

**HUGO BOSS**

# **ANNUAL GENERAL MEETING 2025**

**HUGO BOSS**

# 2025





# **DANIEL GRIEDER**

CEO



# 2024

**HUGO BOSS  
SUCCESSFULLY  
CONTINUES GROWTH  
TRAJECTORY**

## GROUP SALES

**4.3**

EUR BILLION

**+3%**

CURRENCY-ADJUSTED

VS. 2023

**+3%**

IN GROUP CURRENCY

## OPERATING PROFIT (EBIT)

**361**

EUR MILLION

**8.4%**

EBIT MARGIN

# **MACROECONOMIC AND GEOPOLITICAL CHALLENGES WEIGH ON GLOBAL CONSUMER SENTIMENT**



**GEOPOLITICAL  
FACTORS**

**SECTOR  
SLOWDOWN**

**OVERALL ECONOMIC  
UNCERTAINTY**

**TRADE  
TENSIONS**

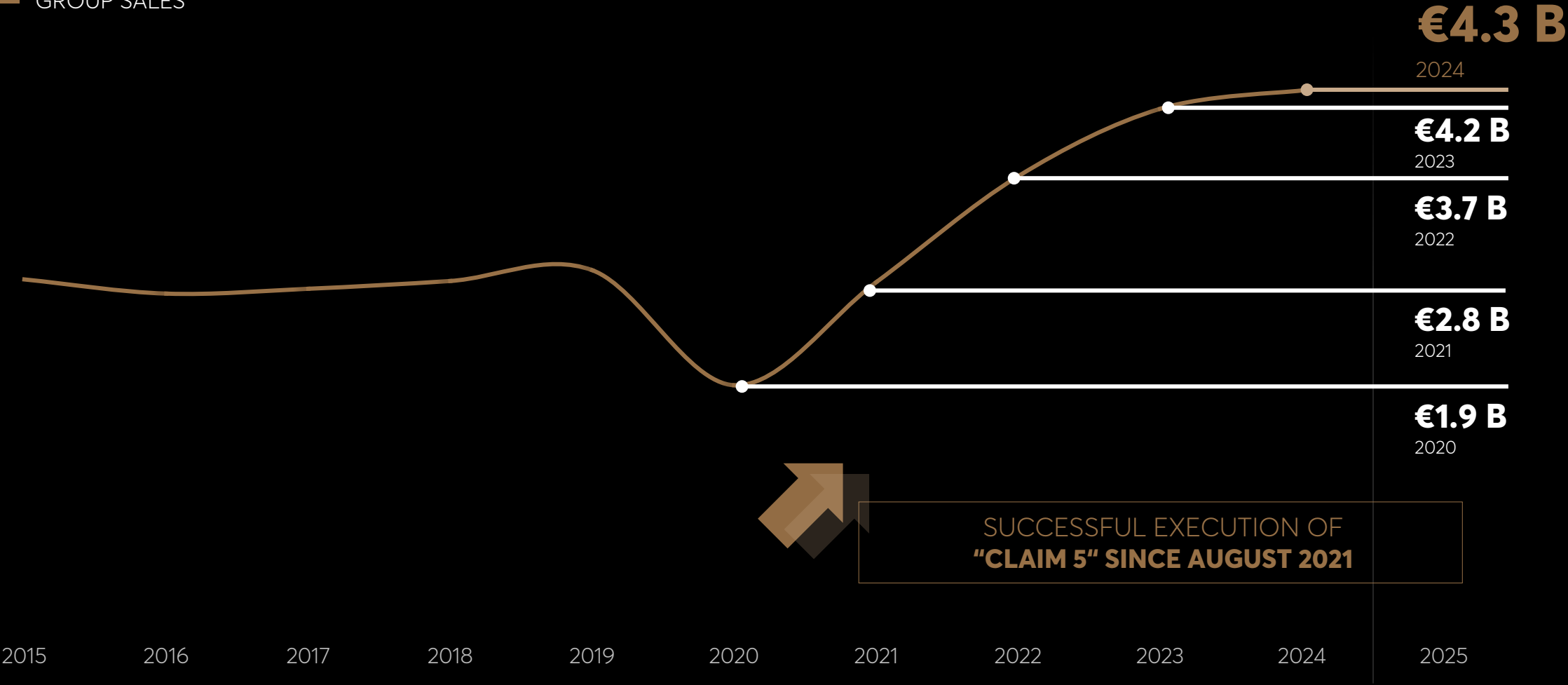
**CHINA ECONOMY  
SLOWDOWN**

**PERSISTENTLY HIGH  
INFLATION**



# RIGOROUS EXECUTION OF "CLAIM 5" LEADS TO RECORD SALES IN 2024

GROUP SALES



CLAIM 5

