

HUGO BOSS

FULL YEAR 2024 RESULTS

HUGO BOSS

2024

A man with a beard and short brown hair, wearing a brown suit, white shirt, and dark tie, stands in front of a background of vertical green and blue stripes. He is looking directly at the camera with a slight smile. The background is dark on the right side.

AGENDA

1

→ **STRATEGIC REVIEW 2024**

2

→ **FINANCIAL REVIEW 2024**

3

→ **OUTLOOK 2025**

STRATEGIC REVIEW

DANIEL GRIEDER, CEO



2024

**WE CONTINUED OUR
GROWTH JOURNEY
DESPITE MOUNTING
EXTERNAL HEADWINDS**

GROUP SALES

4,307

EUR MILLION

EBIT

361

EUR MILLION

MACROECONOMIC AND GEOPOLITICAL CHALLENGES WEIGH ON GLOBAL CONSUMER SENTIMENT



GEOPOLITICAL TENSIONS

Conflicts in Ukraine & Middle East
Uncertainty around elections

SECTOR SLOWDOWN

Soft consumer sentiment
Promotional environment

ECONOMIC UNCERTAINTY

Inflationary pressure
Weak investment flows

TRADE TENSIONS

Disrupted supply chains
Threat of protectionist measures

CHINA ECONOMY

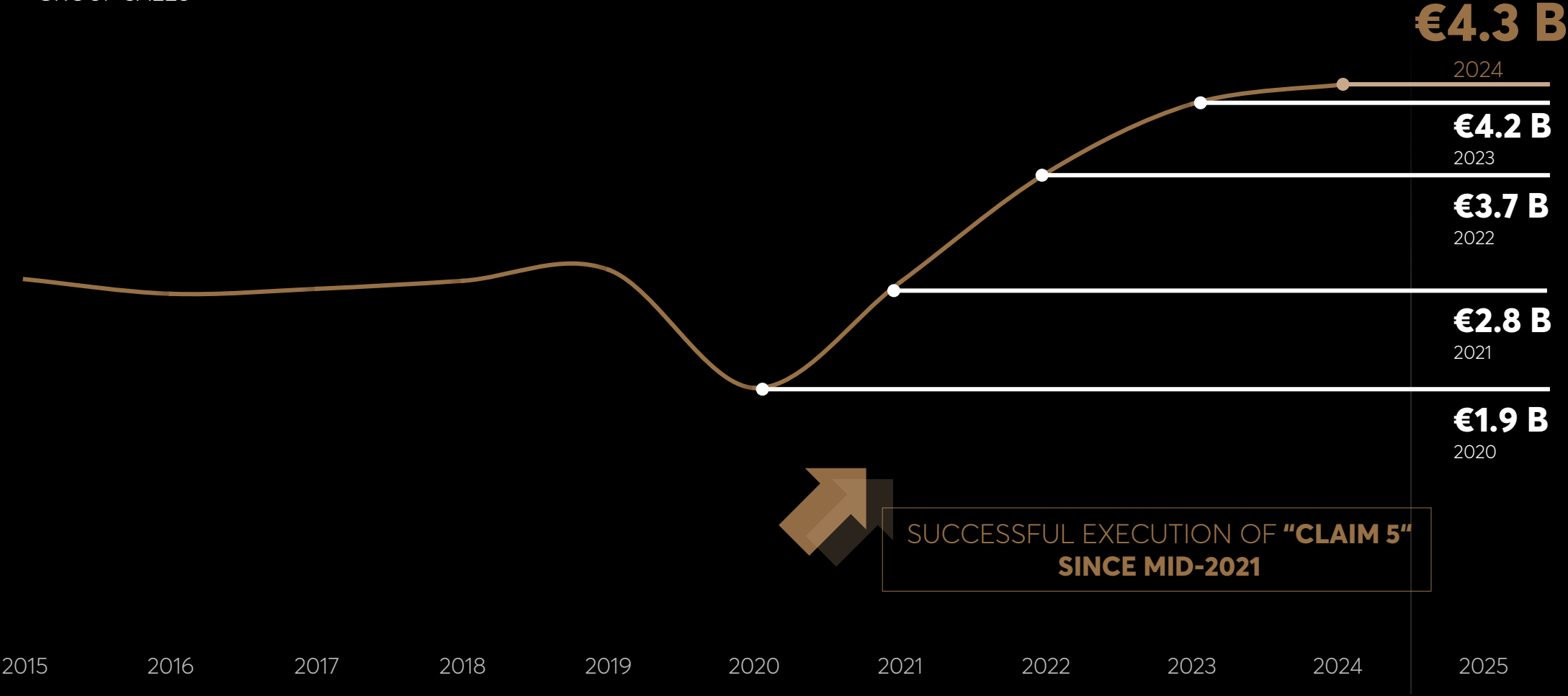
Subdued economic activity
Weak consumer confidence

FX VOLATILITY

Strong U.S. dollar
Overall currency volatility

RIGOROUS IMPLEMENTATION OF "CLAIM 5" LEADS TO RECORD SALES IN 2024

GROUP SALES



CLAIM 5

DRIVING BRAND REACH AND RELEVANCE WITH CLEAR FOCUS ON SOCIAL MEDIA

+11M

**FOLLOWERS
SINCE 2021
ON SOCIAL
MEDIA**



> 130_B

**IMPRESSIONS
ACROSS ALL
CHANNELS**

> 3_B

**ENGAGEMENTS
ON SOCIAL
CHANNELS**

**SIGNIFICANT
INVESTMENTS IN
BRAND, PRODUCT,
DIGITAL, DISTRIBUTION,
AND OPERATIONS**



**WE ARE
OPERATING FROM
A POSITION OF
STRENGTH**

5
M
A
C

OUR APPROACH TO HANDLING EXTERNAL CHALLENGES IN 2024

FOCUS

prioritizing
game-changing initiatives,
to capitalize on our growth
opportunities.

FOCUS

driving
efficiency gains along our
business to support
profitability.

