

HUGO BOSS

INVESTOR MEETING PRESENTATION

HUGO BOSS

03/2024





- 01 "CLAIM 5" STRATEGY
- 02 FY 2023 RESULTS
- 03 FY 2024 OUTLOOK
- 04 GENERAL INFORMATION

VISION



BECOME **THE**
PREMIUM TECH-
DRIVEN FASHION
PLATFORM
WORLDWIDE

MISSION



WE **LOVE**
FASHION,
WE **CHANGE**
FASHION

AMBITION

€5 BILLION SALES IN 2025+
≥12% EBIT MARGIN IN 2025

BECOME ONE OF
THE TOP 100
GLOBAL BRANDS

HUGO BOSS



CLAIM 5 STRATEGY

WHY

CONSUMER FIRST

WHAT

1

BOOST
BRANDS

2

PRODUCT
IS KEY

3

LEAD IN
DIGITAL

4

DRIVE
OMNICHANNEL

5

ORGANIZE
FOR GROWTH

HOW

SUSTAINABLE THROUGHOUT

RIGOROUS EXECUTION

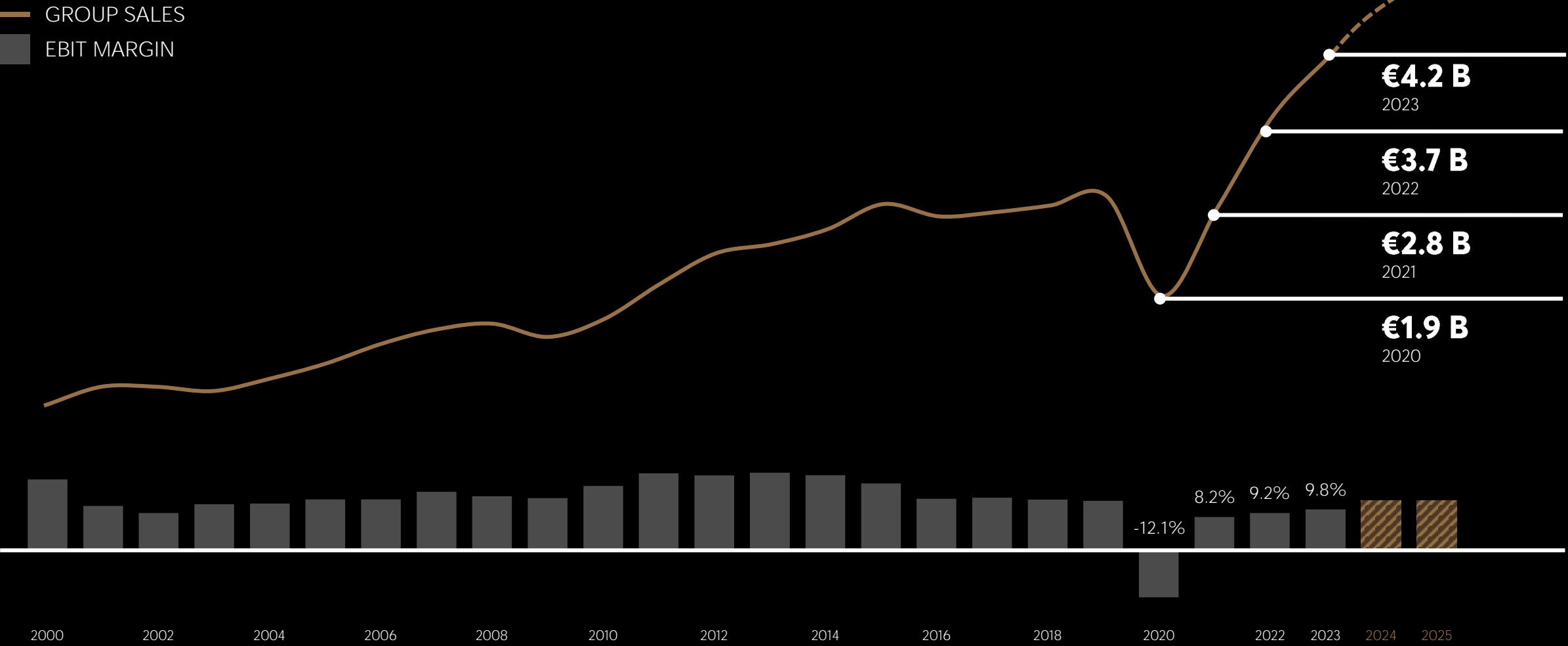
EMPOWER PEOPLE AND TEAMS

LOOKING BACK

WE HAVE
ACHIEVED
A LOT

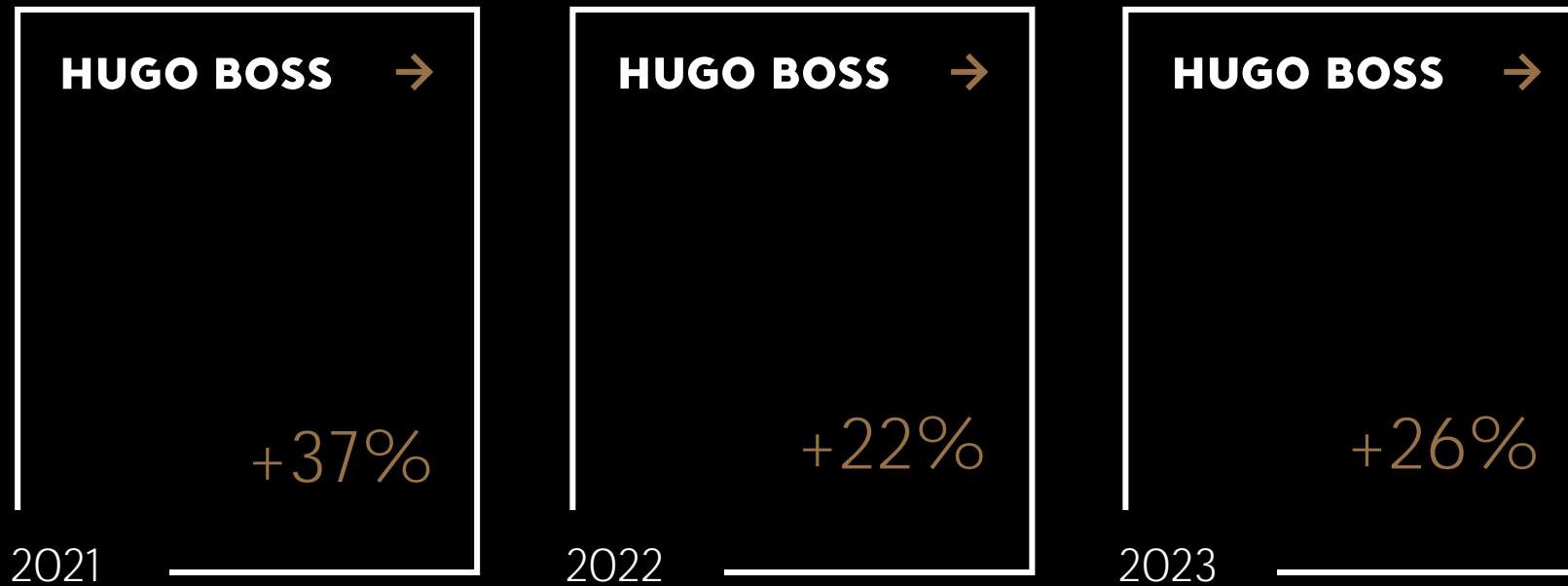


STRONG ACCELERATION IN TOP-LINE GROWTH LEADS TO SIGNIFICANT MARKET SHARE GAINS



SIGNIFICANT INCREASE IN BRAND VALUE BEST GLOBAL BRANDS 2023

Interbrand



BECOME
ONE OF THE
TOP 100
GLOBAL
BRANDS



BOSS MAINTAINS

1ST PLACE IN BRAND HEAT RANKING

ALSO IN 2023

*THE BRAND HEAT INDEX IS AN INTERNAL RANKING DEVELOPED
WITH MARKET RESEARCH FIRM IPSOS.

HUGO BOSS



2025 FINANCIAL AMBITION

CLAIM 5 UPDATE

HUGO BOSS



EXECUTION OF CLAIM 5 TO IMPACT FINANCIAL AMBITION



OUTLOOK
INVESTOR
DAY 2023

Continue
top-line
growth

Business operations
platform to support
gross margin

Further invest
in marketing,
digital, and logistics

Accelerate
store portfolio
refresh

VALUE
CREATION
SHIFTS TO
PROFITABILITY
IMPROVEMENTS
AND FREE
CASH FLOW
GENERATION

NEW 2025 FINANCIAL AMBITION

	2025 INITIAL ¹	2025 NEW ²
GROUP SALES	€4 B in 2025	↑ €5 B in 2025 ³
SALES GROWTH	6% CAGR 2019–2025	↑ 10% CAGR 2019–2025
EBIT	~ €480 M	↑ ≥ €600 M
EBIT MARGIN	~12% OF GROUP SALES	↑ ≥ 12% OF GROUP SALES

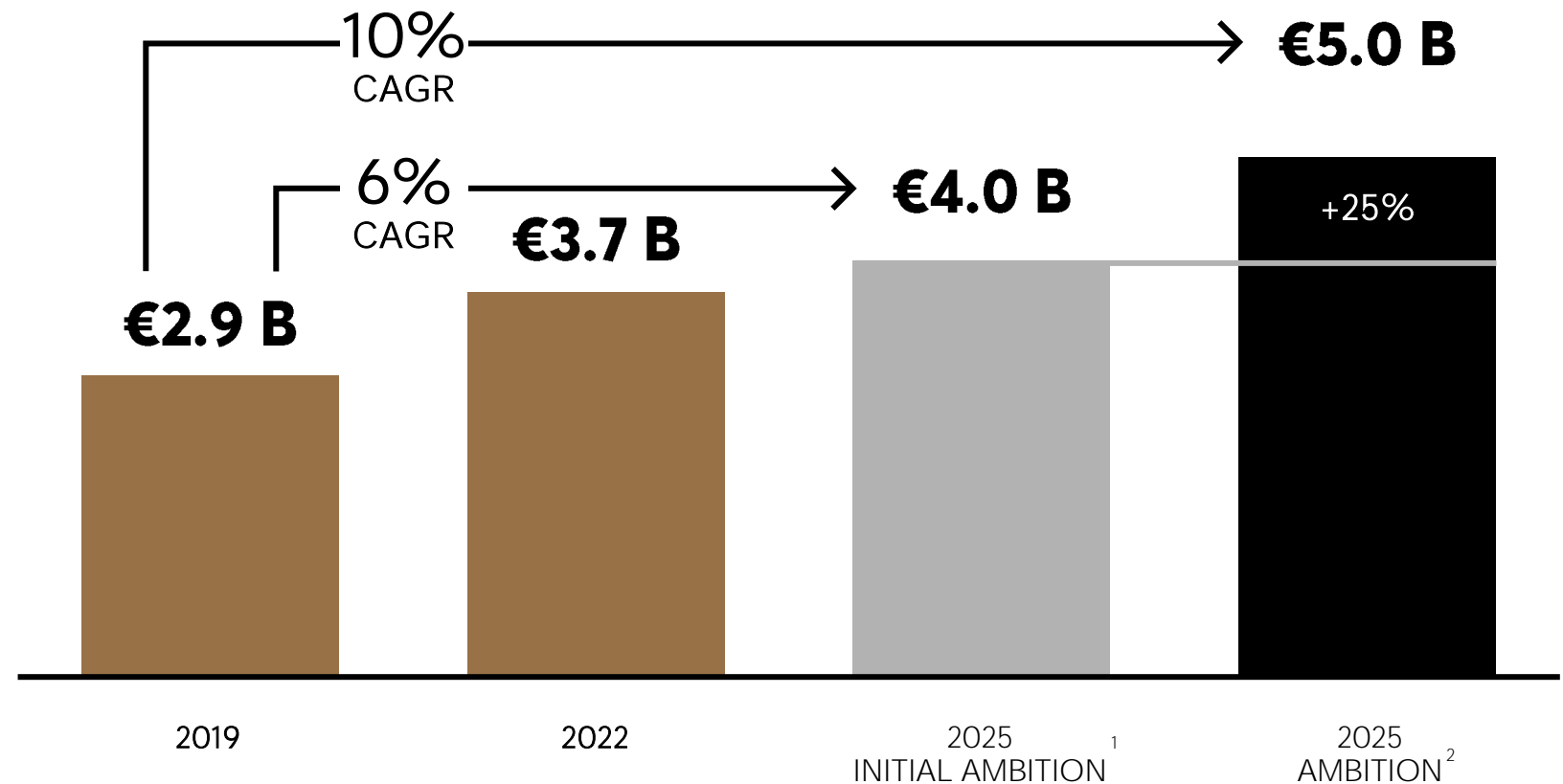
¹ Initial targets as provided in August 2021.

² Targets as provided in June 2023.

³ As macroeconomic and geopolitical uncertainties have increased noticeably since providing the "CLAIM 5" update, HUGO BOSS might reach its sales ambition with a slight delay.

TOP-LINE AMBITION

- Building on regained brand momentum and leveraging global growth opportunities
- Balanced growth between space expansion, volume and price



¹ Initial targets as provided in August 2021.

² Targets as provided in June 2023. As macroeconomic and geopolitical uncertainties have increased noticeably since providing the "CLAIM 5" update, HUGO BOSS might reach its sales ambition with a slight delay.

BALANCED
GROWTH
PROFILE TO
CONTINUE
ACROSS
BRANDS,
CHANNELS,
AND REGIONS

BRANDS



CHANNELS



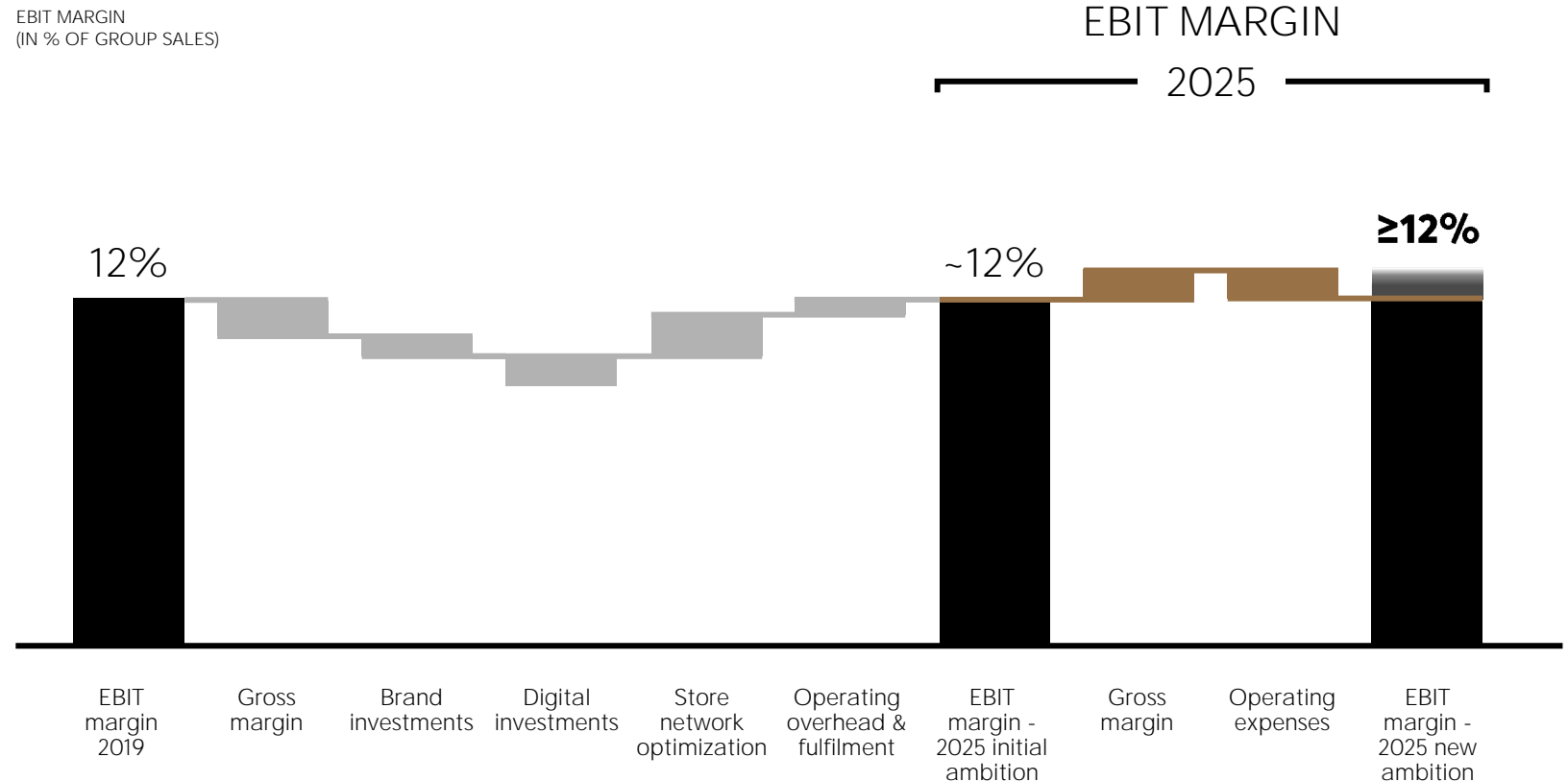
REGIONS



BOTTOM-LINE DEVELOPMENT

COMMITTED TO ACHIEVE
≥12% EBIT MARGIN BY 2025

- Gross margin improvements to support EBIT margin development
- Investments in operating overhead and fulfilment to weigh on operating expenses