# DRIVING BRAND RELEVANCE WITH CLEAR FOCUS ON SOCIAL MEDIA

**+11<sub>M</sub>**

**FOLLOWER  
SINCE 2021  
ON SOCIAL  
MEDIA**



**>140<sub>B</sub>**

**IMPRESSIONS  
ON SOCIAL  
CHANNELS**

**>3<sub>B</sub>**

**ENGAGEMENTS  
ON SOCIAL  
CHANNELS**



# STRATEGIC INVESTMENTS IN BRANDS, PRODUCTS, DIGITALIZATION, AND DISTRIBUTION



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

CLAIM

# **BOSS ENTERS INTO STRATEGIC PARTNERSHIP WITH DAVID BECKHAM**

## **HIGHLIGHTS**

### **BOSS ONE BODYWEAR CAMPAIGN**



### **BECKHAM X BOSS COLLECTION**





# GLOBAL MARKETING ACTIVATIONS FOSTER BRAND LOYALTY

## HIGHLIGHTS

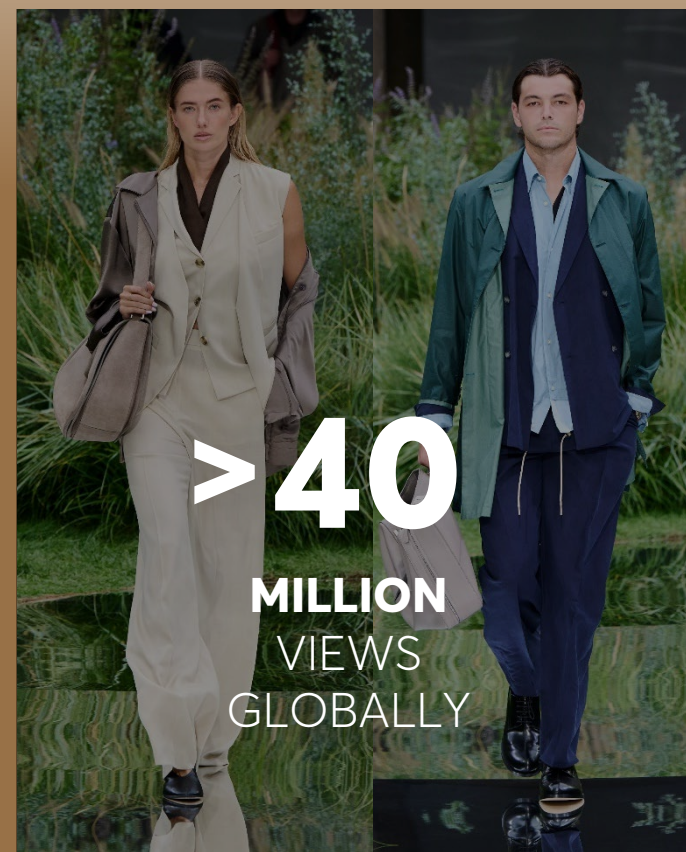
### BOSS FALL/WINTER 2024 CAMPAIGN



**x2**

**ENGAGEMENTS**  
VS. FALL/WINTER  
2023 CAMPAIGN