2024



**LONG-TERM STRATEGIC PARTNERSHIP
WITH DAVID BECKHAM ANNOUNCED**

**DRIVING IMPACTFUL
INITIATIVES**

**BOSS FALL/WINTER
2024 CAMPAIGN**



**BOSS ONE BODYWEAR
CAMPAIGN**



GLOBAL MARKETING ACTIVATIONS FOSTER ENGAGEMENT WITH BOSS AND HUGO

DRIVING IMPACTFUL
INITIATIVES

BOSS FALL/WINTER
2024 CAMPAIGN



BOSS SPRING/SUMMER
2025 FASHION SHOW



HUGO X FORMULA 1
EVENT MIAMI



FUELING PRODUCT MOMENTUM THROUGH THE LAUNCH OF HUGO BLUE

**DRIVING IMPACTFUL
INITIATIVES**

HUGO BLUE

**EXPANDING OUR
DENIMWEAR OFFERING**

2024

**SALES SHARE OF HUGO BLUE
IN % OF TOTAL HUGO**



HSD%

IN 2024

DEEPENING CUSTOMER ENGAGEMENT WITH HUGO BOSS XP

DRIVING IMPACTFUL
INITIATIVES

Launch of new loyalty program in key markets
such as Germany and the UK

Expansion to further markets planned in 2025

GROWTH OF
MEMBER BASE

+25%

VS. 2023

TOTAL
MEMBER BASE

>10M

END OF 2024



OUR APPROACH TO HANDLING EXTERNAL CHALLENGES IN 2024

FOCUS

prioritizing
game-changing initiatives,
to capitalize on our growth
opportunities.

2024

FOCUS

driving
efficiency gains along our
business to support
profitability.



UNLOCKING EFFICIENCY GAINS
ACROSS KEY BUSINESS AREAS

ENHANCING
COST EFFICIENCY

SOURCING EFFICIENCIES

| | | |
|-----------------------|---------------------|---------------------|
| ECONOMIES OF SCALE | VENDOR PORTFOLIO | AIRFREIGHT SHARE |
|-----------------------|---------------------|---------------------|

FY 2024

>200bp

VS. FY 2023

GROSS MARGIN SUPPORT

STRICT COST MANAGEMENT

| | | |
|--------------------------|----------------------------|------------------------|
| B&M RETAIL EFFICIENCY | MARKETING EFFECTIVENESS | GENERAL ADMIN COSTS |
|--------------------------|----------------------------|------------------------|