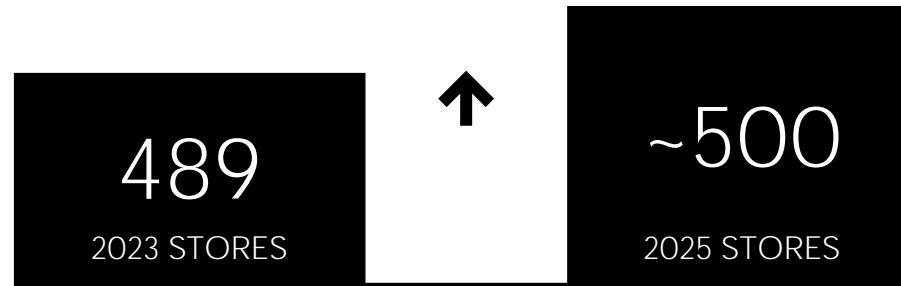


STORE NETWORK OPTIMIZATION

OPTIMIZATION AND SELECTIVE EXPANSION OF STORE NETWORK TO CAPITALIZE ON BRAND MOMENTUM

- Further optimizing store network remains key priority
- Store productivity to increase by at least 3% p.a. until 2025
- Selective expansion of B&M retail store network

DEVELOPMENT OF FREESTANDING RETAIL STORES UNTIL 2025

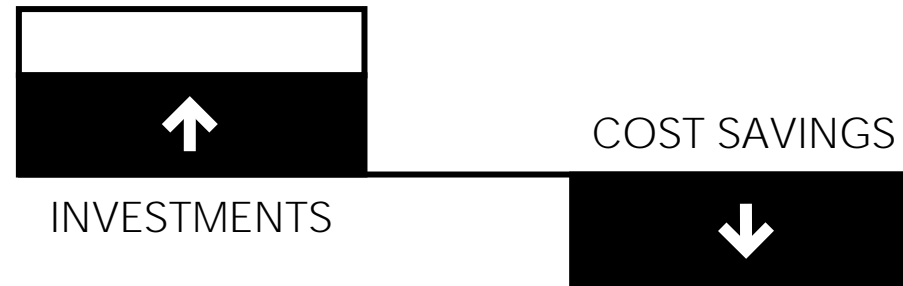


~(600)
BPS VS. 2019

OPERATING OVERHEAD COSTS AND FULFILMENT

FUTURE GROWTH
AMBITION TO BE BACKED
BY STRONG AND EFFICIENT
ORGANIZATION

- Higher fulfilment costs to support top-line growth by 2025 and beyond
- Setting up best-in-class organization for future growth and profitability
- Overall cost inflation weighs on overhead costs



~16%
OF GROUP
SALES 2019



~15%
OF GROUP
SALES 2025

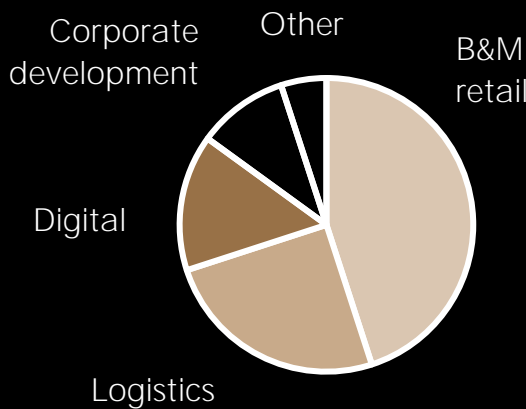


~(100)
BPS VS 2019

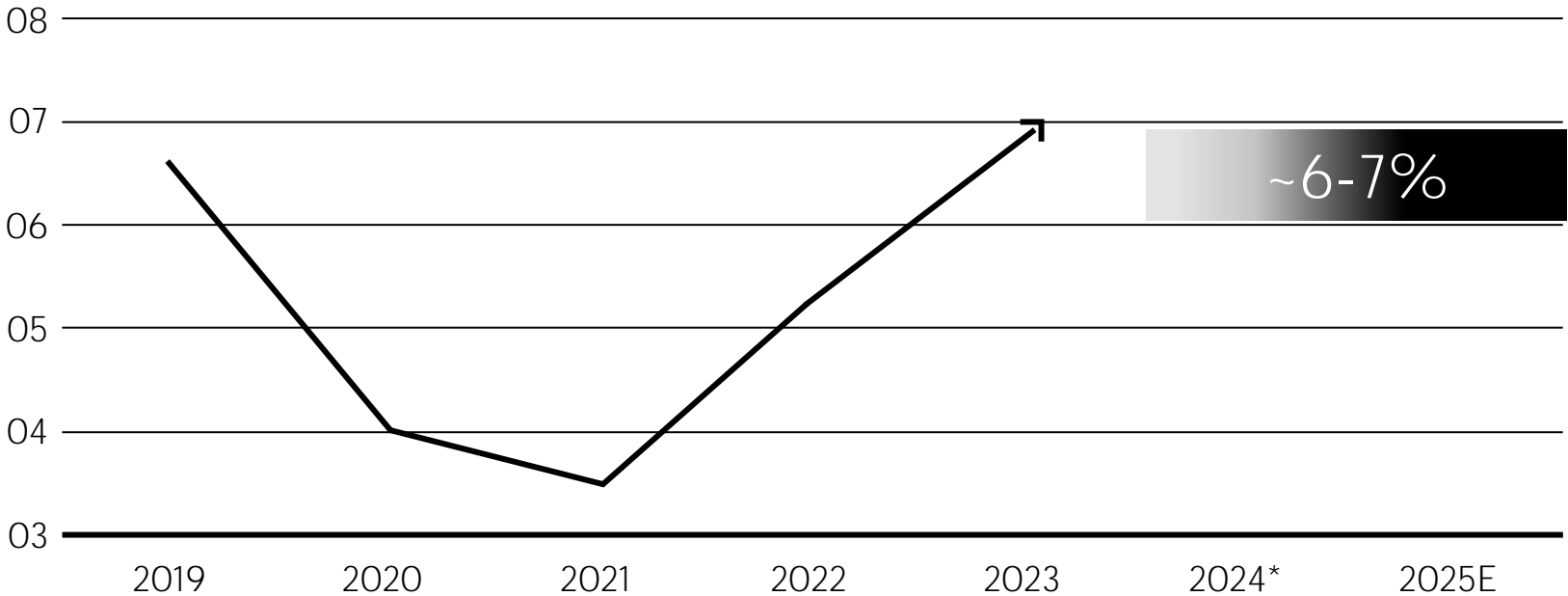
CAPITAL EXPENDITURE

RATIO OF GROWTH VS. MAINTENANCE CAPEX OF AROUND 40/60

CAPEX 2023-2025
>80% of capital expenditure related to store network, logistics expansion, and digital excellence



CAPITAL EXPENDITURE (IN % OF GROUP SALES)



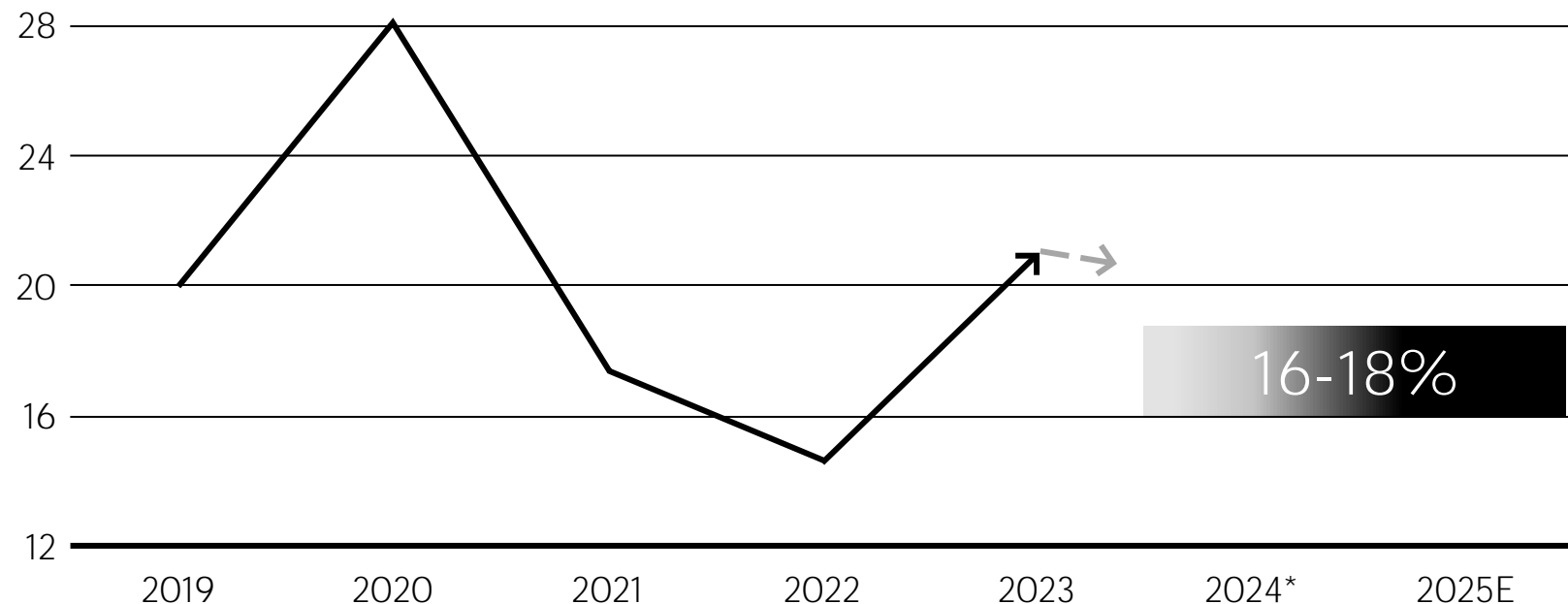
*FY 2024 Guidance
Increase to a level of EUR 300 million to EUR 350 million

TRADE NET WORKING CAPITAL

TRADE NET WORKING CAPITAL TO AIMED AT A LEVEL BETWEEN 16% AND 18%

- Inventory optimization initiatives to support TNWC
- Inventories in % of sales to improve to a level of <20% by 2025

TNWC (IN % OF GROUP SALES)



*FY 2024 Guidance
Improvement to a level
approaching 20%

DRIVING ORGANIC GROWTH TO GENERATE SHAREHOLDER RETURN

CAPITAL ALLOCATION FRAMEWORK

01 ↑

REINVEST FOR
ORGANIC
GROWTH

Investments

02 ↑

PROGRESSIVE
ABSOLUTE
DIVIDEND
PAYMENTS

Payout ratio
30-50%

03 ↑

STRATEGIC
INVESTMENTS

M&A

04 ↑

RETURN EXCESS
LIQUIDITY TO
SHAREHOLDERS

Special dividend
Share buyback

01

BOOST BRANDS

CLAIM 1

HUGO BOSS



01
01
01
01



WE REVITALIZED OUR
BRAND PORTFOLIO
STRATEGY AND BRAND
ARCHITECTURE WITH

TWO CLEARLY
DISTINGUISHED
BRANDS

POSSIBILITY TO ADD MORE
BUSINESSES WITH
PREMIUM LIFESTYLE
POSITIONING

BE YOUR OWN BOSS

BOSS addresses customers in the premium segment who lead a self-determined life, show a clear attitude, and pursue ambitions with determination

BOSS offers the perfect outfit for every occasion – from business to leisure – with casualness and comfort being key attributes

HUGO BOSS

BOSS



HUGO YOUR WAY

HUGO targets customers who consider their way of dressing as an expression of their individual personality and who see themselves as trendsetters

HUGO offers a broad range of trendy and modern products reflecting the brand's authentic and unconventional style

HUGO

HUGO BOSS



CONTINUOUS FOCUS ON BRAND BUILDING INITIATIVES TO FUEL RELEVANCE OF BOSS AND HUGO



REINFORCE
TWO-BRAND
STRATEGY IN
CONSUMERS'
MIND

LEVERAGE
FULL POTENTIAL
OF BOSS
AND HUGO
BRAND LINES

INTRODUCE
NEW WAYS
TO REACH
YOUNGER
CONSUMERS

CREATE UNIQUE
BRAND
MOMENTS
TO INCREASE
BRAND
RELEVANCE

BOOST BRANDS

CLEARLY DISTINGUISHED MARKETING STRATEGIES

BOSS

HUGO

2 DIFFERENT
LIFESTYLE
BRANDS

2 DIFFERENT
TARGET
GROUPS

2 DIFFERENT
MARKETING
APPROACHES

OVERALL MARKETING STRATEGY

- Marketing investments to remain at 7-8% of Group sales
- Activate consumers across all touchpoints
- Continue a digital-first marketing strategy
- Become culturally relevant through sports, music, arts, and collabs
- Sustainably connect with consumers through emotional storytelling



MAXIMIZE CONSUMER IMPACT

02

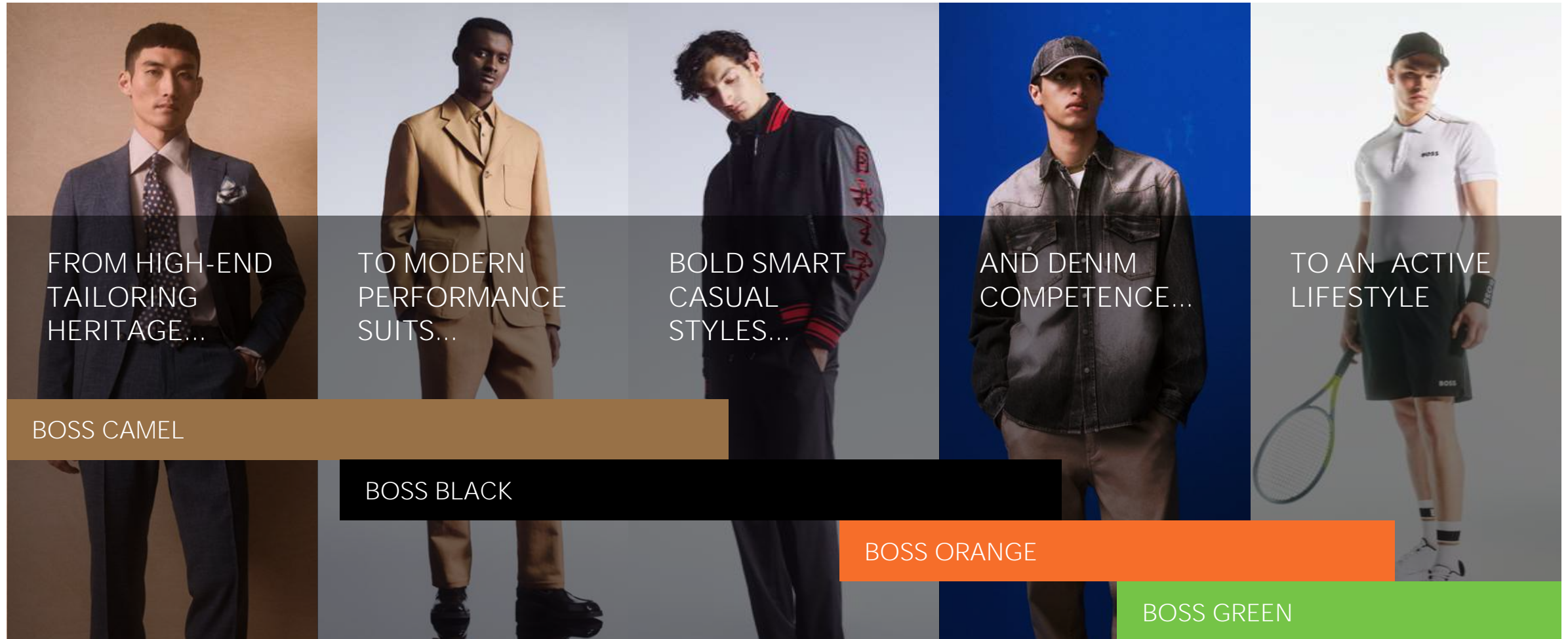
PRODUCT IS KEY

CLAIM 2

02
02
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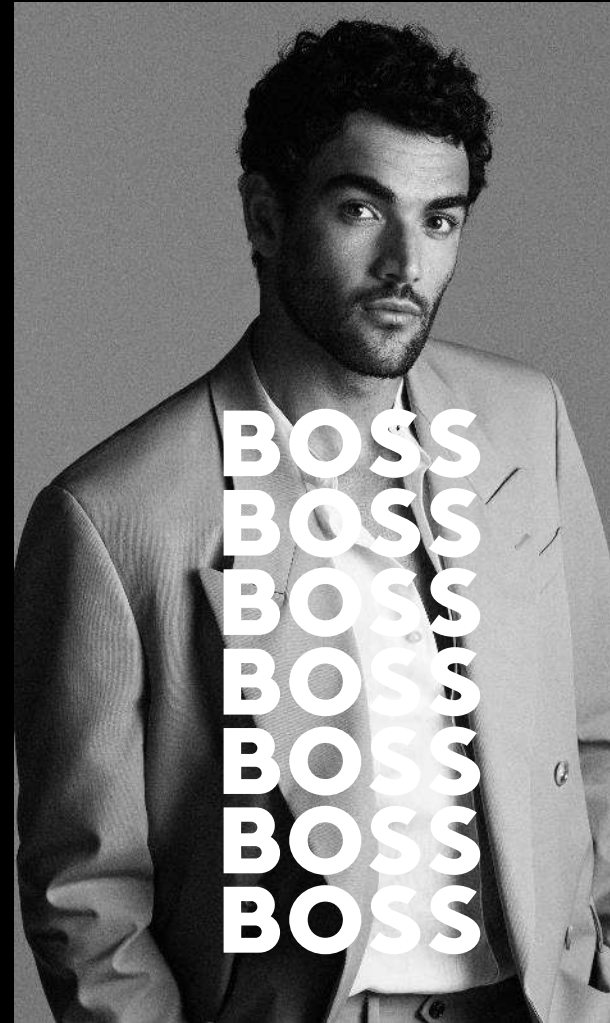