### BOSS SPRING/SUMMER 2025 FASHION SHOW



**>40**

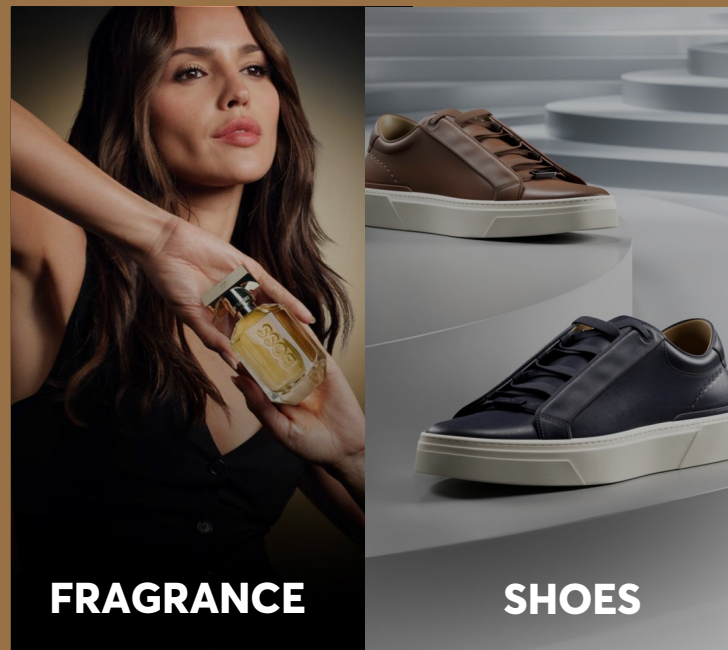
**MILLION**  
VIEWS  
GLOBALLY

# **BOSS AND HUGO BRAND LINES STRENGTHEN 24/7 LIFESTYLE IMAGE**

## **HIGHLIGHTS**



**STRENGTHENING  
AND EXPANDING  
BRAND LINES**



**EXTENSION OF  
24/7 APPROACH**



**FORMALWEAR PLAYS  
A KEY ROLE**



# DRIVE OMNICHANNEL

**IMPROVING THE  
CUSTOMER  
EXPERIENCE**

**LINKING ALL  
TOUCHPOINTS**

**STRONG DISTRIBUTION NETWORK**

**> 8,000**  
CONSUMER TOUCHPOINTS



# HUGO BOSS XP

## NEXT-GENERATION LOYALTY PROGRAM

GROWTH OF  
MEMBER BASE

**+25%**

VS. 2023

REGISTERED  
CUSTOMERS

**>10M**

END OF 2024

**HUGO BOSS**

**HIGHLIGHTS**

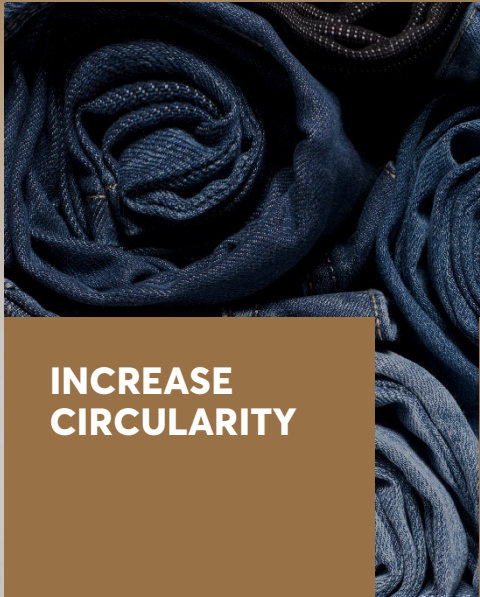




# SUSTAINABILITY AS AN INTEGRAL PART OF OUR BUSINESS ACTIVITIES

HIGHLIGHTS