H1 2024

+6%

VS. H1 2023

H2 2024

+1%

VS. H2 2023

UNDERLYING OPEX GROWTH

STRONG ORGANIZATIONAL AND OPERATIONAL SETUP

**THE BACKBONE FOR
PROFITABLE GROWTH**



**FURTHER
EFFICIENCY
IMPROVEMENTS
TARGETED**

FINANCIAL REVIEW

YVES MÜLLER, CFO/COO



SOLID TOP-LINE IMPROVEMENTS DESPITE DIFFICULT MARKET ENVIRONMENT

GROUP SALES

4,307

EUR MILLION

+3%

CURRENCY-ADJUSTED

+3%

IN GROUP CURRENCY

VS. FY 2023

EBIT

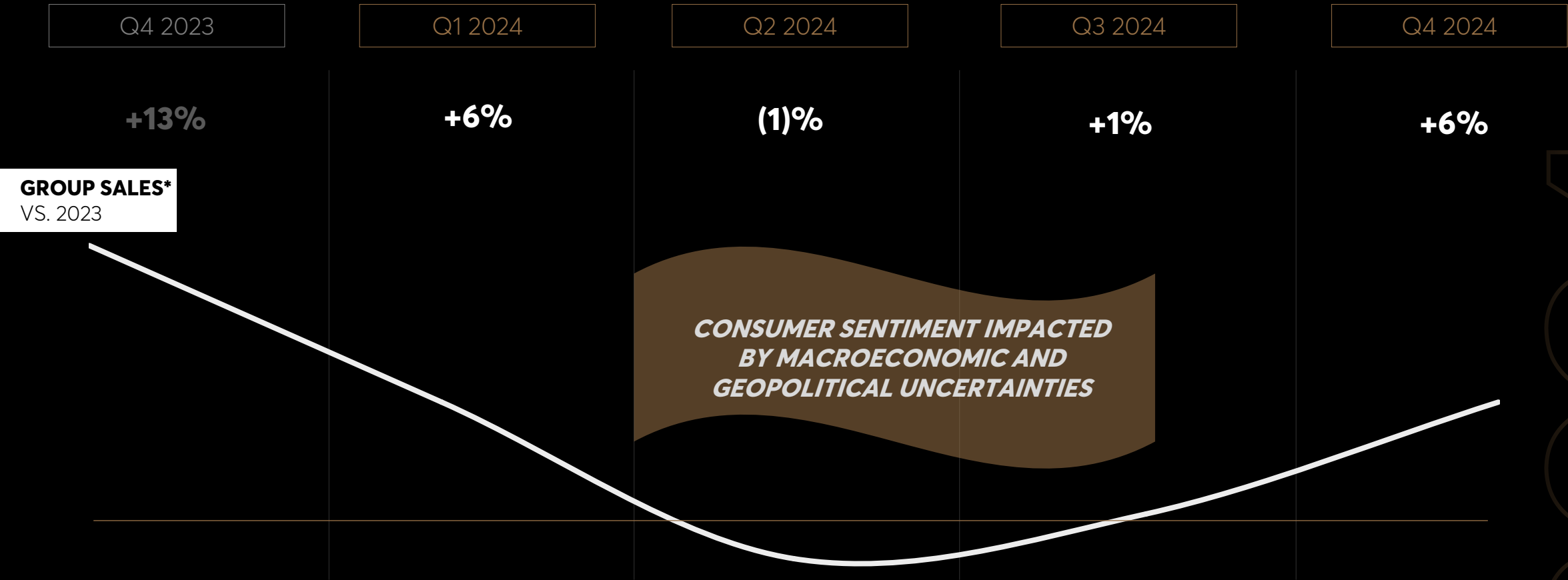
361

EUR MILLION

(12)%

VS. FY 2023

SEQUENTIAL ACCELERATION IN REVENUE GROWTH
DURING THE SECOND HALF OF 2024



2024

*CURRENCY-ADJUSTED

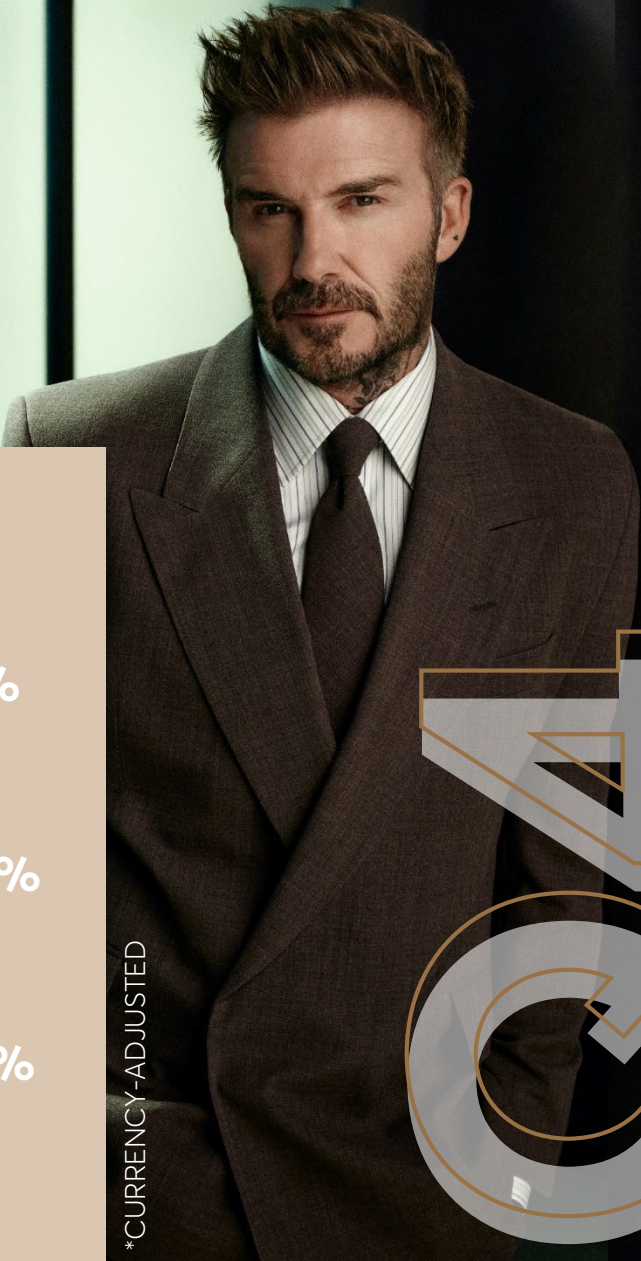
MOMENTUM IN Q4 SUPPORTED BY
SUCCESSFUL ACTIVATION OF HOLIDAY SEASON

GROUP SALES*
VS. Q4 2023

+6%
OVERALL*

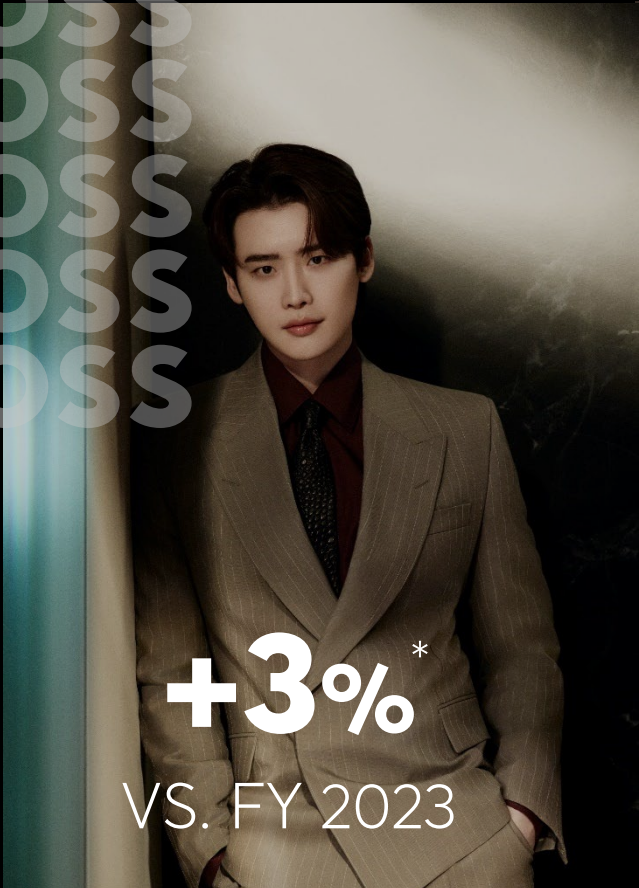
| ↗ | BRANDS | | ↗ | REGIONS | | ↗ | CHANNELS | |
|---|--------------------|-----|---|--------------|------|---|------------|------|
| | BOSS MENSWEAR | +7% | | AMERICAS | +13% | | B&M RETAIL | +2% |
| | BOSS WOMENSWEAR | +3% | | EMEA | +6% | | B&M WHS | +15% |
| | HUGO | +6% | | ASIA/PACIFIC | (2)% | | DIGITAL | +11% |

*CURRENCY-ADJUSTED



**BROAD-BASED GROWTH ACROSS
ALL BRANDS AND WEARING OCCASIONS**

BOSS
BOSS
BOSS
BOSS
BOSS



+3%*
VS. FY 2023

**BOSS
MENSWEAR**



+3%*
VS. FY 2023

**BOSS
WOMENSWEAR**



+5%*
VS. FY 2023

HUGO

HUGO
HUGO
HUGO
HUGO
HUGO

2024

*CURRENCY-ADJUSTED

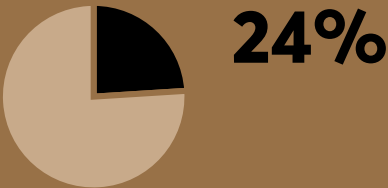
GROWTH TRAJECTORY IN THE AMERICAS AND EMEA CONTINUES
WHILE CHINA WEIGHS ON BUSINESS DEVELOPMENT IN ASIA/PACIFIC

AMERICAS

+8%*

VS. FY 2023

All markets contributed to growth, including high single-digit sales increases in the **U.S. market**

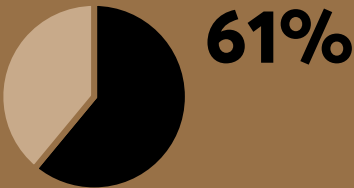


EMEA

+3%*

VS. FY 2023

Growth driven by sales increases in **Germany** and double-digit improvements in **emerging markets**