BRAND LINES REFLECT BOSS MENSWEAR 24/7 LIFESTYLE PROMISE



PRODUCT STRATEGY BOSS MENSWEAR

- Amplify the brand DNA – own the heritage in suiting in a modern way
- Offer products to wear 24/7 from morning to evening
- Keep the momentum and sharpen the collection to consumer and regional needs
- Claim price-value leadership across categories
- Fully exploit the potential of hero products
- Partner up with industry leaders to boost innovation and category competence



HUGO BOSS

~ €3.5 B

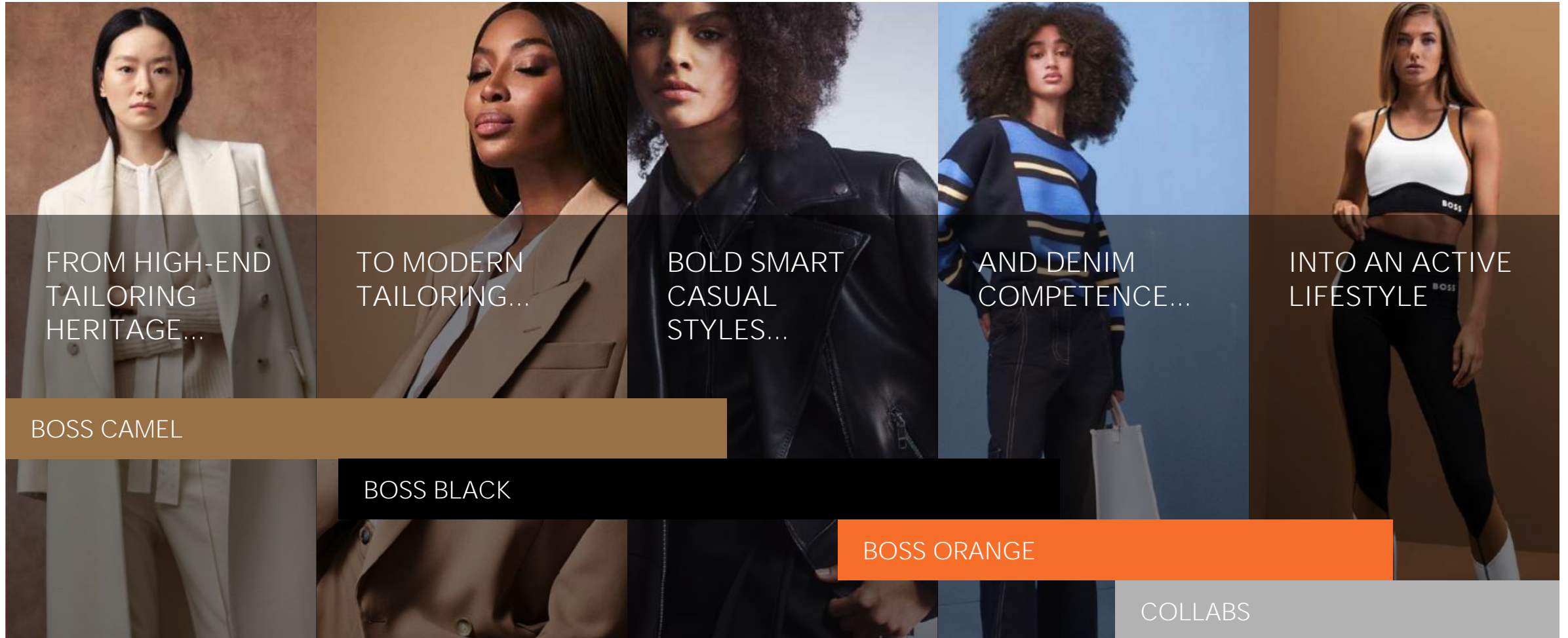
2025 AMBITION*

~70%

OF GROUP SALES

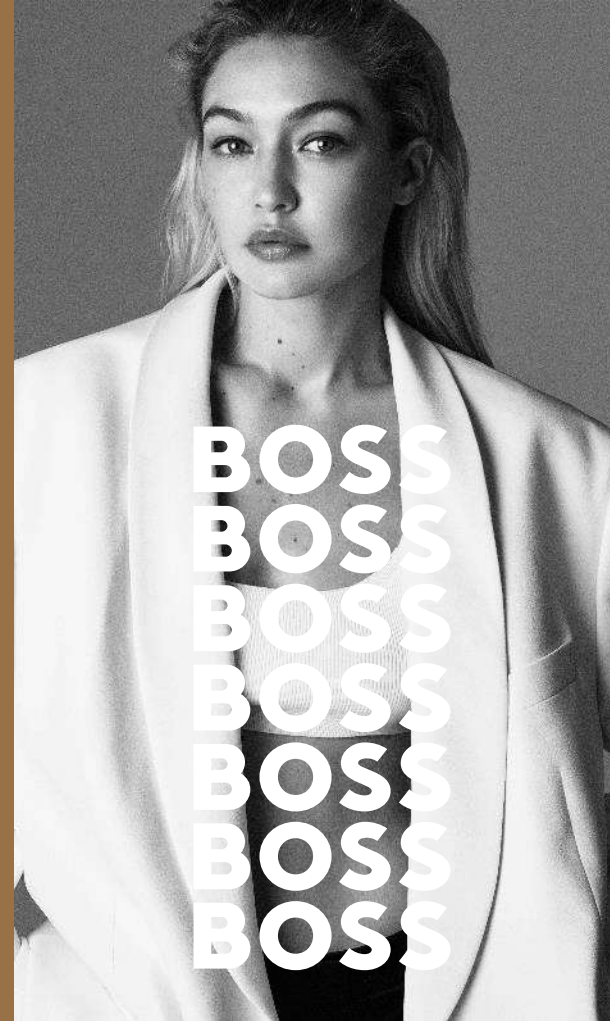
* Targets as provided in June 2023. As macroeconomic and geopolitical uncertainties have increased noticeably since providing the "CLAIM 5" update, HUGO BOSS might reach its sales ambition with a slight delay.

BRAND LINES REFLECT BOSS WOMENSWEAR 24/7 LIFESTYLE PROMISE



PRODUCT STRATEGY BOSS WOMENSWEAR

- Offer products to wear 24/7 from morning to evening
- Foster cohesive aesthetic between BOSS Menswear and Womenswear communication
- Amplify brand DNA – translate heritage in suiting into new business wear and create true hero products
- Further establish BOSS Camel and BOSS Orange
- Partner up with industry leaders to boost innovation and category competence
- Strengthen athletic content and install BOSS Green in the long-term



HUGO BOSS

~ **€0.5 B**

2025 AMBITION*

~10%

OF GROUP SALES

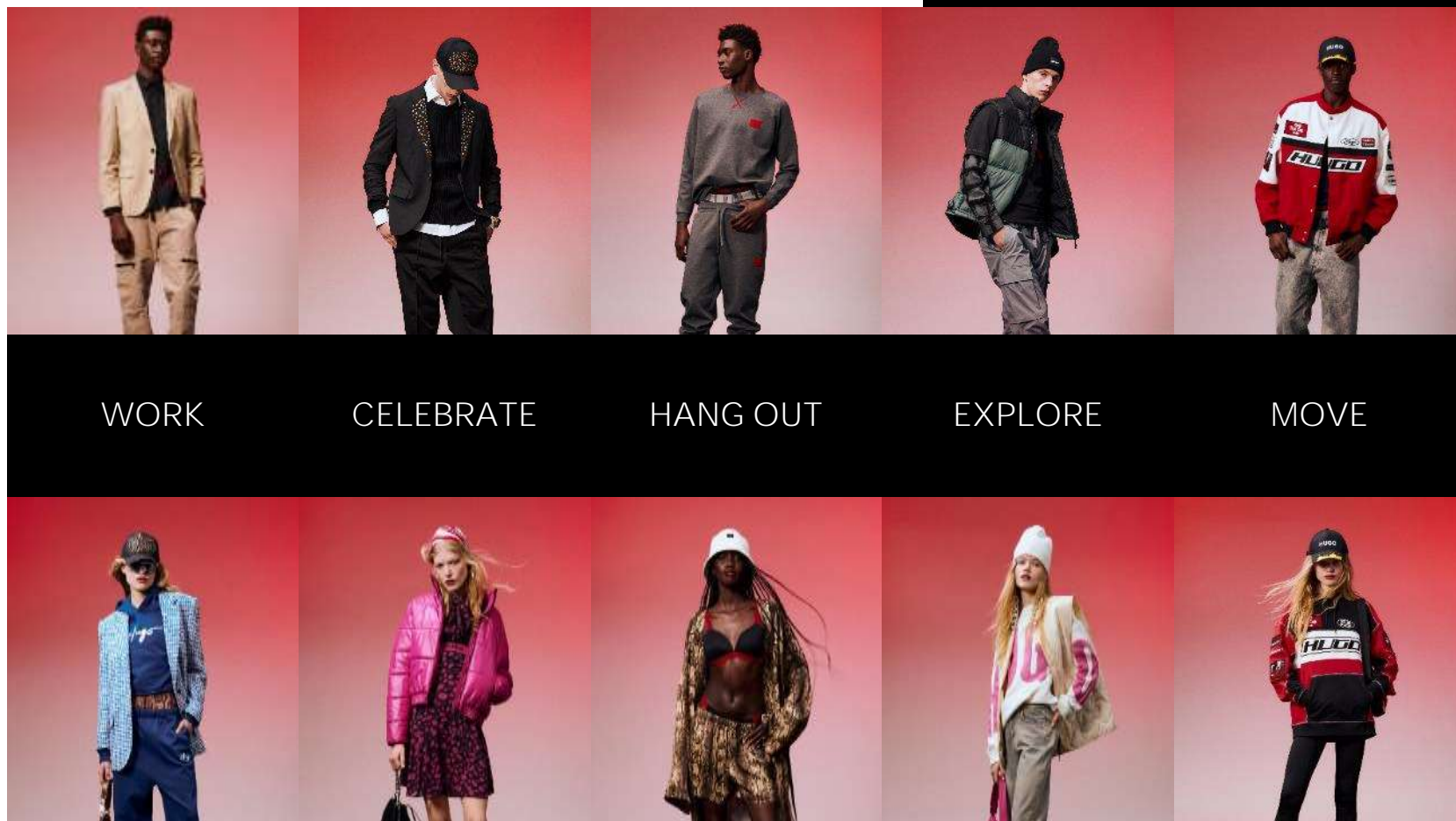
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HUGO CELEBRATES 24H SELF-EXPRESSION IN EVERY SITUATION

Modern and authentic
HUGO style to gain relevance
among younger and young-
minded consumers

Balanced offer of commercial
and contemporary pieces

Investment in new
categories such as
womenswear
bodywear & hosiery



PRODUCT STRATEGY

HUGO

- Foster cohesive aesthetic between Menswear and Womenswear
- Balance out commercial and more contemporary designs
- Mix tailoring and streetwear for HUGO RED and push clothing, jersey, and outerwear
- Leverage HUGO BLUE to grasp growth opportunity in denim
- Fully leverage the potential of hero products



HUGO BOSS

~ **€1.0 B**

2025 AMBITION*

~20%
OF GROUP SALES

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TWO BRAND LINES WITH DEDICATED STYLES AND COMMON BRAND VALUES



HUGO RED WITH A
STRONG FOCUS ON
STREET TAILORING
FOR FASHION-
FORWARD
CONSUMERS



HUGO BLUE
EMPHASIZES
COMMERCIAL
STYLES WITH DENIM
AT THE CORE

GLOBAL LICENSES BUSINESS EXTENDS 24/7 LIFESTYLE PROMISE



FRAGRANCES



EYEWEAR



WATCHES &
JEWELRY



KIDSWEAR



HOME



WRITING &
GIFTS



DOG
ACCESSORIES



GOLF APAC



CYCLING



EQUESTRIAN



LUGGAGE

BOSS
BOSS
BOSS
BOSS
BOSS

GO
GO
GO
GO
GO

03

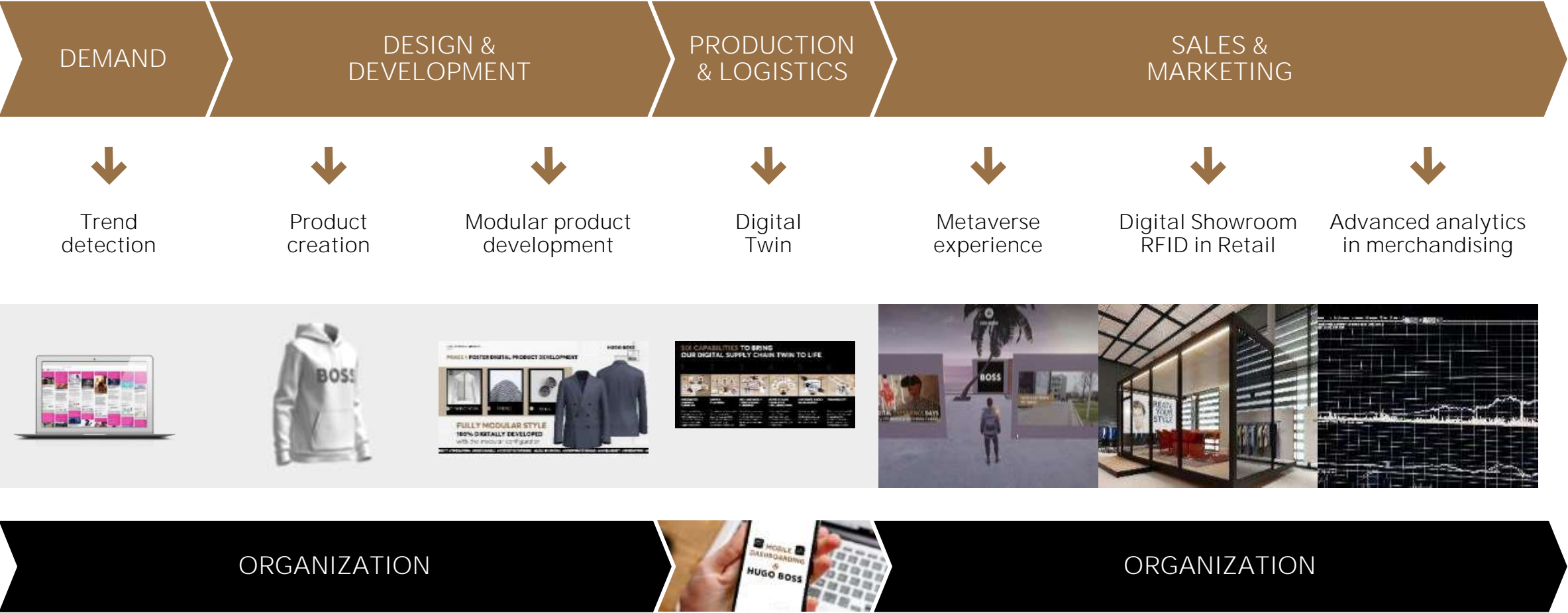
LEAD IN DIGITAL

CLAIM 3

03
03
03
03



CONSTANTLY DEVELOPING DIGITAL CAPABILITIES TO EMPHASIZE SPEED, PERSONALIZATION, AND COST EFFICIENCY



SHIFTING TOWARDS TREND ANALYTICS BY THE HELP OF DATA INSIGHTS AND GENERATIVE AI

GENERATIVE AI CREATES
NEW SPACES FOR CREATIVITY.

