERIENCE



**4 OUT OF 5
STORES
TO BE
REFRESHED
BETWEEN
2022-24**

OPTIMIZE RETAIL FOOTPRINT



~ **3% p.a.**
PRODUCTIVITY
INCREASE

- ▶ **Close unprofitable stores**
- ▶ **Right-size store fleet**
in Europe and the Americas
- ▶ **Expand footprint in Asia/Pacific** with strong focus on China
- ▶ **Drive shop-in-shop business**

HUGO BOSS

**RECLAIM
WHOLESALE**



RECLAIM WHOLESALE

ACTIONS

Product and price value is key
Regain **market share** in
important categories
Strengthen relationship
with key partners
Implement **digital sales**
organization
Roll out new **digital showroom**



ENABLERS

Improved **brand**
positioning and
focused offer
Elevate relationships
based on **customer and**
product insights



2025

~ € **1.0**B

AMBITION

2020

€ **0.5**B

STRENGTHEN RELATIONSHIP WITH KEY PARTNERS

> **40%**

TOP 20 CUSTOMERS

WHOLESALE SALES SHARE

- ▶ Become **best premium apparel brand** in wholesale
- ▶ Grow more with less – **focus on top customers**
- ▶ Exploit **casualization trend**
- ▶ Foster **category approach**
- ▶ Implement **new shop-in-shop concepts**

IMPLEMENT DIGITAL SALES ORGANIZATION



~ **70%**

REDUCTION IN
PHYSICAL SAMPLES

MID-TERM

- ▶ From digital design to **digital sell-in**
- ▶ Implement **fast, sustainable and efficient** sales process
- ▶ Roll out **digital showroom** for BOSS and HUGO globally

CLAIM 5 STRATEGY

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EMPOWER PEOPLE AND TEAMS

CLAIM

▶ **ORGANIZE
FOR GROWTH**

HUGO BOSS



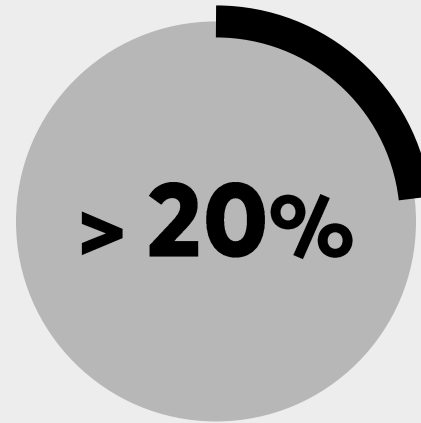
**ACCELERATE
GROWTH**

**FOSTER
LEADING
POSITION**

**EXPAND
FOOTPRINT**

**LOW
TEENS
GROWTH**

CAGR
2019-2025



SALES SHARE 2025

HUGO BOSS

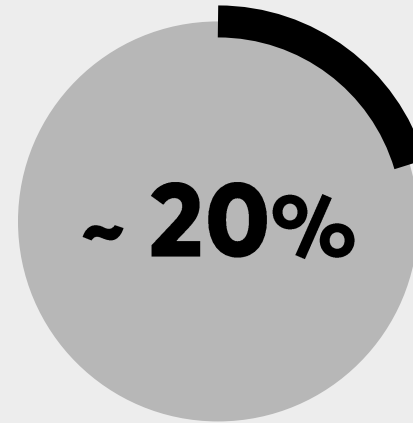
**EXPAND
FOOTPRINT
IN ASIA/
PACIFIC**



- ▶ Further strengthen brand positioning
- ▶ Step up game in physical retail
- ▶ Boost digital business
- ▶ Strongly expand travel business

MID-SINGLE-DIGIT GROWTH

CAGR
2019-2025



SALES SHARE 2025

ACCELERATE GROWTH IN THE AMERICAS



- ▶ Accelerate 24/7 brand image
- ▶ Leverage casualization trend
- ▶ Optimize store network
- ▶ Exploit wholesale opportunities

LOW TO MID-SINGLE-DIGIT GROWTH

CAGR
2019-2025



SALES SHARE 2025

HUGO BOSS

**FOSTER
LEADING
POSITION IN
EUROPE***



- ▶ Reclaim wholesale
- ▶ Lead in key product categories
- ▶ Refresh store fleet
- ▶ Exploit online opportunity