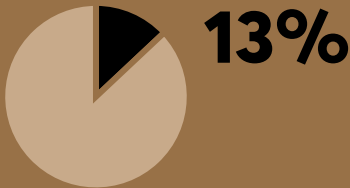


ASIA/PACIFIC

(2)%*

VS. FY 2023

Development in Asia/Pacific impacted by muted consumer sentiment in **China**



*CURRENCY-ADJUSTED

2024

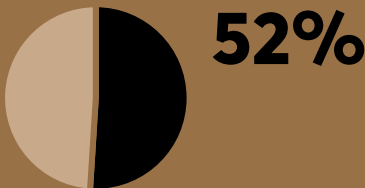
B&M WHOLESALE AND DIGITAL BUSINESS WITH ROBUST MOMENTUM IN 2024

B&M RETAIL

+0%*

VS. FY 2023

Muted consumer sentiment
in key markets such as
China and the UK

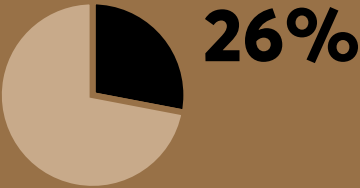


B&M WHOLESALE

+8%*

VS. FY 2023

Robust demand for
BOSS and HUGO collections
among wholesale partners

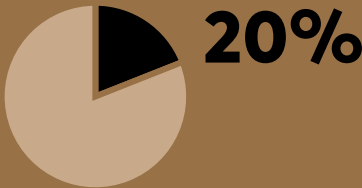


DIGITAL

+6%*

VS. FY 2023

Sales increases at both
hugoboss.com and
digital partner business

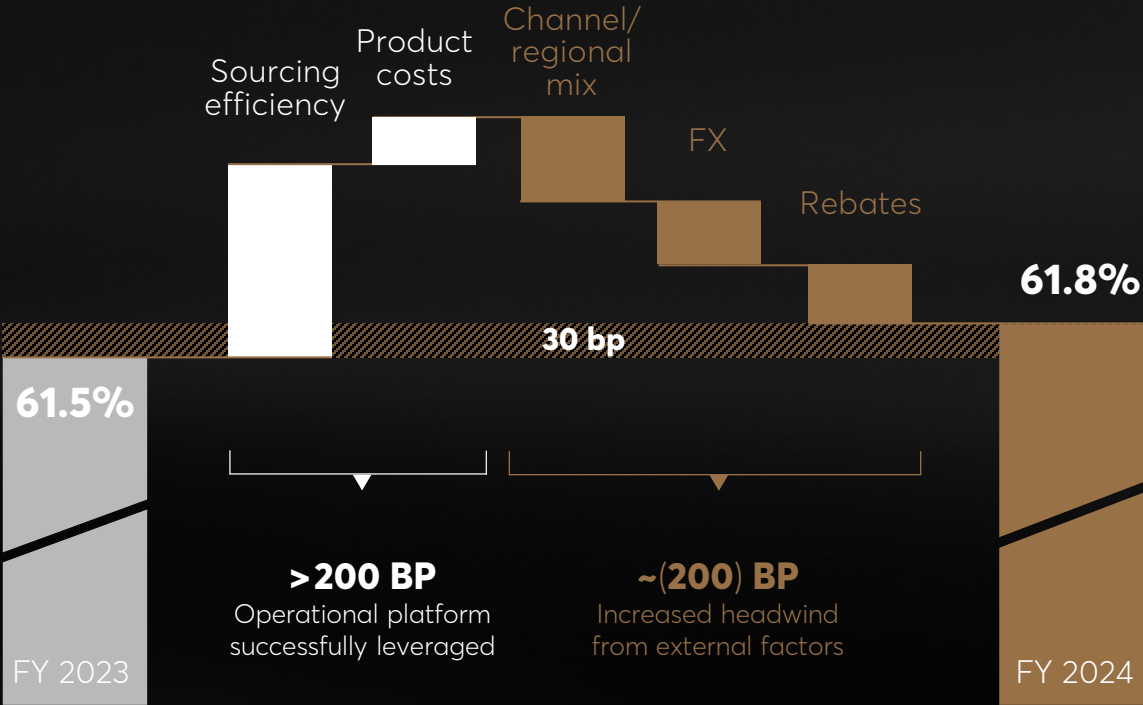


*CURRENCY-ADJUSTED

BOSS

2024

GROSS MARGIN IMPROVES IN 2024 DUE TO SOURCING EFFICIENCY GAINS

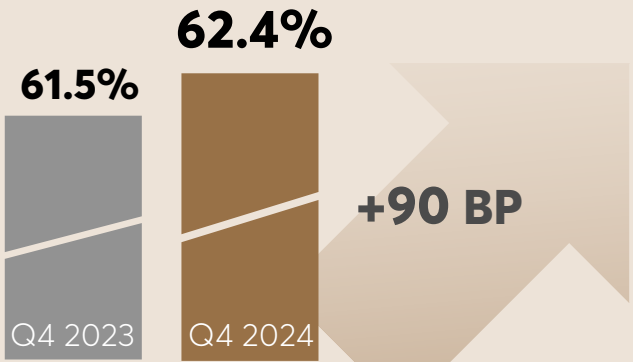


GROSS PROFIT & MARGIN

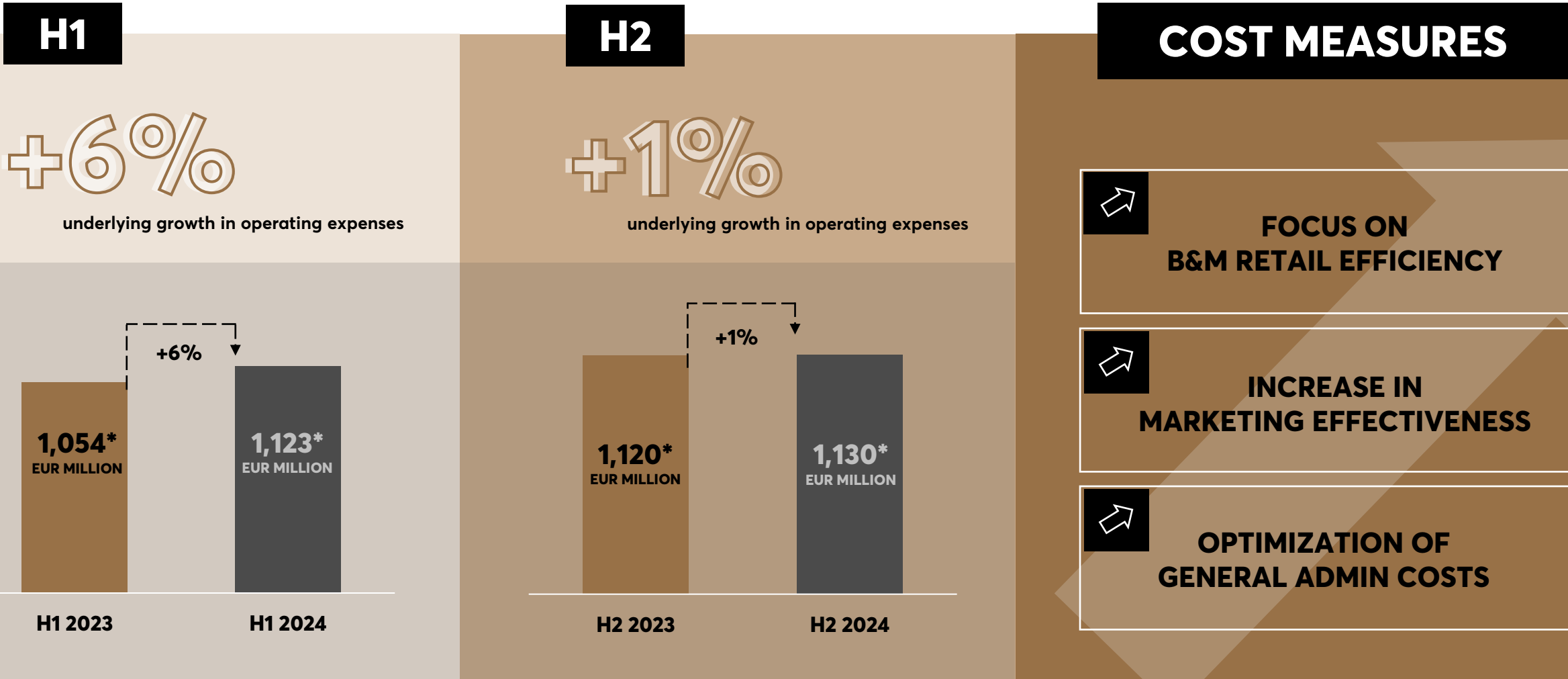
in EUR million

| | | | |
|----|-----|-------|---------|
| Q1 | 623 | 61.4% | +0 bp |
| Q2 | 638 | 62.9% | +50 bp |
| Q3 | 619 | 60.2% | (50) bp |
| Q4 | 780 | 62.4% | +90 bp |

Q4 GROSS MARGIN



GROWTH IN OPERATING EXPENSES SUCCESSFULLY MITIGATED
FOLLOWING IMPLEMENTATION OF COST EFFICIENCY MEASURES



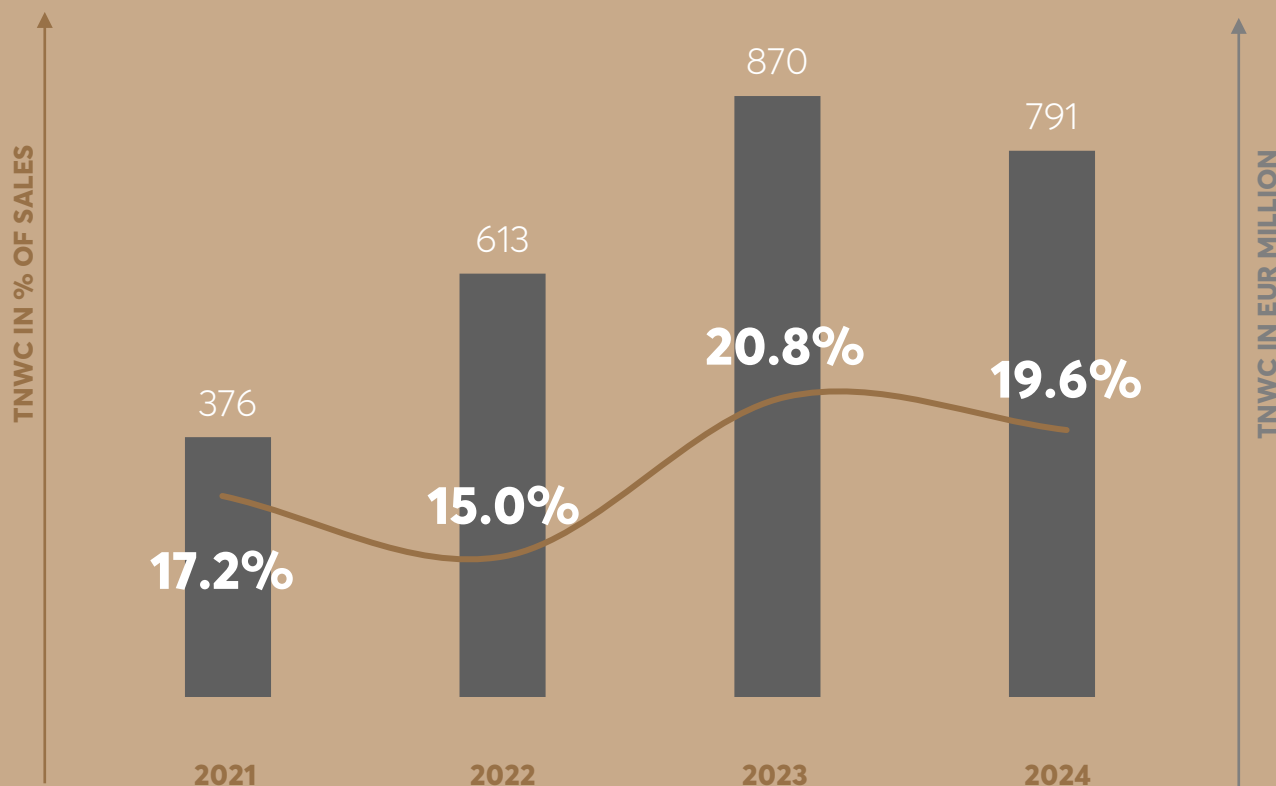