IDENTIFY
KEY EMERGING
TRENDS

IMPROVE
TIME-TO-MARKET

WIN
WITH RELEVANT
CONSUMER
GROUPS



DEMAND

DESIGN &
DEVELOPMENT

PRODUCTION
& LOGISTICS

SALES &
MARKETING

FOSTER DIGITAL PRODUCT CREATION TO ACCELERATE DESIGN AND DEVELOPMENT PROCESS

DIGITAL PRODUCT CREATION TO INCREASE EFFICIENCY,
REDUCE COSTS, AND FURTHER OPTIMIZE QUALITY.

~55%

DIGITAL STYLE
CREATION
WINTER 2023

~65%

DIGITAL STYLE
CREATION
2023

>90%

DIGITAL STYLES
TARGETED
BY 2025



LAUNCH OF A DIGITAL TWIN TO BUILD THE BACKBONE OF FUTURE GROWTH

DIGITAL TWIN ENABLES SMART DECISION-MAKING BY
CONNECTING PLANNING AND EXECUTION, FROM DEMAND TO SUPPLY.

SUSTAIN
GROWTH

BOOST
PROFITABILITY

INCREASE
SUPPLY CHAIN
TRANSPARENCY



DEMAND

DESIGN &
DEVELOPMENT

PRODUCTION
& LOGISTICS

SALES &
MARKETING

DIGITAL INNOVATION IN RETAIL AS AN INTEGRAL PART OF OUR GROWTH JOURNEY

VIRTUAL STYLING

enabling virtual try-ons based on personalized mannequins

IN-STORE DIGITALIZATION

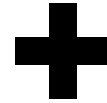
adding new digital touchpoints into stores to create an attractive point of access to products and services

RFID TECHNOLOGY

simplifying in-store day-to-day processes leading to an improved customer experience



LEVERAGING DATA TO IMPROVE OUR MERCHANDISING PROCESSES AND INCREASE EFFICIENCY IN RETAIL MERCHANDISE OPERATIONS



ADVANCED MARKDOWN MANAGEMENT

Drive efficient end-of-season pricing by automatically finding optimal markdown.

DATA-DRIVEN INTER-STORE TRANSFER

Optimization and automation of transfers between retail stores to match inventory to forecasted demand.

04

04

04

04

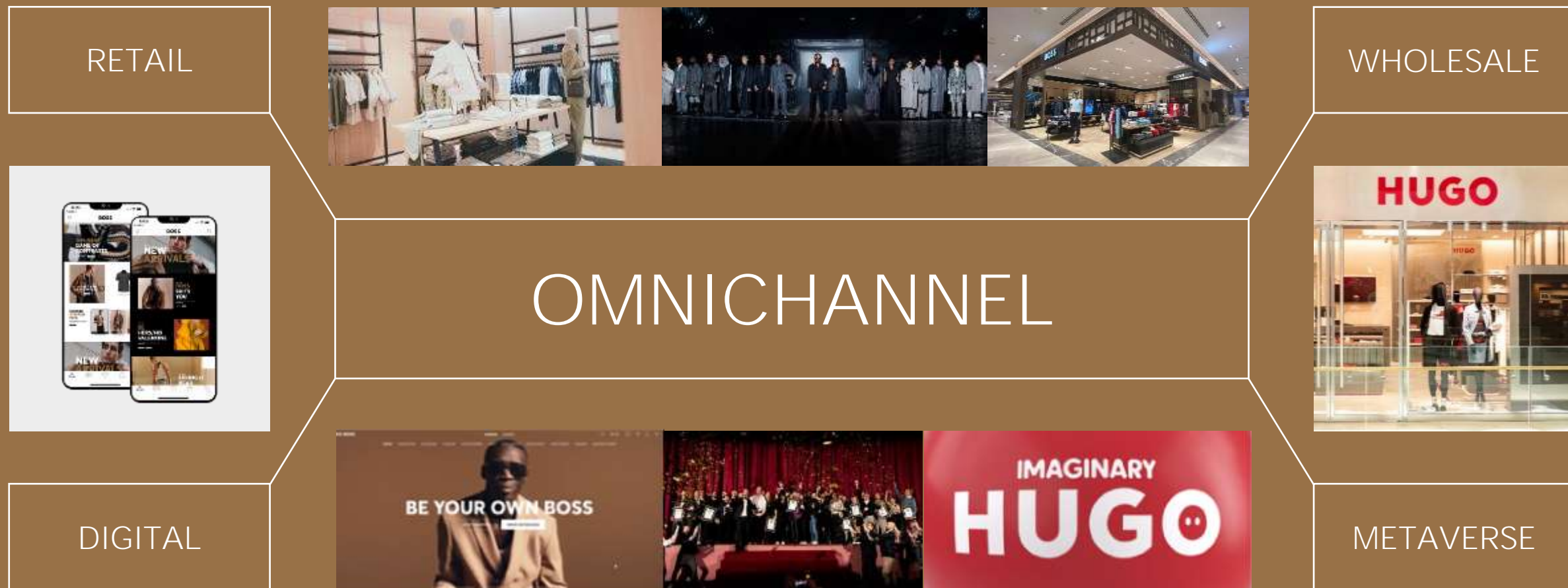
04

DRIVE OMNICHANNEL

CLAIM 4



WE MOVE TO WHERE CONSUMERS EXPECT US TO BE



LEVERAGING OUR HIGH-QUALITY CHANNEL MIX TO REFLECT NEW REALITIES

2025 AMBITION



KEEP
RETAIL
AT

>50%
OF GROUP SALES



MAINTAIN
WHOLESALE
AT

~25%
OF GROUP SALES



ADAPT
DIGITAL
TO

>20%
OF GROUP SALES

EXPERIENTIAL IN RETAIL

ACTIONS



- Become THE **"place to be"** for our customers
- Enhance customer experience with a desirable look and feel
- Increase productivity by at least 3% per year
- Continue to refresh and optimize store portfolio

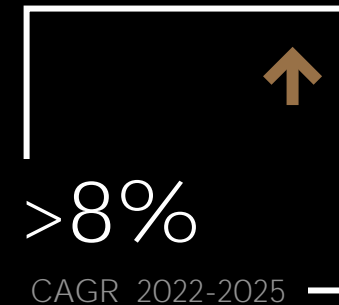
ENABLERS



- Experiential store design, pop-ups, and digitalization at the POS
- Valuable hospitality concept
- Excellence in store management and service
- Improved merchandising strategy



AMBITION 2025*



CAGR 2022-2025



SHARE OF
GROUP SALES

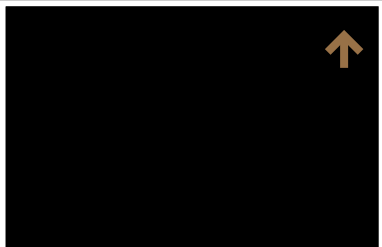
* Targets as provided in June 2023. As macroeconomic and geopolitical uncertainties have increased noticeably since providing the "CLAIM 5" update, HUGO BOSS might reach its sales ambition with a slight delay.

INVESTING UP
TO €600 M IN
STORE PORTFOLIO



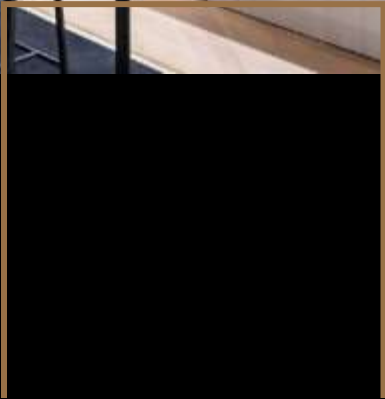
~25%

of stores refreshed
by end of 2022



~40%

of stores refreshed
by end of 2023



~80%

of stores to be refreshed
by end of 2025

NUMBER OF
FULL-PRICE STORES



INCREASE STORE PRODUCTIVITY BY AT LEAST 3% PER YEAR

STORE PRODUCTIVITY
(€/SQM)

+4% VS. 2022



12,400

2023

>13,000

2025 AMBITION

- Accelerate rollout of latest store concepts
- Continue store optimization program
- Constantly improve product offering at the POS

WIN WITH THE WINNERS IN WHOLESALE

ACTIONS



- Leverage brand lines
- Grow with existing strong partners
- Drive digital selling and automated replenishment
- Continue shop-in-shop refreshments and pop-ups
- Exploit potential of franchise business

ENABLERS




- Strong positioning of brands and focused product offering
- Strong relationship based on customer and product insights
- Improved in-season management
- Implemented segmentation strategy



~ **€1.3 B**

AMBITION 2025*



~12%

CAGR 2022-2025



~25%

SHARE OF
GROUP SALES

* Targets as provided in June 2023. As macroeconomic and geopolitical uncertainties have increased noticeably since providing the "CLAIM 5" update, HUGO BOSS might reach its sales ambition with a slight delay.

EXPLOIT THE FULL POTENTIAL OF OUR GLOBAL FRANCHISE BUSINESS

FOCUS ON EXPANDING
IN EMERGING MARKETS

2023
~60
AMERICAS

2023
~210
EMEA

2023
~80
ASIA/PACIFIC

NUMBER OF
FRANCHISE STORES

~350
2023

~500
TARGET 2025+

INSPIRATIONAL IN DIGITAL

ACTIONS



- Expand and grow hugoboss.com
- Improve user experience and push mobile and social commerce
- Grow with strong digital partners including hybrid models
- Continue to drive community building through i-commerce

ENABLERS



- Localized content and marketing
- Latest app skills and AI-driven features
- Data-driven decision-making and improvement of products and services
- Implemented segmentation strategy

> **€1.0 B**

AMBITION 2025*

>16%

CAGR 2022-2025

>20%

SHARE OF
GROUP SALES

* Targets as provided in June 2023. As macroeconomic and geopolitical uncertainties have increased noticeably since providing the "CLAIM 5" update, HUGO BOSS might reach its sales ambition with a slight delay.

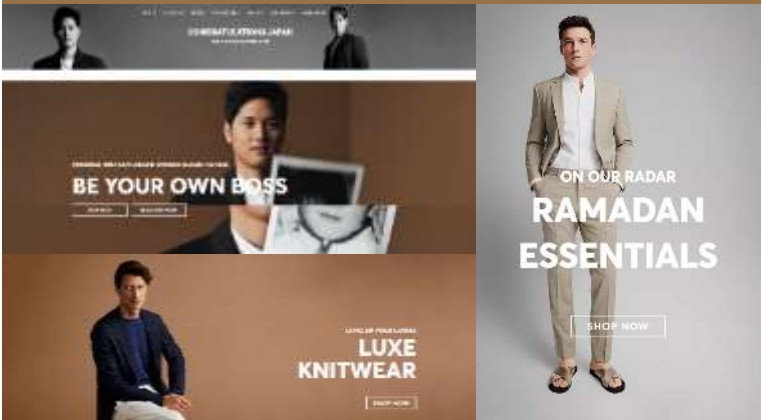
LEVERAGING POTENTIAL OF HUGOBOSS.COM BY DELIVERING NEXT-LEVEL DIGITAL EXPERIENCE

DESIRABLE
STORYTELLING AND
BRAND CONTENT



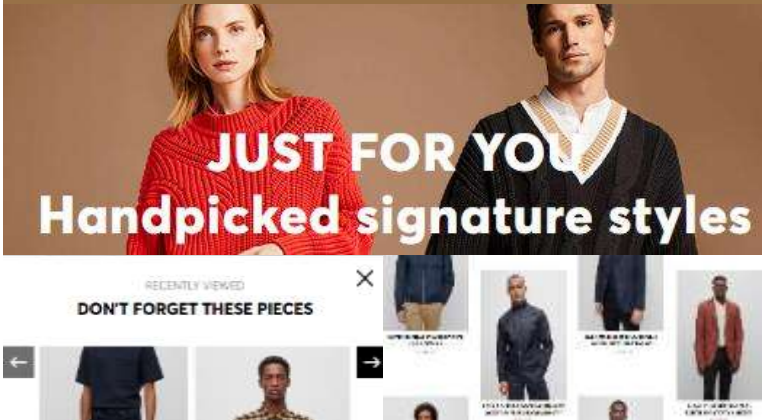
INCREASED PAGE VALUE

CONTENT DESIGNED
AND ADAPTED TO
LOCAL NEEDS



HIGHER TRAFFIC

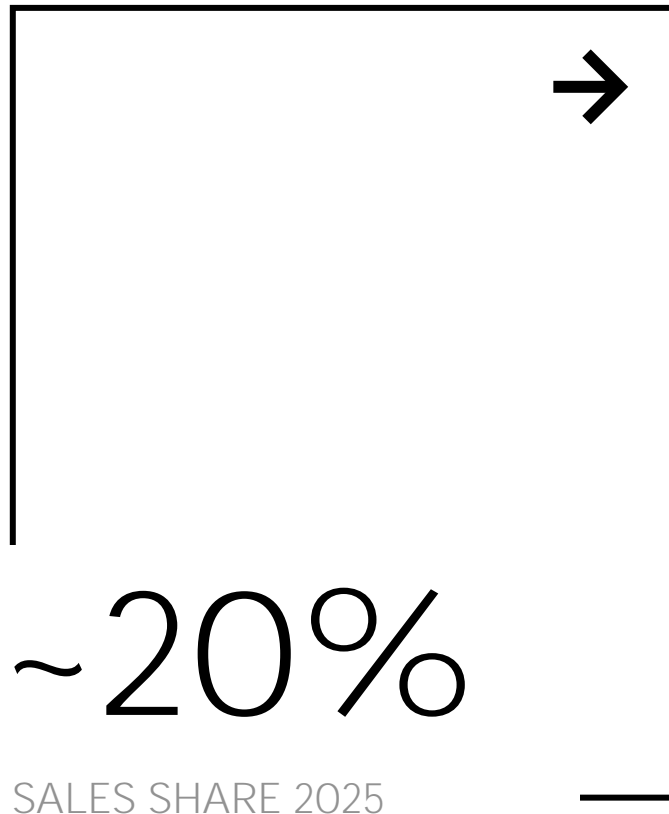
PERSONALIZED
CUSTOMER JOURNEY
LEVERAGING AI



NEW CUSTOMERS

HIGHER CONVERSION

KEEP GROWTH TRAJECTORY IN THE AMERICAS



HIGH SINGLE-DIGIT GROWTH CAGR 2022–2025*

- Continue to push 24/7 brand image in our single largest market, the U.S.
- Further expand visibility in U.S. department stores and roll out digital marketplaces
- Strengthen store network in Latin America

* Targets as provided in June 2023. As macroeconomic and geopolitical uncertainties have increased noticeably since providing the "CLAIM 5" update, HUGO BOSS might reach its sales ambition with a slight delay.