FOR A PLANET FREE OF WASTE AND POLLUTION



INCREASE  
CIRCULARITY



DRIVE  
DIGITIZATION  
& DATA  
ANALYTICS



LEVERAGE  
NATURE-  
POSITIVE  
MATERIALS



FIGHT  
MICRO-  
PLASTICS



PUSH ZERO  
EMISSIONS

ENVIRONMENT

SOCIAL

GOVERNANCE

# RESPONSIBLE RESOURCE USE

33%

SHARE OF CIRCULAR  
PRODUCTS IN 2024

HUGO BOSS

HIGHLIGHTS



USE OF  
SUSTAINABLE  
MATERIALS

# **RANKINGS SHOW COMMITMENT TO CORPORATE RESPONSIBILITY**

## **HIGHLIGHTS**

**DOW JONES  
BEST-IN-  
CLASS WORLD  
INDEX**

**INCLUSION FOR 8TH  
CONSECUTIVE YEAR**

**2ND BEST  
SCORE**

**IN THE TEXTILE,  
APPAREL, AND  
LUXURY SEGMENT**



# APPROACH TO HANDLING EXTERNAL CHALLENGES IN 2024

## FOCUS

**Prioritization of  
game-changing initiatives.**

## FOCUS

**Efficiency gains to  
support profitability.**