*In fiscal year 2024, HUGO BOSS recorded non-cash impairment charges totaling EUR 47 million (2023: write-ups of EUR 4 million), reflecting the challenging brick-and-mortar retail environment. Including impairments / write-ups, operating expenses on a reported basis were up 7% in H1 and up 5% in H2 2024.

SOURCING EFFICIENCIES AND DISCIPLINED COST MANAGEMENT SUPPORT BOTTOM-LINE DEVELOPMENT IN 2024

| | Q4 2024 | CHANGE | FY 2024 | CHANGE |
|--|--------------------|---------|----------------------|----------|
| GROSS MARGIN | 62.4% | +90 BP | 61.8% | +30 BP |
| OPERATING EXPENSES | 654 EUR MILLION | +8% | 2,299 EUR MILLION | +6% |
| OPERATING EXPENSES (IN % OF SALES) | 52.3% | +110 BP | 53.4% | +170 BP |
| EBIT | 126 EUR MILLION | +4% | 361 EUR MILLION | (12)% |
| EBIT MARGIN | 10.1% | (20) BP | 8.4% | (140) BP |
| NET INCOME (ATTRIBUTABLE TO SHAREHOLDERS) | 84 EUR MILLION | (2)% | 213 EUR MILLION | (17)% |
| EARNINGS PER SHARE (EPS) | 1.21 EUR | (2)% | 3.09 EUR | (17)% |

WORKING CAPITAL IMPROVEMENTS DRIVEN BY EFFICIENT MANAGEMENT OF RECEIVABLES AND PAYABLES

ABSOLUTE AND RELATIVE DEVELOPMENT OF TNWC



Improvement in trade net working capital mainly reflects efficient management of trade receivables and trade payables.