EXPLOIT GROWTH MOMENTUM IN EMEA



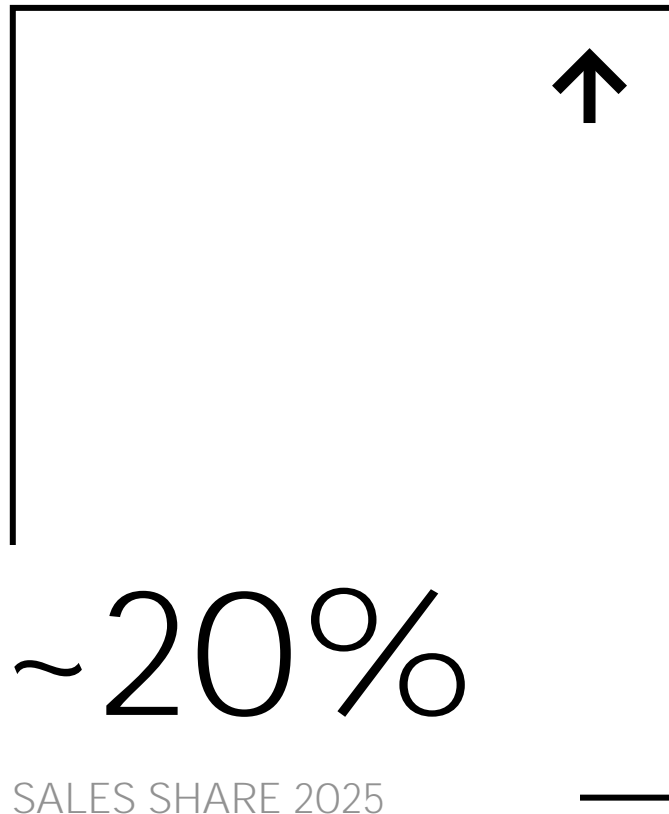
MID TO HIGH SINGLE-DIGIT GROWTH CAGR 2022–2025*

- Continue to enhance and upgrade distribution network
- Accelerate franchise development
- Capitalize on business opportunities across brand lines



* Targets as provided in June 2023. As macroeconomic and geopolitical uncertainties have increased noticeably since providing the "CLAIM 5" update, HUGO BOSS might reach its sales ambition with a slight delay.

UNLEASH THE FULL POTENTIAL IN ASIA/PACIFIC



LOW DOUBLE- DIGIT GROWTH CAGR 2022–2025*

- Secure affordable luxury position in China, Japan, and Korea
- Strengthen retail and drive wholesale in South East Asia & Pacific
- Boost digital commerce



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05

ORGANIZE FOR GROWTH

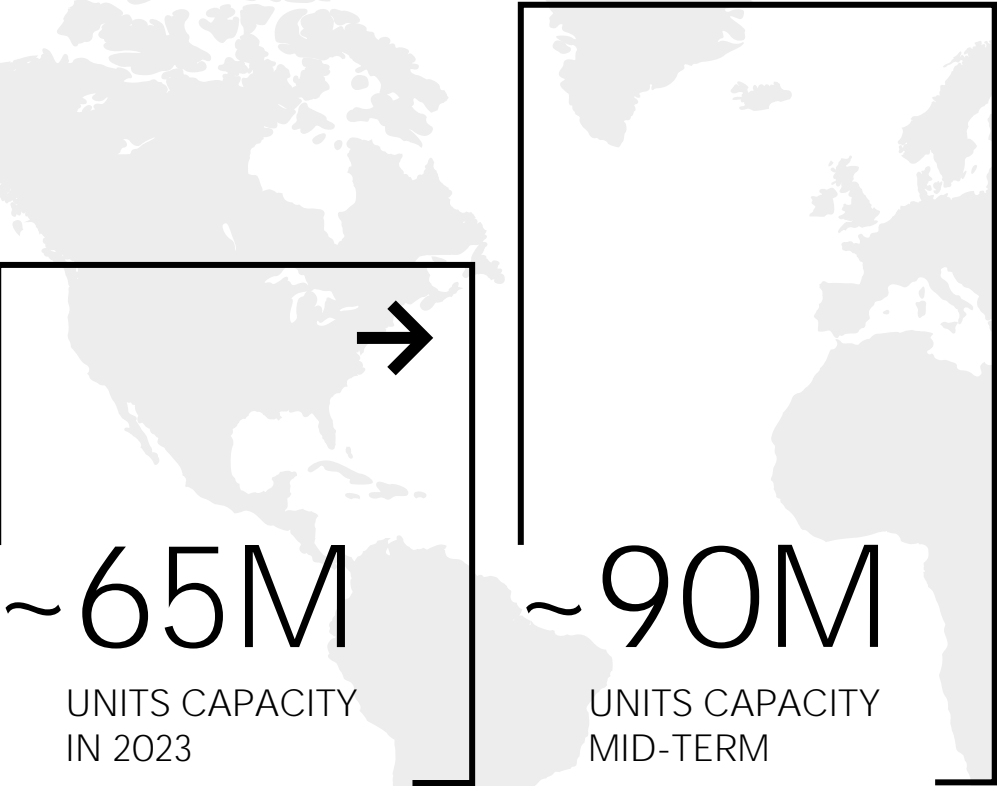
CLAIM 5

05
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05



STEPPING UP INVESTMENTS IN OUR LOGISTICS NETWORK TO SUPPORT GROWTH AMBITION

LOGISTICS
CAPACITY



PLANNED LOGISTICAL EXPANSIONS

OWN OPERATIONS	USA GERMANY
THIRD-PARTY PROVIDER	UK CHINA

SUCCESSFUL EXPANSION OF OUR OWN PRODUCTION CAPACITIES

17%*

OWN PRODUCTION
THEREOF ~15%* IN IZMIR, TURKEY

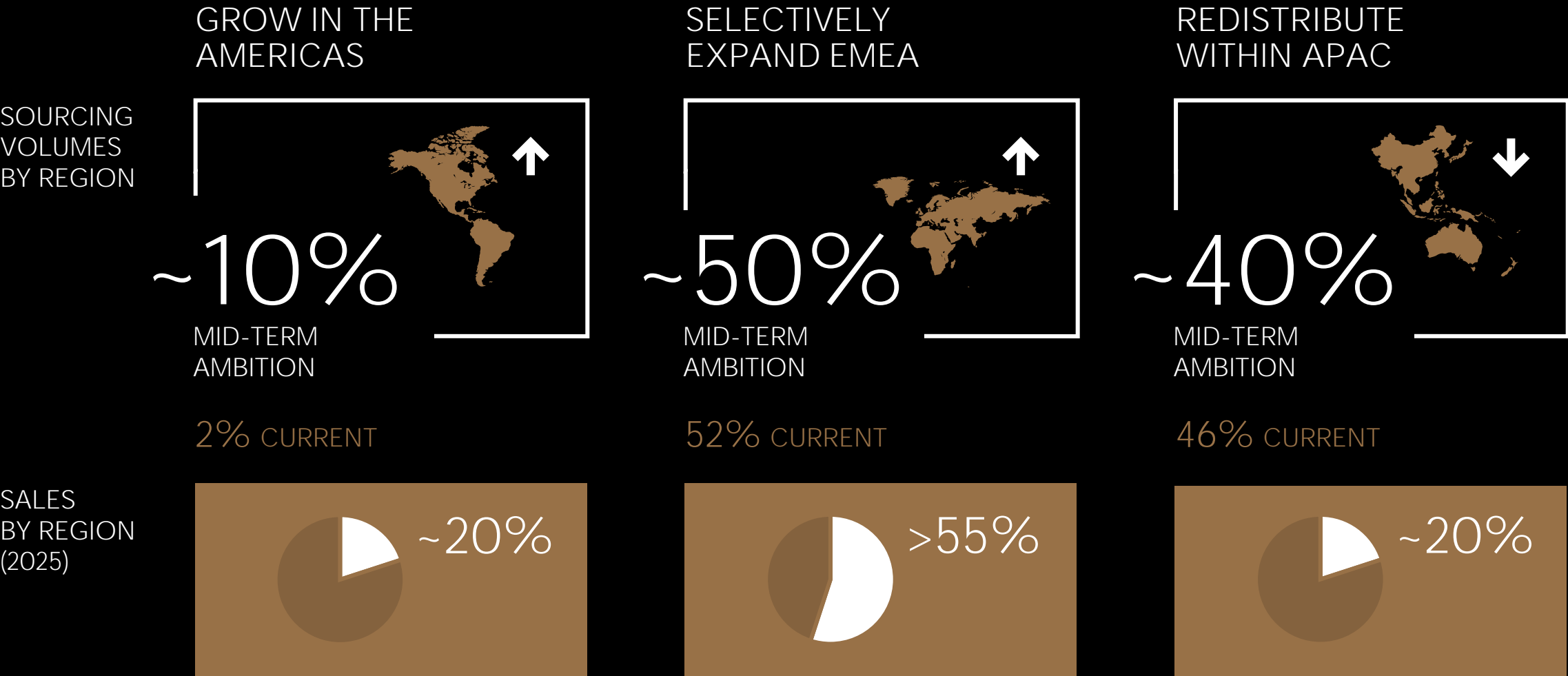
* IN % OF TOTAL SOURCING AND PRODUCTION VOLUME

~20%
OF TOTAL
PRODUCTION
CAPACITY
DEDICATED TO
CASUALWEAR

>5%
OF GLOBAL
CASUALWEAR
SOURCING
COMING FROM
IZMIR



ADVANCING WITH NEARSHORING TO BETTER ALIGN
REGIONAL SOURCING ACTIVITIES WITH SALES MARKETS



A close-up photograph of cotton bolls on a branch. The cotton is white and fluffy, with some brown, dried leaves and stems visible. The background is blurred, showing more cotton plants.

— SUSTAINABLE THROUGHOUT

STRONG ACHIEVEMENTS

IN THE AREAS OF SUSTAINABILITY

7X LISTED IN
DOW JONES
SUSTAINABILITY
INDEX

STRATEGIC PARTNERSHIP
HEIQ AEONIQ,
A CELLULOSIC
FILAMENT YARN



OUR STRATEGY IS ANCHORED IN THESE CORE PRINCIPLES

OUR 5 STRATEGIC SUSTAINABILITY PILLARS



1
INCREASE
CIRCULARITY



2
DRIVE DIGITIZATION &
DATA ANALYTICS



3
LEVERAGE NATURE
POSITIVE MATERIALS



4
FIGHT
MICROPLASTICS



5
PUSH ZERO
EMISSIONS

A STRONG ENVIRONMENTAL, SOCIAL, AND GOVERNANCE (ESG) BASIS

THERE IS A DEDICATED GOAL BEHIND EACH STRATEGIC PILLAR

OUR 5 STRATEGIC SUSTAINABILITY PILLARS



80%

CIRCULAR products
by 2030



90%

products
will be developed
digitally
by 2025



100%

natural materials
according to
regenerative
principles or closed-
loop recycling
by 2030



0%

polyester & nylon
by 2030



-50%

CO₂
emissions
by 2030

OUR 5 STRATEGIC PILLARS ARE BACKED BY A STRONG ESG-BASIS

HUMAN RIGHTS & SOCIAL COMPLIANCE

- The upholding of human rights for our employees and suppliers is given top priority
- We are committed to protecting labor standards and promoting healthy workplaces
- We set binding frameworks, based on international standards

➔ [LEARN MORE](#)

EMPLOYEE DEVELOPMENT

- We offer our employees excellent development programs
- We help employees achieve a good work-life balance

➔ [LEARN MORE](#)

ANIMAL WELFARE

- HUGO BOSS adheres to recognized animal welfare standards
- We do not use: fur and angora wool
- We only use: leather as a by-product of the food industry, down without live plucking and forced feeding

➔ [LEARN MORE](#)

ENVIRONMENTAL COMPLIANCE

- We have comprehensive standards for our own buildings and in the supply chain, covering water, waste, and chemicals
- In addition to our strategic approach to climate protection, they are part of our general understanding of environmental protection and a prerequisite for environmental compliance

➔ [LEARN MORE](#)

PACKAGING STANDARDS

- We use sustainably designed packaging made of certified and/or recycled material
- HUGO BOSS supports ending deforestation esp. in the choice of our packaging materials

➔ [LEARN MORE](#)

FULL YEAR 2023 RESULTS



DOUBLE-DIGIT TOP- AND BOTTOM-LINE IMPROVEMENTS

GROUP SALES

4,197

EUR MILLION

+18% +15%

CURRENCY-ADJUSTED

IN GROUP CURRENCY

VS. FY 2022

EBIT

410

EUR MILLION

+22%

VS. FY 2022

STRONG BRAND MOMENTUM
DRIVES REVENUES FOR BOSS AND HUGO

BOSS
BOSS
BOSS
BOSS
BOSS



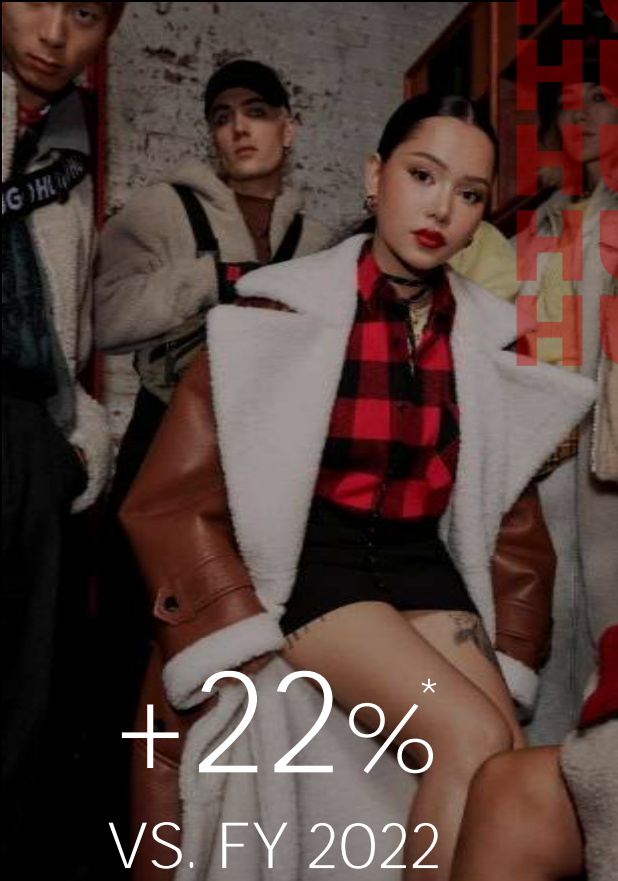
+16%^{*}
VS. FY 2022

BOSS
MENSWEAR



+24%^{*}
VS. FY 2022

BOSS
WOMENSWEAR



+22%^{*}
VS. FY 2022

HUGO

HUGO
HUGO
HUGO
HUGO
HUGO

DOUBLE-DIGIT REVENUE GROWTH ACROSS ALL REGIONS

AMERICAS

+23%*

VS. FY 2022

Double-digit growth across key markets leads to additional market share gains

Further progress in establishing BOSS and HUGO as 24/7 lifestyle brands

EMEA

+13%*

VS. FY 2022

Momentum in European markets supported by pick-up in business with tourists

Strong performance in emerging markets, including Middle East

ASIA/PACIFIC

+32%*

VS. FY 2022

Business recovery in Greater China continues, with double-digit growth in 2023

Ongoing momentum in Southeast Asia & Pacific, as reflected by double-digit increases

ALL CONSUMER TOUCHPOINTS RECORD STRONG SALES IMPROVEMENTS

B&M RETAIL

+15%^{*}
VS. FY 2022

Growth driven by comp store sales increases as well as moderate space expansion

B&M WHOLESALE

+18%^{*}
VS. FY 2022

Strong momentum with strategic partners, supported by expansion of franchise business