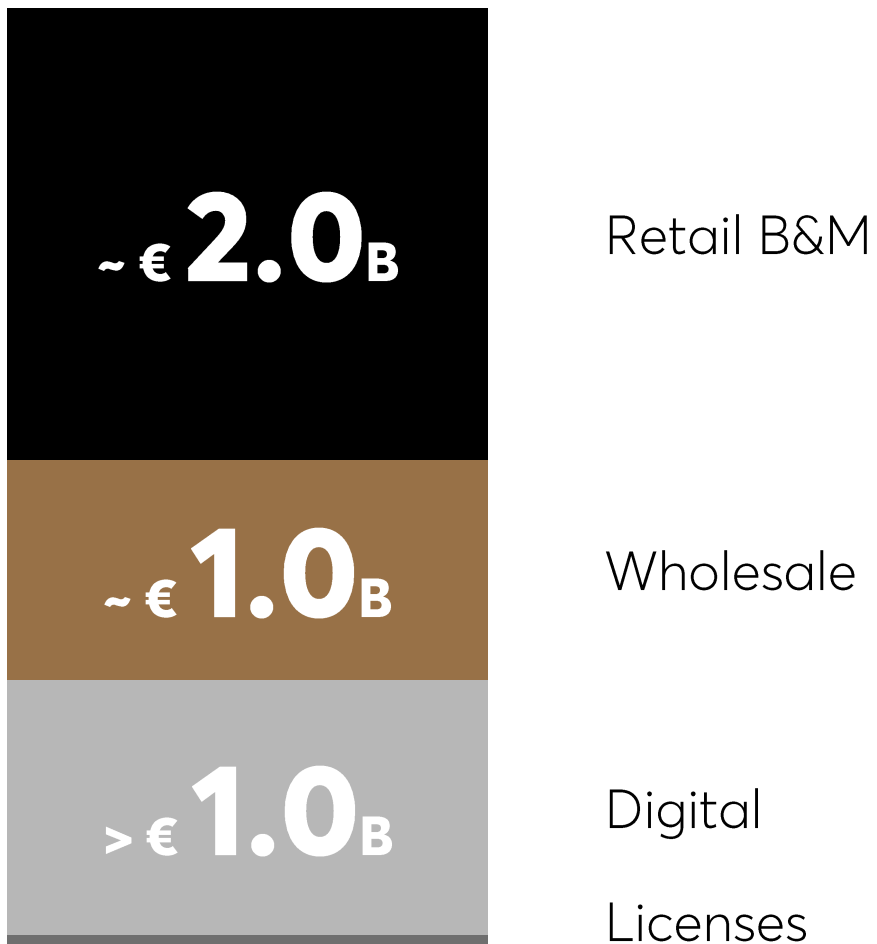
HUGO BOSS

€ **4.0** B

GROUP SALES 2025



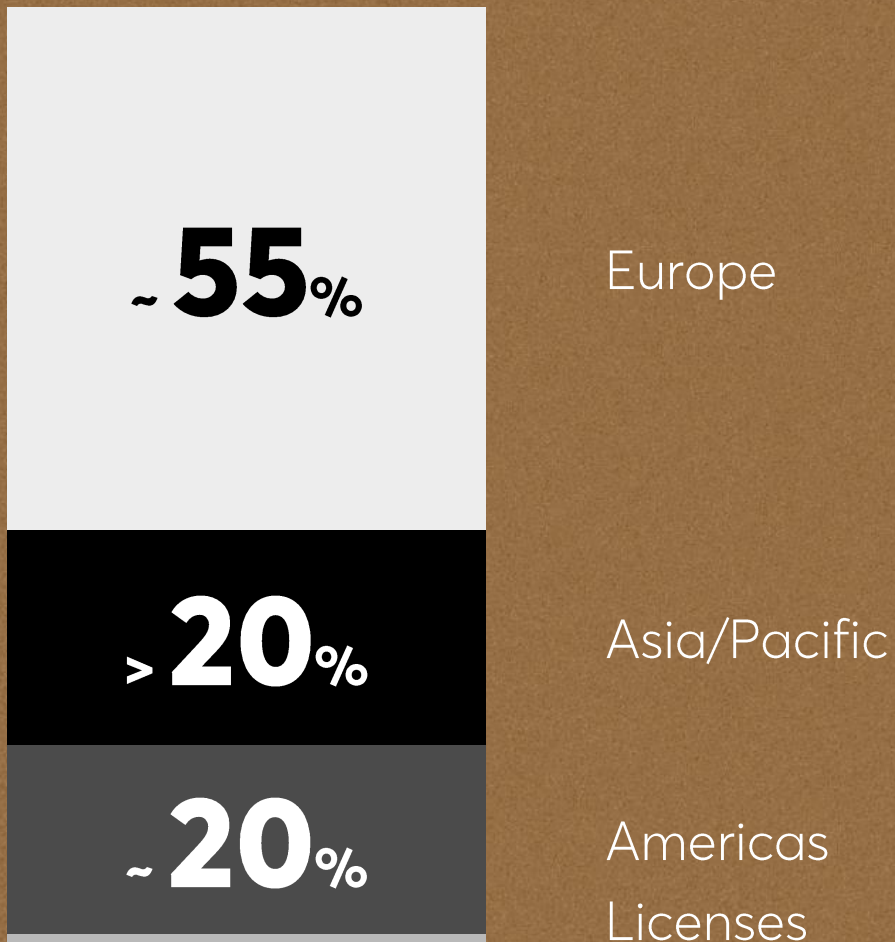
REBALANCE OMNICHANNEL CLAIM



€4.0_B

GROUP SALES 2025

ORGANIZE FOR GROWTH CLAIM



€ **4.0**B

GROUP SALES 2025

HUGO BOSS