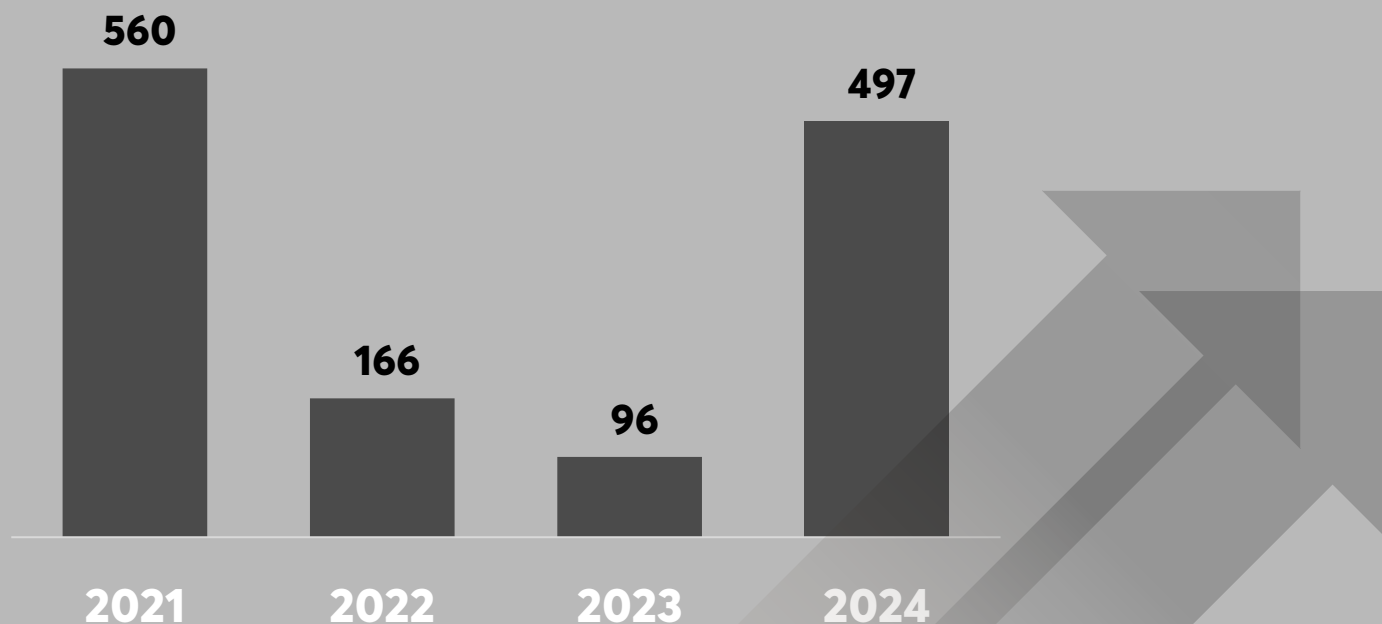
Inventories in % of sales down 50 bp to 24.9%, reflecting ongoing measures to optimize inventory levels.

➔ **TNWC IN % OF SALES
IMPROVES TO A LEVEL OF 19.6%**

STRONG FREE CASH FLOW DEVELOPMENT UNDERLINES CASH-GENERATIVE BUSINESS MODEL

2021–2024

FREE CASH FLOW IN EUR MILLION

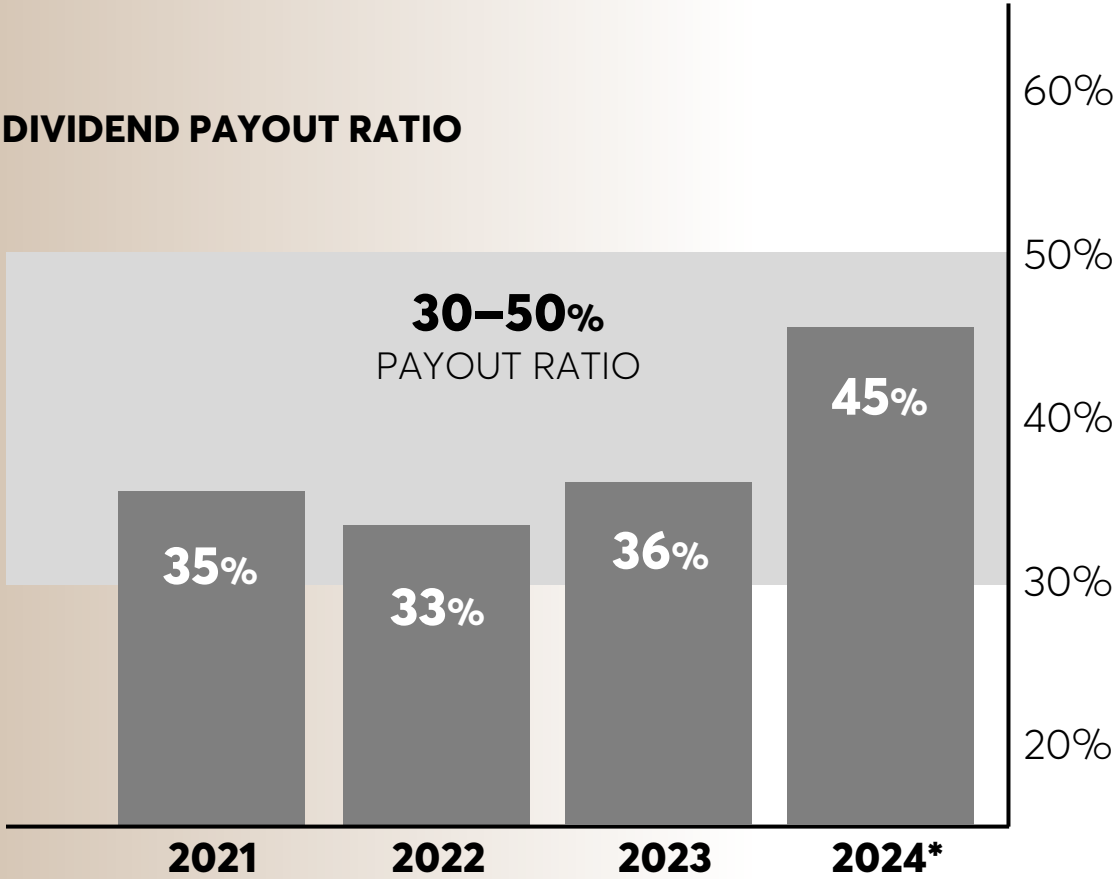
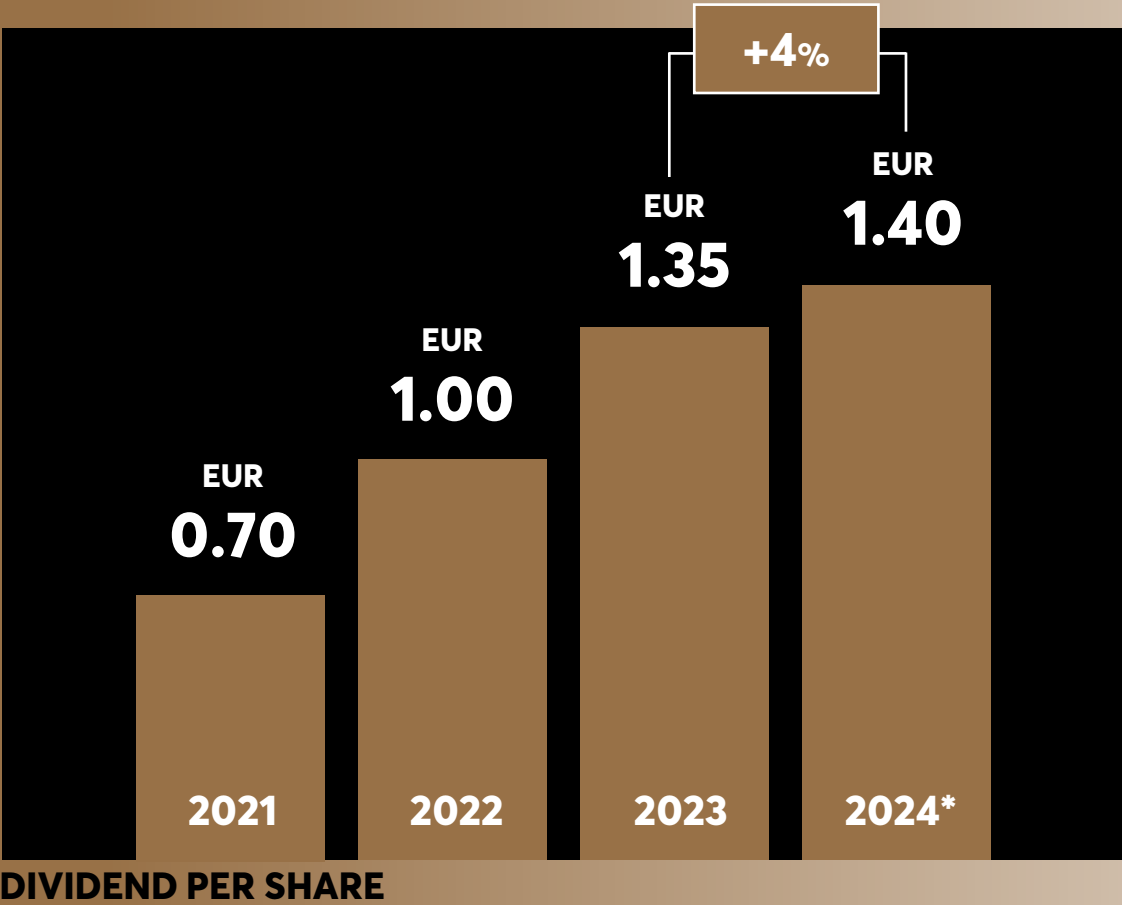