DIGITAL

+26%^{*}
VS. FY 2022

Double-digit revenue increases at hugoboss.com as well as partner business



GROSS MARGIN SLIGHTLY BELOW PRIOR-YEAR LEVEL
DESPITE SUPPORT FROM LOWER FREIGHT COSTS IN 2023

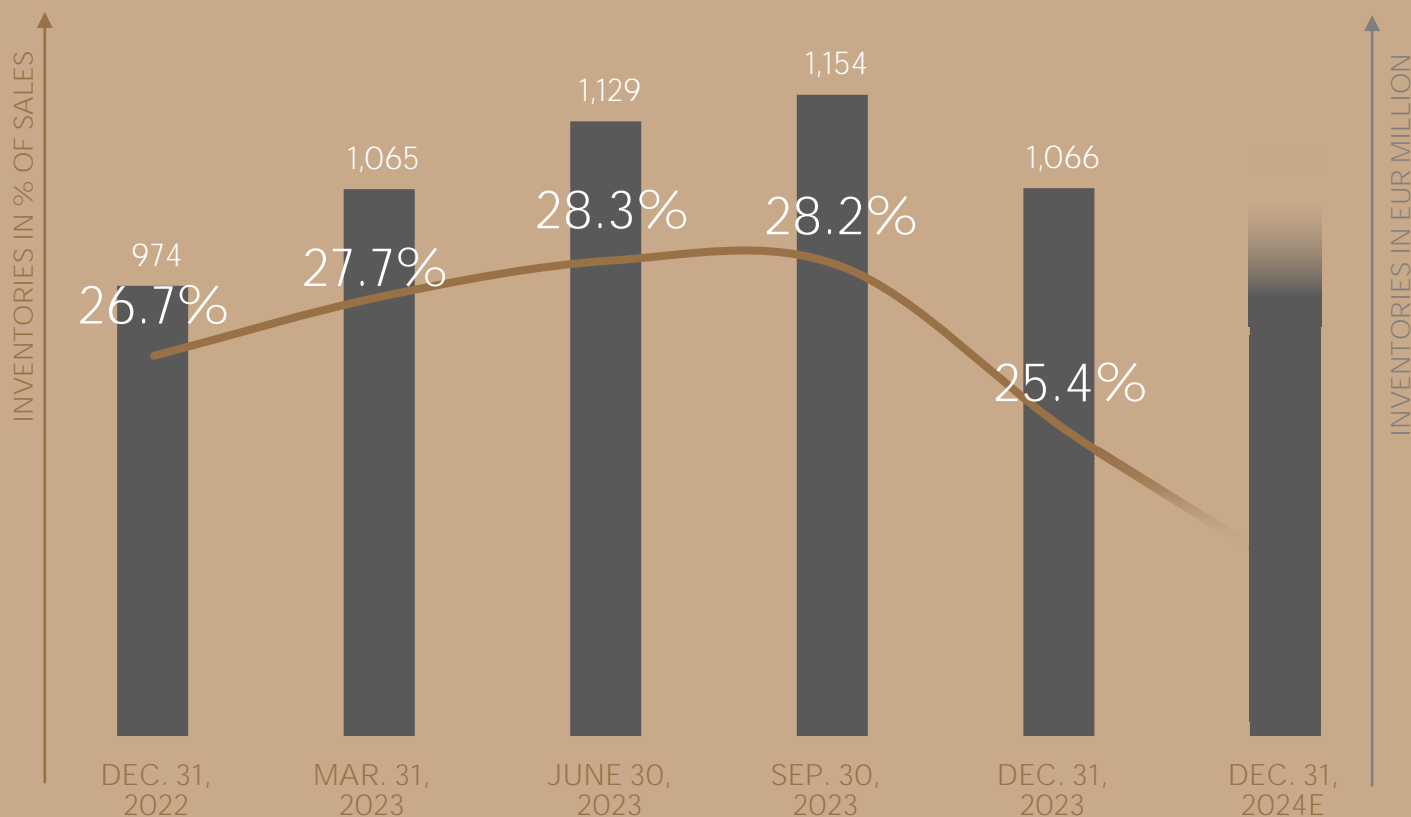


STRONG BOTTOM-LINE IMPROVEMENTS DESPITE ONGOING INVESTMENTS INTO BUSINESS

	FY 2023	CHANGE
GROSS MARGIN LOWER FREIGHT COSTS LARGELY OFFSET BY HIGHER PRODUCT COSTS AND REBATES	61.5%	(30) BP
OPERATING EXPENSES (IN % OF SALES) IMPROVEMENT DRIVEN BY FURTHER EFFICIENCY GAINS IN B&M RETAIL	51.7%	(90) BP
EBIT GROWTH MAINLY REFLECTS STRONG TOP-LINE PERFORMANCE	410 EUR MILLION	+22%
EBIT MARGIN INCREASE REFLECTS OPERATING LEVERAGE	9.8%	+60 BP
NET INCOME (ATTRIBUTABLE TO SHAREHOLDERS) INCREASE SUPPORTED BY FINANCIAL RESULT DEVELOPMENT	258 EUR MILLION	+23%

NORMALIZATION IN INVENTORIES SUCCESSFULLY INITIATED

ABSOLUTE AND RELATIVE DEVELOPMENT OF INVENTORIES



Year over year, inventories increased by 11% currency-adjusted

Majority of inventories related to core and fresh merchandise, aimed to support top-line growth

Gradual normalization of inventories initiated in Q4 2023

➔ INVENTORIES TO IMPROVE
TO A LEVEL OF <20% OF
GROUP SALES BY 2025

STEP-UP IN CAPITAL EXPENDITURE WEIGHS
ON FREE CASH FLOW DEVELOPMENT



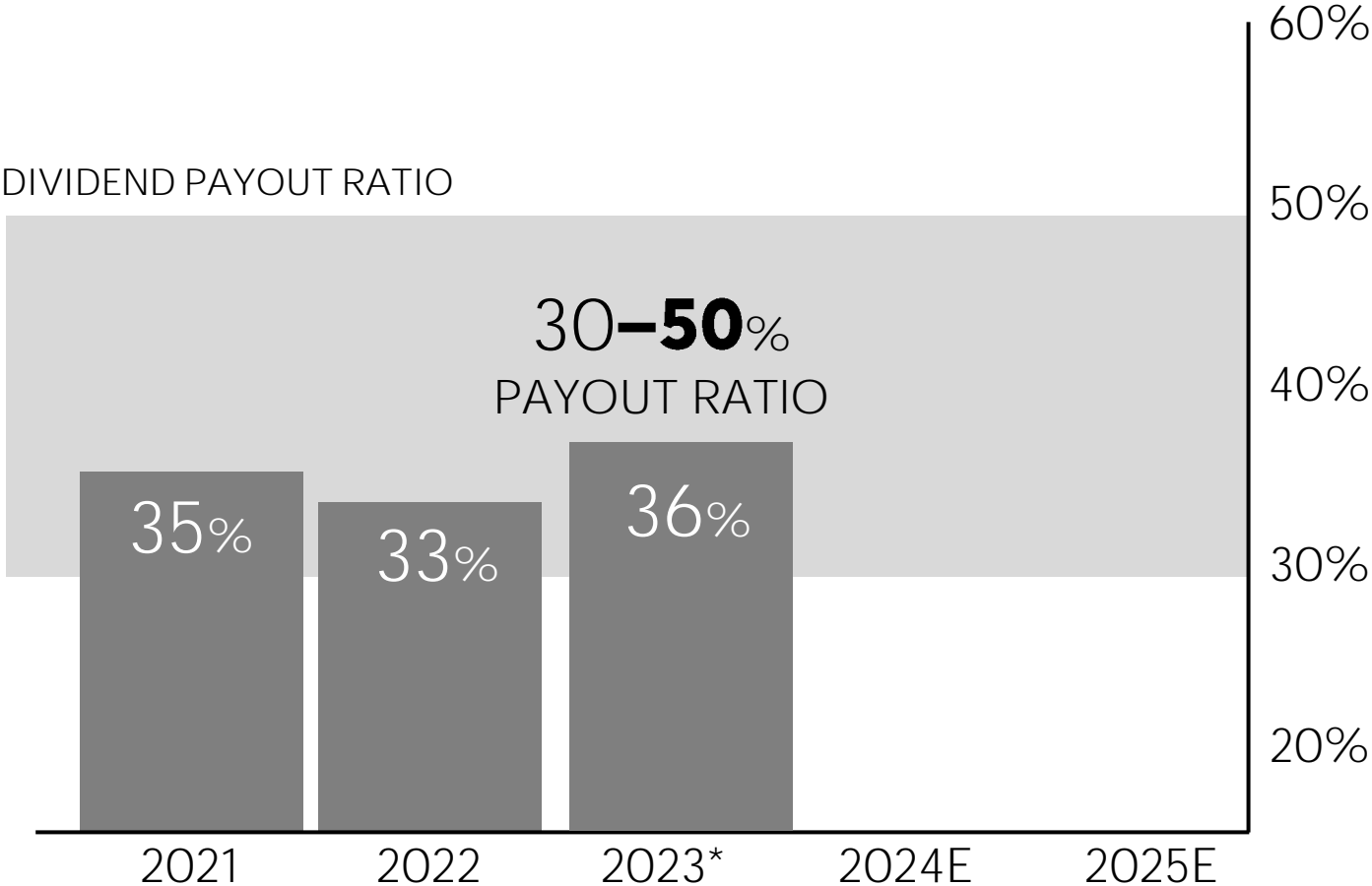
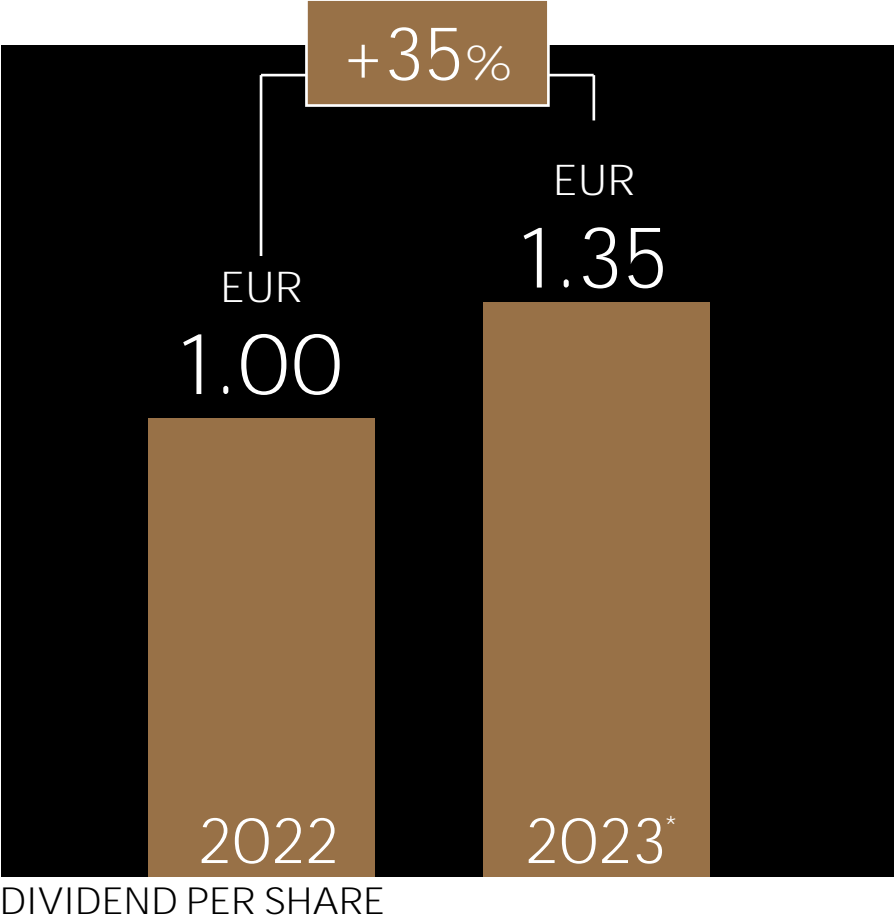
Increase mainly reflects higher inventory position, increase in trade receivables, and lower trade payables

Step-up reflects optimization of store network, digitalization of business model, and logistics expansion

Reacceleration in cash flow generation anticipated for fiscal year 2024

* CURRENCY-ADJUSTED

OVERPROPORTIONATE INCREASE IN DIVIDEND PROPOSAL COMPARED TO NET INCOME DEVELOPMENT



*DIVIDEND PROPOSAL

OUTLOOK 2024



SALES OUTLOOK

Execution of "CLAIM 5" strategy
remains primary focus in 2024

Further market share gains
targeted for the fiscal year 2024

Macroeconomic and geopolitical
uncertainties to weigh on consumer
sentiment in the short term

4.2

EUR BILLION
2023



+3% TO +6%

4.30 TO 4.45

EUR BILLION
2024E



SALES OUTLOOK BY REGION

ALL GEOGRAPHIES EXPECTED TO GROW IN 2024



AMERICAS

MID- TO HIGH
SINGLE-DIGIT

VS. FY 2023

Further market share gains targeted
in the important U.S. market

Robust momentum in Latin America
expected to continue



EMEA

LOW- TO MID-
SINGLE-DIGIT

VS. FY 2023

Muted consumer sentiment in
several European markets

Untapped business potential
in emerging markets



ASIA/PACIFIC

HIGH SINGLE- TO
LOW DOUBLE-DIGIT

VS. FY 2023

Long-term business potential in
Greater China remains unchanged

Momentum in Southeast Asia &
Pacific expected to remain robust

2025 EBIT MARGIN AMBITION RECONFIRMED
SALES TARGET MIGHT BE SLIGHTLY DELAYED

SALES
BY 2025+

€5 BN

EBIT MARGIN
BY 2025

≥12%



EBIT OUTLOOK

Further profitability improvements
targeted in 2024

EBIT margin to improve to a level of
10.0% to 10.7% in 2024

Realizing efficiency gains
through increased focus on
operational flexibility
and execution

+5% TO +15%

410

EUR MILLION
2023

430 TO 475

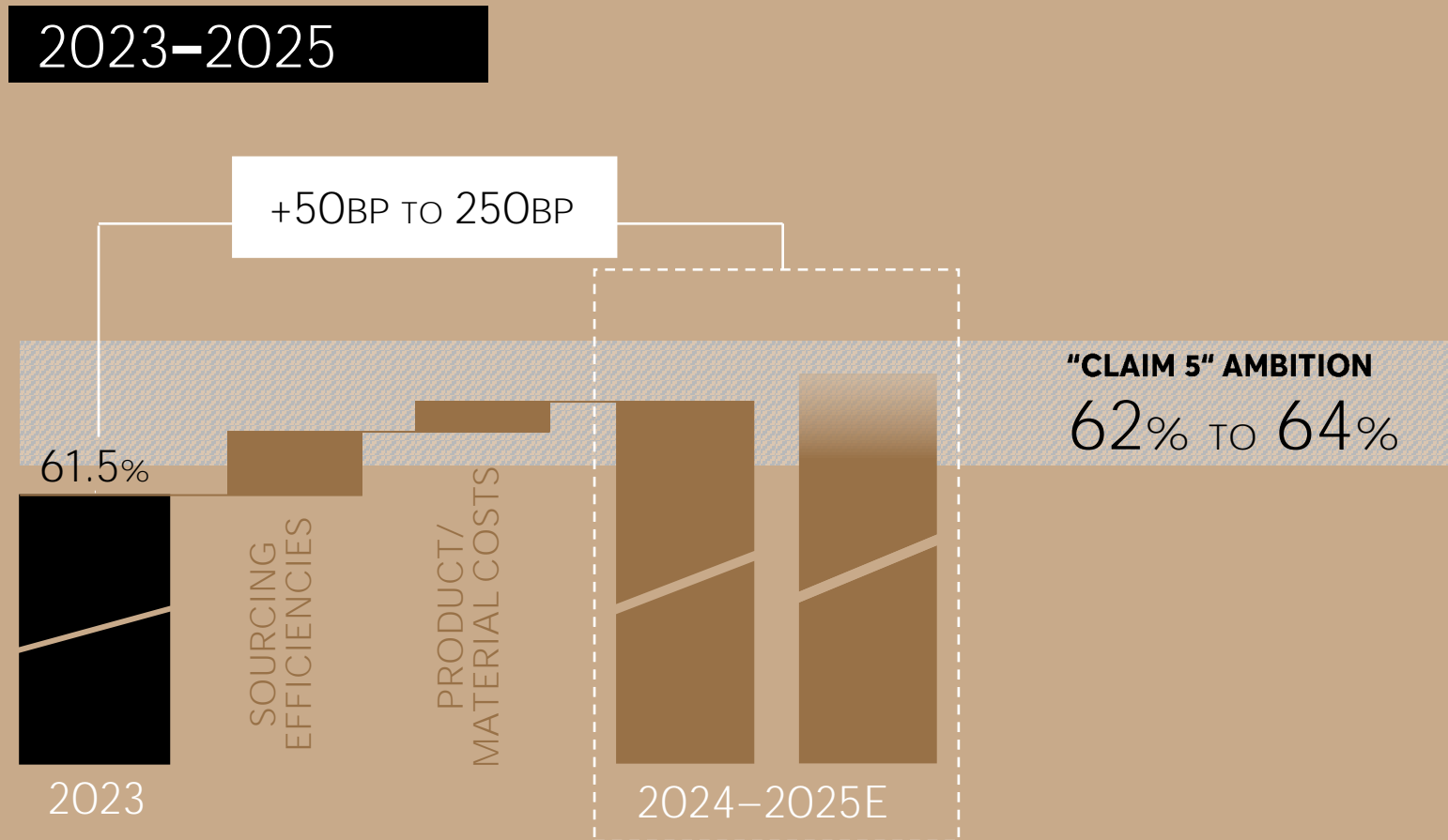
EUR MILLION
2024E



2024

GROSS MARGIN DEVELOPMENT SUPPORTED BY INCREASED SOURCING EFFICIENCY

- Gross margin to range between 62% and 64% in 2024 and 2025
- Strong efficiency gains by leveraging global sourcing activities
- Product/material costs to benefit from lower commodity prices



ONGOING OPTIMIZATION OF COST BASE TO DRIVE FURTHER OPERATING LEVERAGE



REDUCTION OF
COLLECTION
COMPLEXITY



REVIEW OF
MARKETING
EFFICIENCY



OPTIMIZATION
OF GENERAL
ADMIN COSTS



ENHANCEMENT
OF COST
EFFICIENCY IN
B&M RETAIL



2025 EBIT-MARGIN TARGET OF **≥12%**
SUPPORTED BY OPERATING LEVERAGE

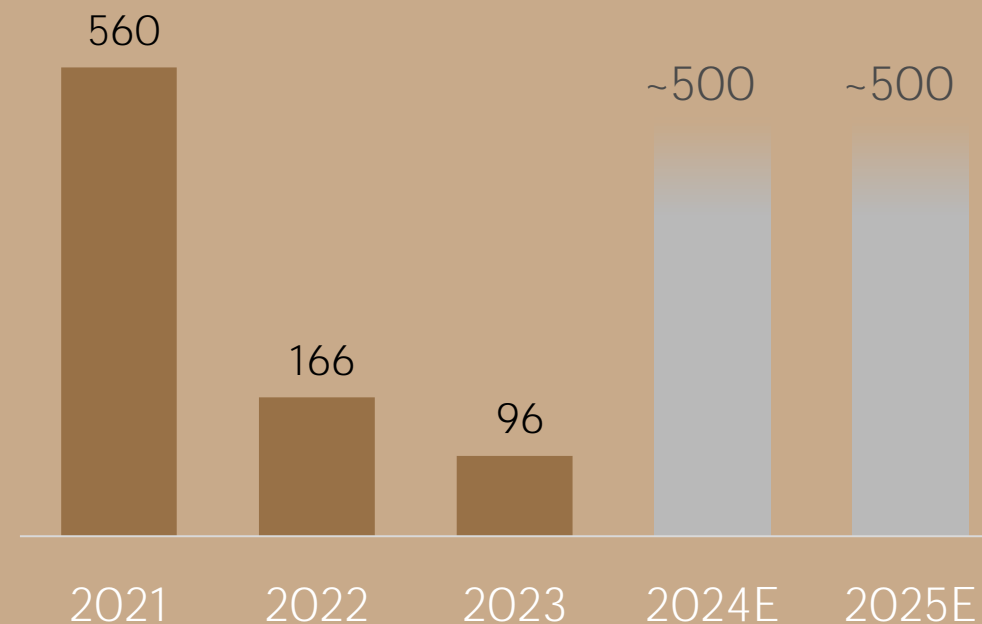
FREE CASH FLOW DEVELOPMENT 2024–2025

- Cash-generative business model in place
- Reacceleration in FCF generation targeted, starting in fiscal year 2024
- Optimization in TNWC and increased CapEx efficiency to fuel FCF development

HUGO BOSS

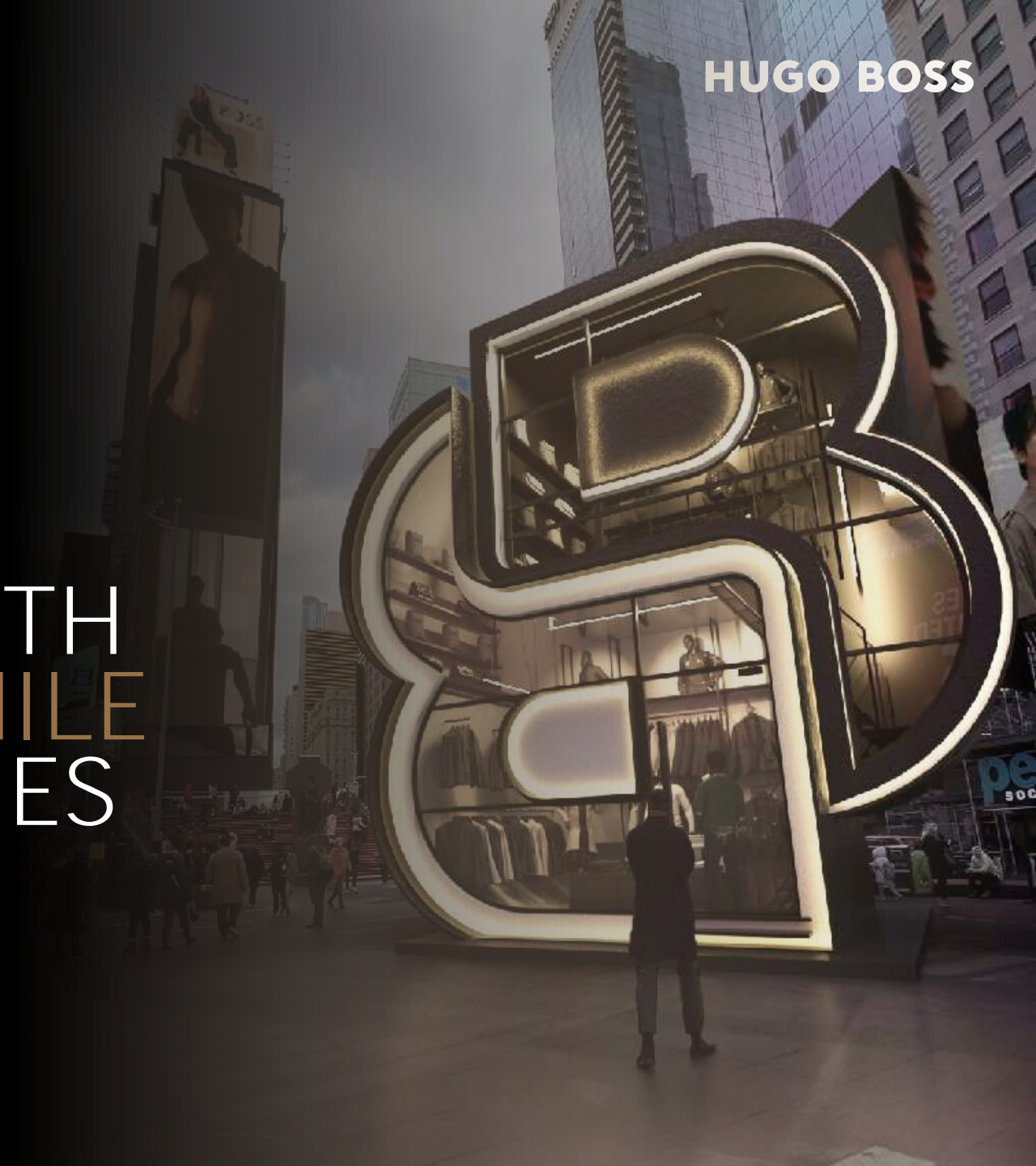
2021–2025

FREE CASH FLOW in EUR MILLION



OUR COMMITMENT

LEVERAGING GROWTH
OPPORTUNITIES WHILE
DRIVING EFFICIENCIES
AND PROFITABILITY



FINANCIAL CALENDAR & INVESTOR RELATIONS CONTACT

MAY
2
2024

FIRST QUARTER 2024
RESULTS

MAY
14
2024

ANNUAL GENERAL
MEETING

CONTACT

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—

GENERAL INFORMATION

BASED ON FY 2023

HUGO BOSS AT A GLANCE

4.2

EUR BILLION
SALES

410

EUR MILLION
EBIT

9.8%

EBIT
MARGIN

96

EUR MILLION
FREE CASH
FLOW

131

COUNTRIES

~19,000

EMPLOYEES

19%

SHARE OF
DIGITAL SALES

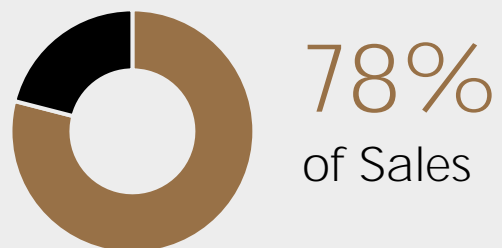
6,400

POINTS
OF SALE

2023

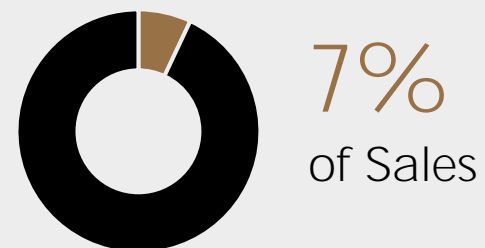
SALES BY BRAND 2023

BOSS
MENSWEAR



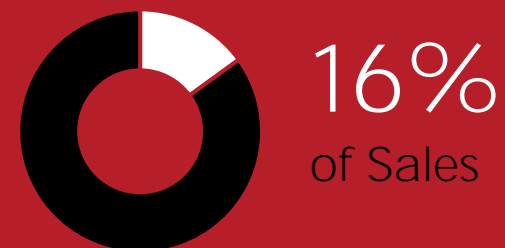
3,256
EUR MILLION

BOSS
WOMENSWEAR



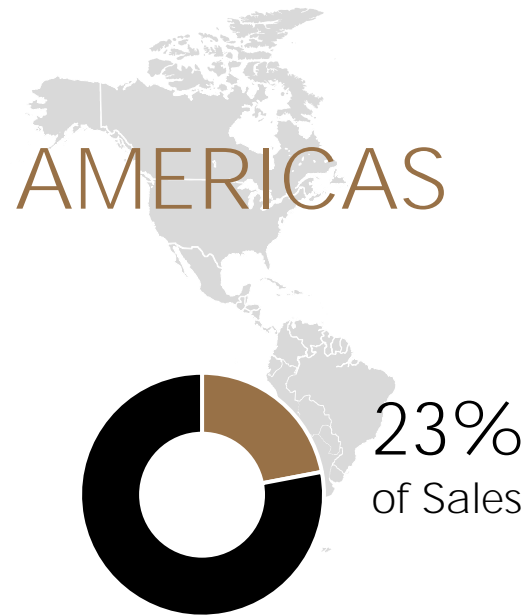
288
EUR MILLION

HUGO

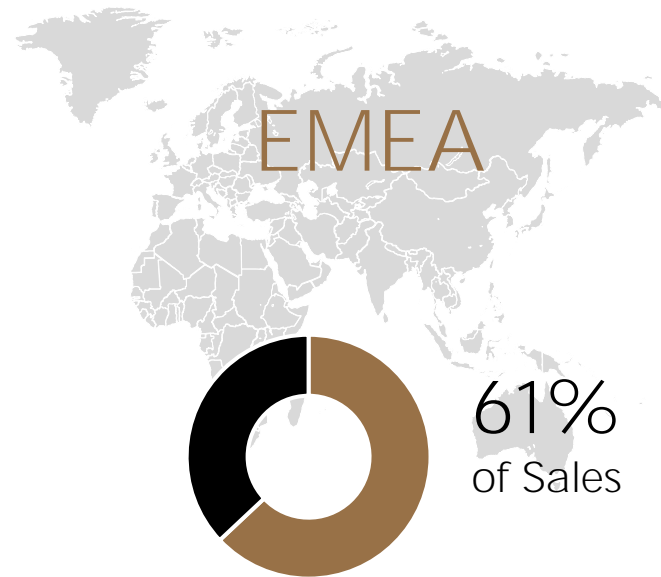


653
EUR MILLION

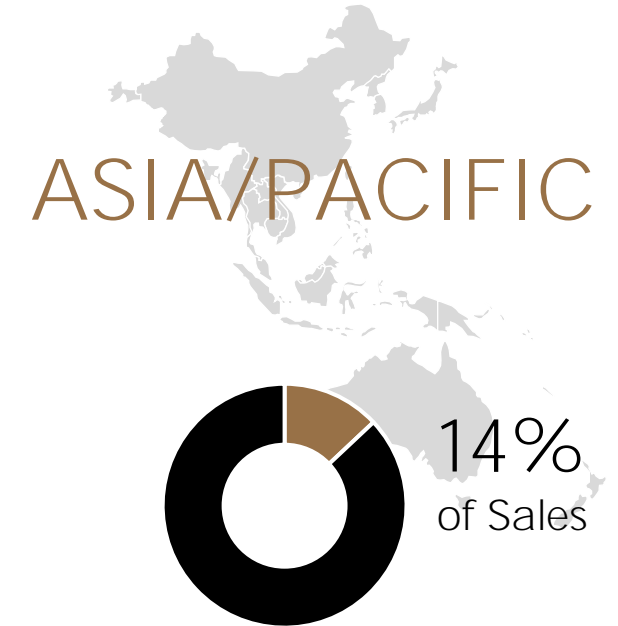
HUGO BOSS GLOBAL MARKET PRESENCE



955 EUR million Sales
~1,900 Points of sale
115 Freestanding retail stores
14% Employees



2,562 EUR million Sales
~5,300 Points of sale
212 Freestanding retail stores
73% Employees



576 EUR million Sales
~600 Points of sale
162 Freestanding retail stores
13% Employees

DISTRIBUTION CHANNELS

Brick-and-mortar retail



Freestanding stores

Self-operated full-price stores in prime locations



Shop-in-shops

Self-operated full-price shops on retail space of partners



Factory outlets

Sale of prior season's merchandise in specialist stores in high-traffic peripheral zones

Brick-and-mortar wholesale



Multi-brand points of sale

General selling space in multi-brand stores



Shop-in-shops

BOSS and HUGO shops operated by partners



Franchise business

Full-price BOSS and HUGO stores operated by partners

Digital



Online store hugoboss.com

Digital flagship store with separate brand environments for BOSS and HUGO



Partnerships with online retailers

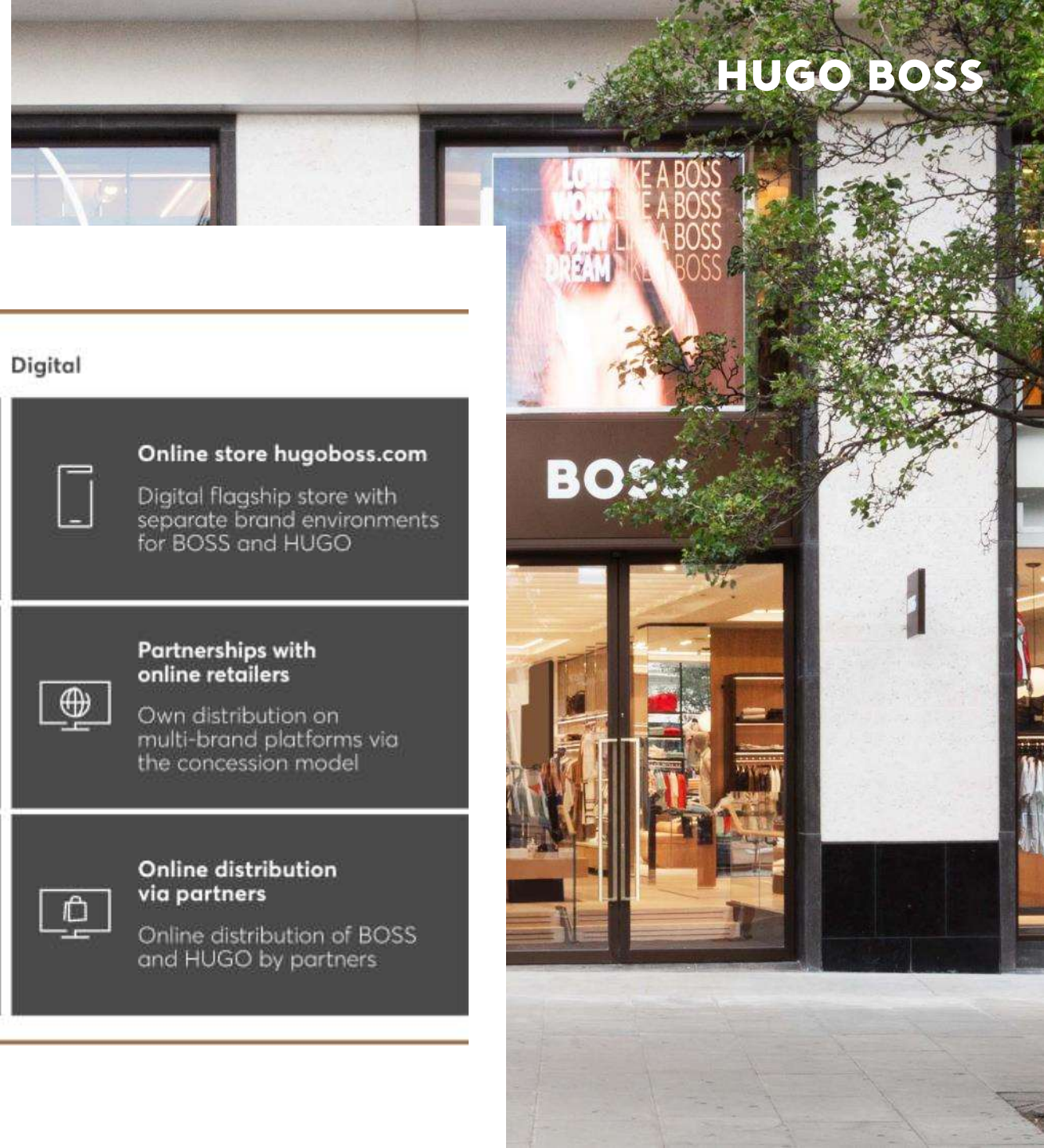
Own distribution on multi-brand platforms via the concession model