KEY DRIVERS



Strong **working capital improvements** as well as **capital expenditure discipline**

PROGRESSIVE DIVIDEND REFLECTS CONFIDENCE
IN ONGOING ROBUST CASH FLOW GENERATION



*DIVIDEND PROPOSAL

OUTLOOK 2025



LOOKING AHEAD

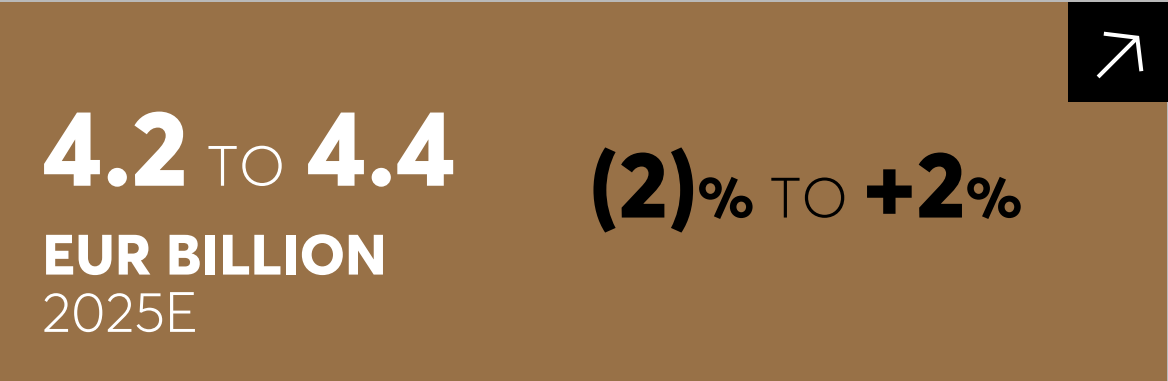
WE REMAIN VIGILANT WITH REGARDS TO ONGOING
MACROECONOMIC AND GEOPOLITICAL UNCERTAINTIES

**WE WILL PUT AN EVEN
STRONGER FOCUS ON DELIVERING
PROFITABILITY IMPROVEMENTS**

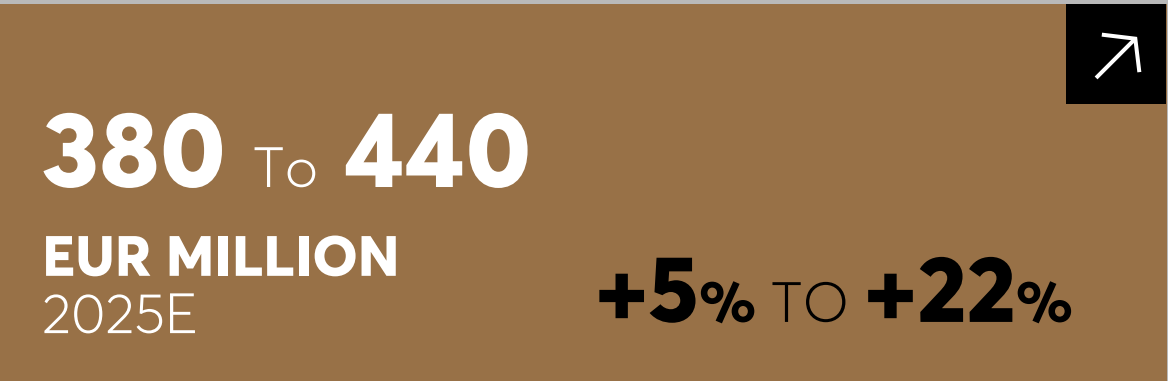
2025

OUTLOOK

SALES



EBIT



FY 2025 ASSUMPTIONS

- MACROECONOMIC BACKDROP TO REMAIN A KEY SOURCE OF UNCERTAINTY
- MUTED CONSUMER SENTIMENT TO WEIGH ON BUSINESS PERFORMANCE
- FOCUS ON BRAND AND PRODUCT INITIATIVES TO INSPIRE CONSUMERS
- ONGOING INVESTMENTS IN KEY STRATEGIC BUSINESS AREAS
- FURTHER SOURCING AND COST EFFICIENCIES TARGETED
- MINOR FX IMPACT ON TOP AND BOTTOM LINE

2025

SALES OUTLOOK BY REGION

AMERICAS



**LOW-SINGLE-DIGIT
INCREASE**

VS. FY 2024

24/7 lifestyle positioning offers additional business opportunities in the U.S.