Online distribution via partners

Online distribution of BOSS and HUGO by partners

HUGO BOSS



SALES BY DISTRIBUTION CHANNEL

Sales by distribution channel

SALES BY DISTRIBUTION CHANNEL (IN EUR MILLION)

	2023	In % of sales	2022	In % of sales	Change in %	Currency-adjusted change in %
Brick-and-mortar retail	2,262	54	2,016	55	12	15
Brick-and-mortar wholesale	1,033	25	895	25	15	18
Digital	798	19	648	18	23	26
Licenses	104	2	92	3	13	13
Total	4,197	100	3,651	100	15	18

RETAIL STORE NETWORK

NUMBER OF OWN RETAIL POINTS OF SALES

2023	EMEA	Americas	Asia/Pacific	Total
Number of own retail points of sale	587	456	375	1,418
Thereof freestanding retail stores	212	115	162	489
2022				
Number of own retail points of sale	581	383	352	1,316
Thereof freestanding retail stores	212	106	152	470

TOTAL
NUMBER OF
RETAIL POINTS
OF SALE

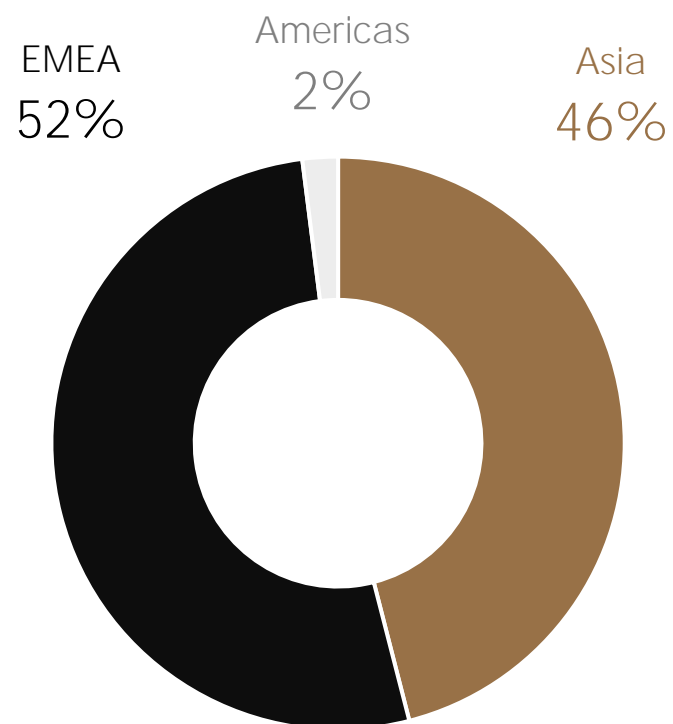
1,418

INCLUDING FREE-
STANDING STORES,
SHOP-IN-SHOPS AND
OUTLETS

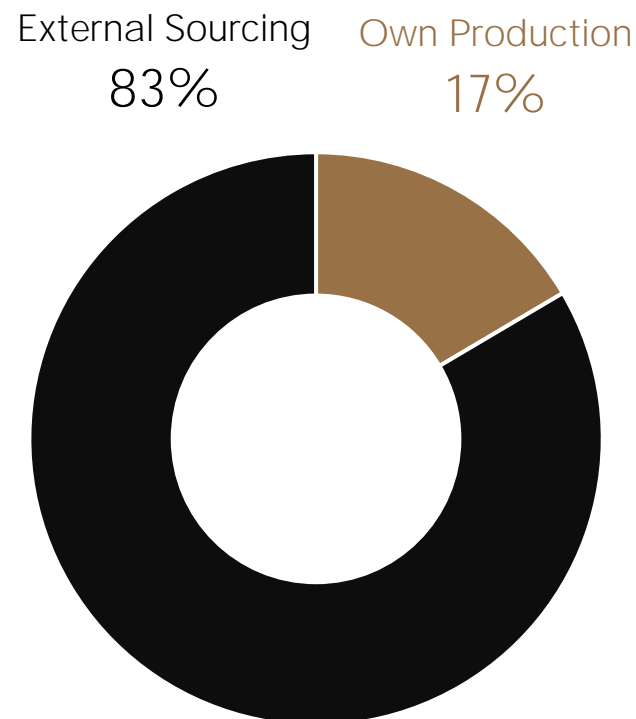
SOURCING FOOTPRINT

WELL BALANCED REGIONAL SOURCING & PRODUCTION MIX

REGIONALLY BALANCED
STRATEGIC SOURCING MIX



OWN PRODUCTION COMPLEMENTS
THIRD-PARTY SOURCING ACTIVITIES

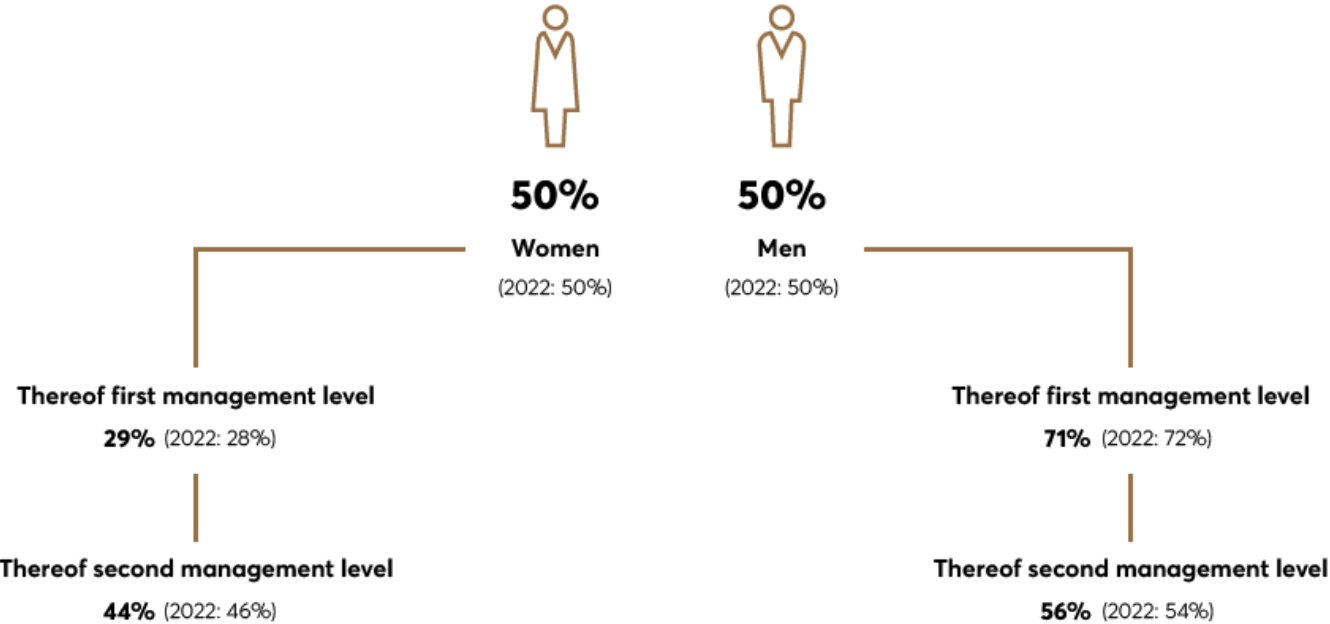


15%

Izmir, Turkey
(Largest single
source of production)

STRONG ORGANIZATIONAL SET-UP

EMPLOYEES IN MANAGEMENT (2023)



EMPLOYEE SATISFACTION

77%

CONDUCTED ANNUALLY WITH GREAT PLACE TO WORK® GERMANY



COMPENSATION SYSTEM

STRONGLY SUPPORTING LONG-TERM TARGETS

Components

STI

Short-term variable compensation

LTI

Long-term variable compensation

Performance
Targets

EBIT	SALES	Trade net working capital (TNWC)
40%	30%	30%

Relative total shareholder return (RTSR)	Return on capital employed (ROCE)	Employee satisfaction	Performance in Sustainability
1/3	1/3	1/6	1/6

Weight

Comment

STI FOCUS ON:

Stable free cash flow generation by optimizing the most important value drivers

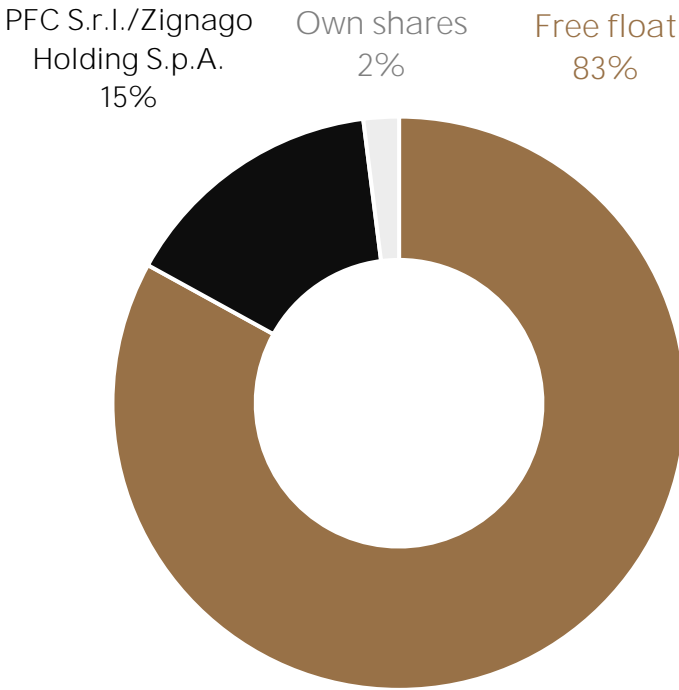
LTI PROVIDES STRONG INCENTIVES FOR:

The successful execution of the group strategy
The value creation and long-term development
The increase of employee satisfaction and trust
The achievement of ambitious sustainably goals

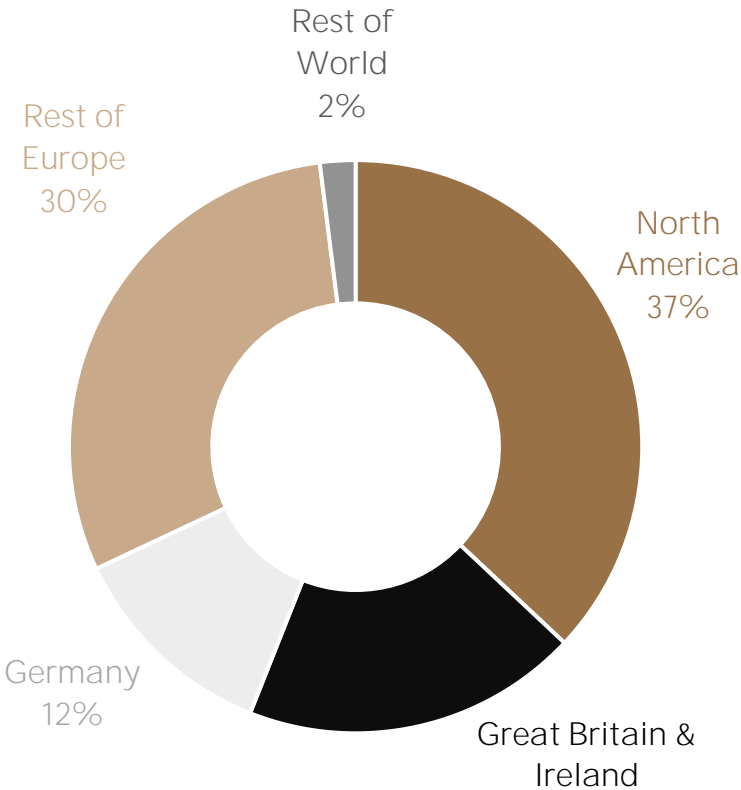
PERFORMANCE-RELATED
COMPENSATION
SYSTEM

SHAREHOLDER STRUCTURE

SHAREHOLDER STRUCTURE
AS OF DEC 31, 2023
(IN % OF SHARE CAPITAL)



INSTITUTIONAL INVESTORS
(FREE FLOAT) BY REGION
AS OF DEC 31, 2023 (IN %)



~40,000

TOTAL NUMBER OF
SHAREHOLDERS

~10%

OF SHARES HELD BY
PRIVATE SHAREHOLDERS

MULTI-YEAR-OVERVIEW SALES

	2023	2022	2021	2020	2019	2018	2017
Sales (in EUR million)	4,197	3,651	2,786	1,946	2,884	2,796	2,733
Sales by brand							
BOSS Menswear	3,256	2,868	2,181	1,530	2,488	2,422	2,336
BOSS Womenswear	288	239	192	131			
HUGO	653	545	413	285	396	374	397
Sales by segments							
EMEA	2,562	2,303	1,742	1,231	1,803	1,736	1,681
Americas	955	789	543	308	560	574	577
Asia/Pacific	576	467	423	343	438	410	396
Licenses	104	92	77	64	84	76	79
Sales by distribution channel							
Brick-and-mortar retail	2,262	2,016	1,512	1,057	1,869	1,768	1,732
Brick-and-mortar wholesale	1,033	895	647	472	931	952	922
Digital	798	648	549	352	-	-	-
Licenses	104	92	77	64	84	76	79

For full details around the multi year overview please refer to the Annual Report 2023.

MULTI-YEAR-OVERVIEW

P&L, BALANCE SHEET AND OTHER KEY FIGURES

	2023	2022	2021	2020	2019	2018	2017
Results of operations (in EUR million)							
Gross profit	2,581	2,256	1,721	1,187	1,875	1,823	1,808
Gross margin in %	61.5	61.8	61.8	61.0	65.0	65.2	66.2
EBIT	410	335	228	(236)	344	347	341
EBIT margin in %	9.8	9.2	8.2	(12.1)	11.9	12.4	12.5
EBITDA	752	680	568	230	707	476	499
Net income attributable to equity holders of the parent company	258	209	137	(220)	205	236	231
Net assets and liability structure as of December 31 (in EUR million)							
Trade net working capital	870	613	376	491	528	537	459
Non-current assets	1,681	1,535	1,458	1,516	1,713	686	662
Equity	1,311	1,135	940	760	1,002	981	915
Equity ratio in %	38	36	34	30	35	53	53
Total assets	3,472	3,127	2,736	2,570	2,877	1,858	1,720
Financial position and dividend (in EUR million)							
Free cash flow	96	166	560	164	457	170	294
Net financial liabilities (as of December 31)	1,006	767	628	1,004	1,040	22	7
Capital expenditure	298	191	104	80	192	155	128
Depreciation/amortization	342	345	339	465	362	129	158
Total leverage (as of December 31)	1.3	1.1	1.1	(6.7)	0.2	0.0	0.0
Amount distributed	93	69	48	3	3	186	183
Additional key figures							
Employees (as of December 31)	18,738	16,930	14,041	13,795	14,633	14,685	13,985
Personnel expenses (in EUR million)	918	794	627	570	640	629	604
Number of Group's own retail points of sale	1,418	1,316	1,228	1,157	1,113	1,092	1,139
Shares (in EUR)							
Earnings per share	3.74	3.04	1.99	(3.18)	2.97	3.42	3.35
Dividend per share	1.35	1.00	0.70	0.04	0.04	2.70	2.65
Last share price (as of December 31)	67.46	54.16	53.50	27.29	43.26	53.92	70.94
Number of shares (as of December 31)	70,400,000	70,400,000	70,400,000	70,400,000	70,400,000	70,400,000	70,400,000

For full details around the multi year overview please refer to the Annual Report 2023.

FORWARD-LOOKING STATEMENTS CONTAIN RISKS

This document contains forward-looking statements that reflect management's current views with respect to future events. The words "anticipate", "assume", "believe", "estimate", "expect", "intend", "may", "plan", "project", "should", and similar expressions identify forward-looking statements. Such statements are subject to risks and uncertainties. If any of these or other risks and uncertainties occur, or if the assumptions underlying any of these statements prove incorrect, then actual results may be materially different from those expressed or implied by such statements. We do not intend or assume any obligation to update any forward-looking statement, which speaks only as of the date on which it is made.