Solid momentum in Latin America as foundation for future growth

EMEA



**BROADLY
STABLE**

VS. FY 2024

Soft consumer sentiment in several European markets

Untapped business potential in emerging markets

ASIA/PACIFIC



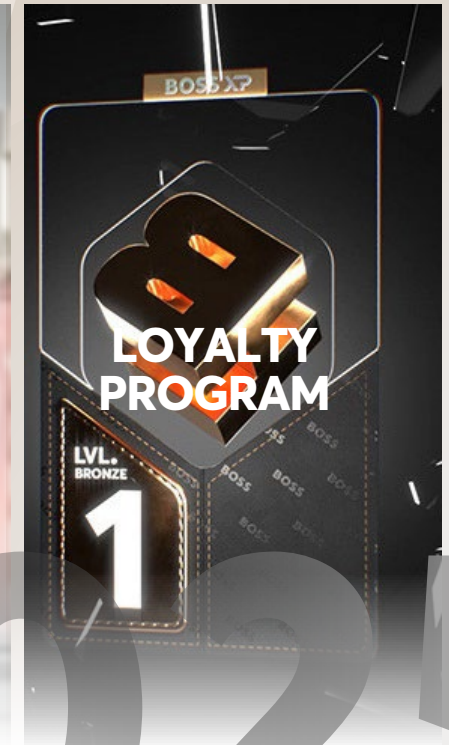
**MODERATE
DECLINE**

VS. FY 2024

Business environment and **consumer demand in China** remains fragile

Momentum in Southeast Asia & Pacific to support business development

KEY BRAND AND PRODUCT INITIATIVES TO INSPIRE CONSUMERS IN 2025



2025

IMPORTANT PROFITABILITY LEVERS TO DELIVER ROBUST IMPROVEMENTS IN EBIT

2025

**GROSS MARGIN
EXPANSION DUE TO
FURTHER SOURCING
EFFICIENCIES**

**DRIVING
EFFICIENCY GAINS
ALONG OUR BUSINESS**

**LEVERAGING OUR OPERATIONAL
AND ORGANIZATIONAL PLATFORM**

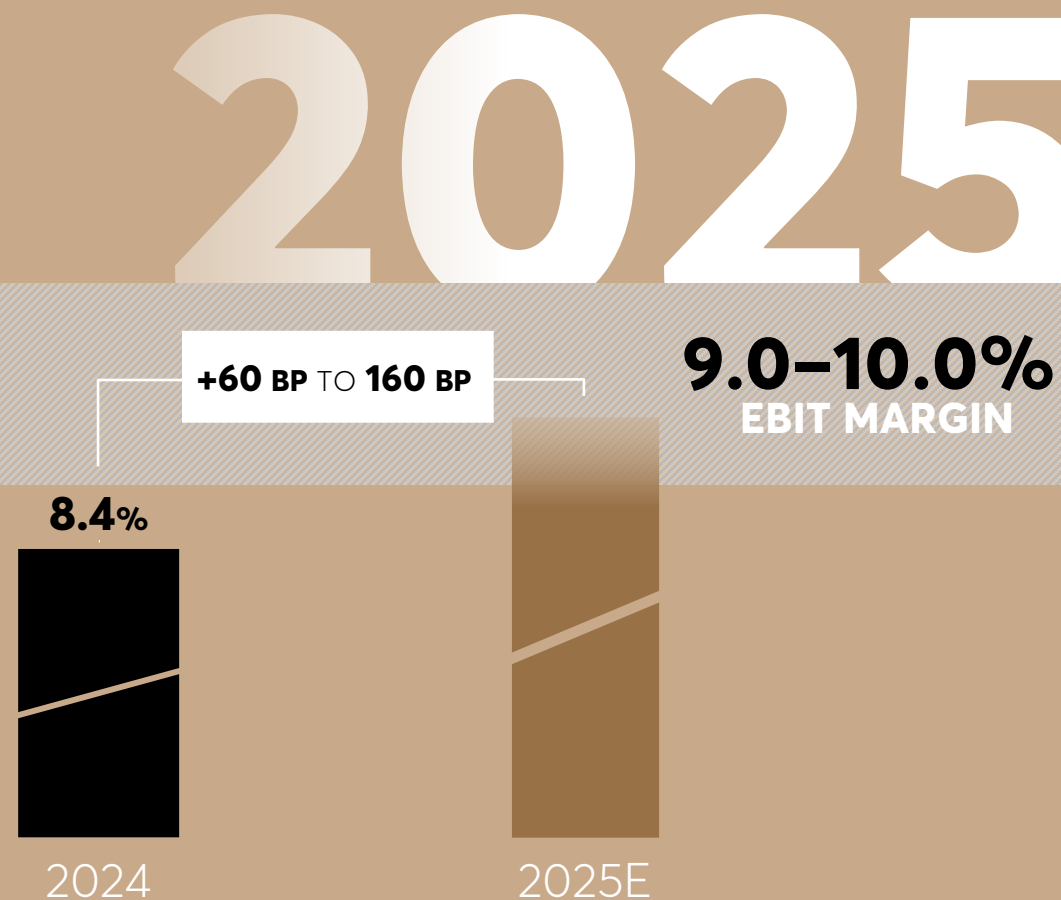
PROFITABILITY IMPROVEMENTS THROUGH GROSS MARGIN EXPANSION AND DISCIPLINED COST MANAGEMENT

GROSS MARGIN EXPANSION

- Leveraging COGS efficiencies
- Optimization of freight modes
- Normalization in material and energy prices

COST EFFICIENCY MEASURES

- Driving store productivity
- Optimization of general admin costs
- Ongoing focus on marketing effectiveness



OUR COMMITMENT

**DRIVING SUSTAINABLE,
PROFITABLE GROWTH.
DRIVING LONG-TERM
SHAREHOLDER VALUE.**





IF YOU'D LIKE TO ASK A
QUESTION,
PRESS * FOLLOWED BY 1

Q&A

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.