2024



# EXPANDING DIGITAL RESOURCES

**HUGO BOSS**





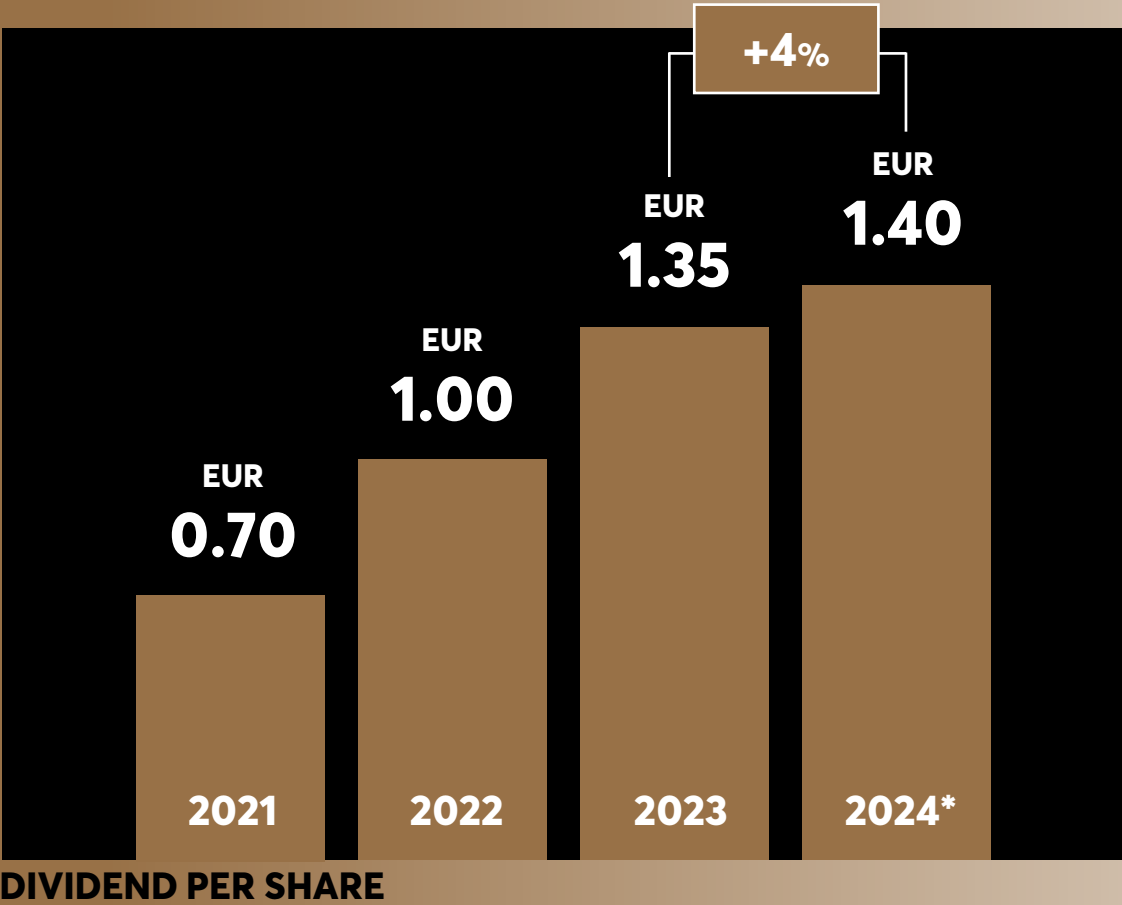


# THANK YOU!

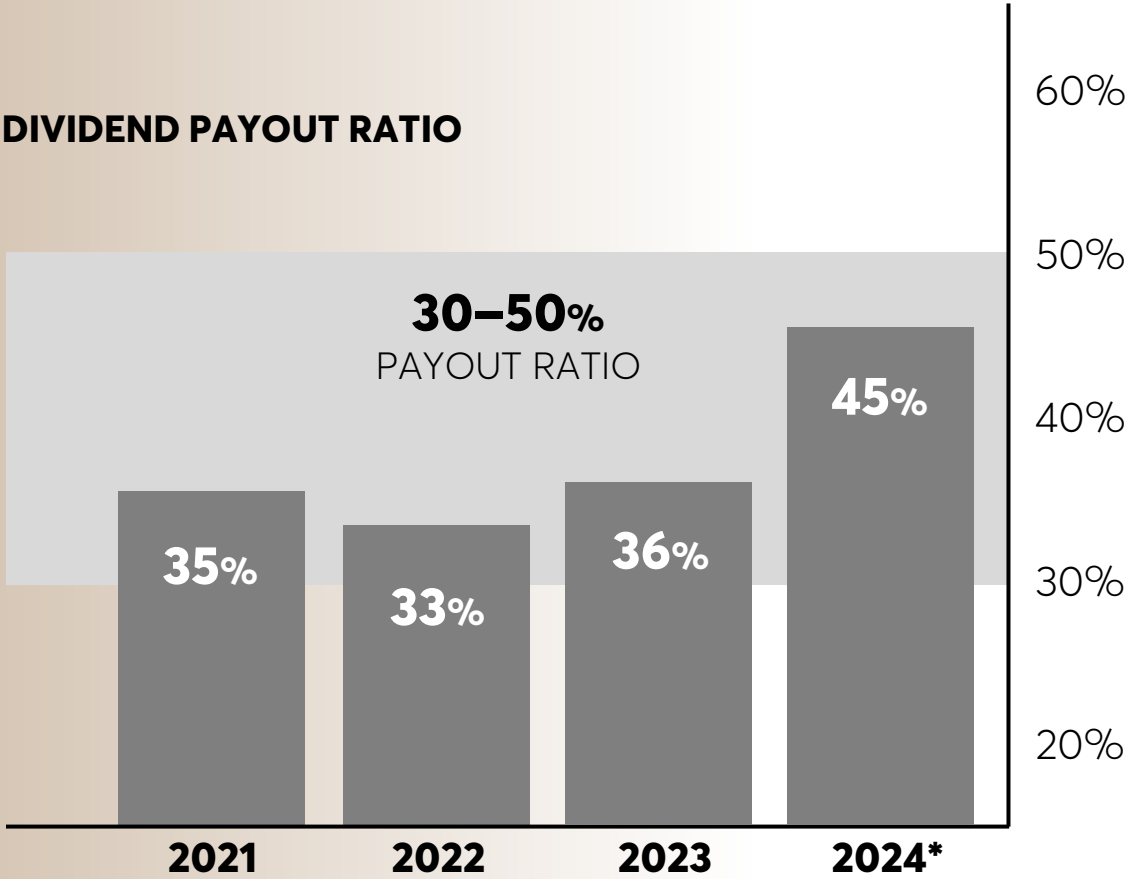
**HUGO BOSS**



# DIVIDEND PROPOSAL FOR FISCAL YEAR 2024



DIVIDEND PAYOUT RATIO



\*DIVIDEND PROPOSAL

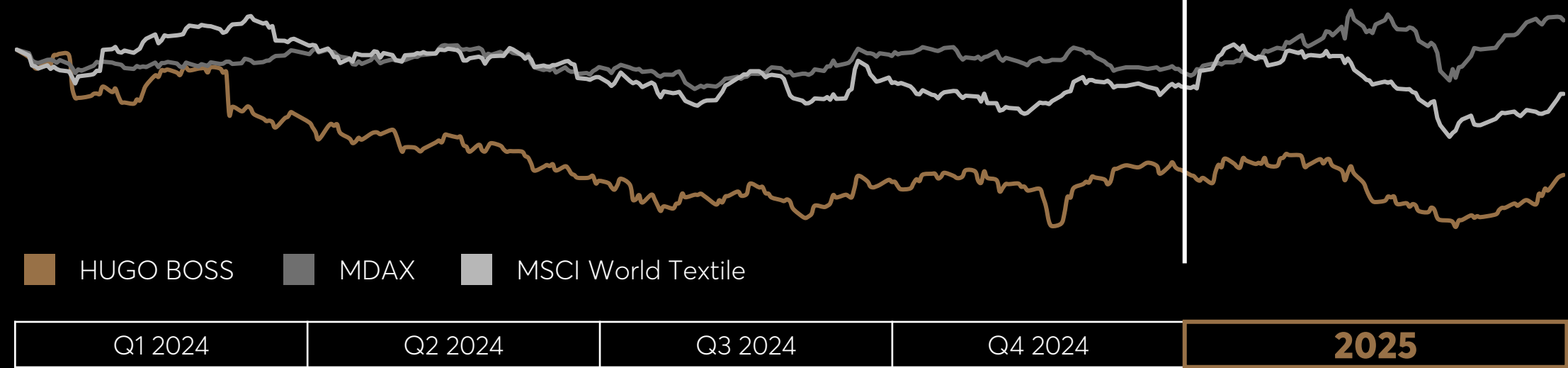
# HUGO BOSS SHARE PRICE PERFORMANCE 2024

EXTERNAL FACTORS WEIGH  
ON SHARE PRICE PERFORMANCE  
OF HUGO BOSS

(34)%  
2024

€44.78  
DEC. 31, 2024

€42.33  
MAY 14, 2025



# HUGO BOSS





# YVES MÜLLER

CFO/COO



# SOLID BUSINESS PERFORMANCE DESPITE DIFFICULT MARKET ENVIRONMENT

## GROUP SALES

**4.3**

EUR BILLION

**+3%**

CURRENCY-ADJUSTED

**+3%**

IN GROUP CURRENCY

**VS. 2023**

## OPERATING PROFIT (EBIT)

**361**

EUR MILLION

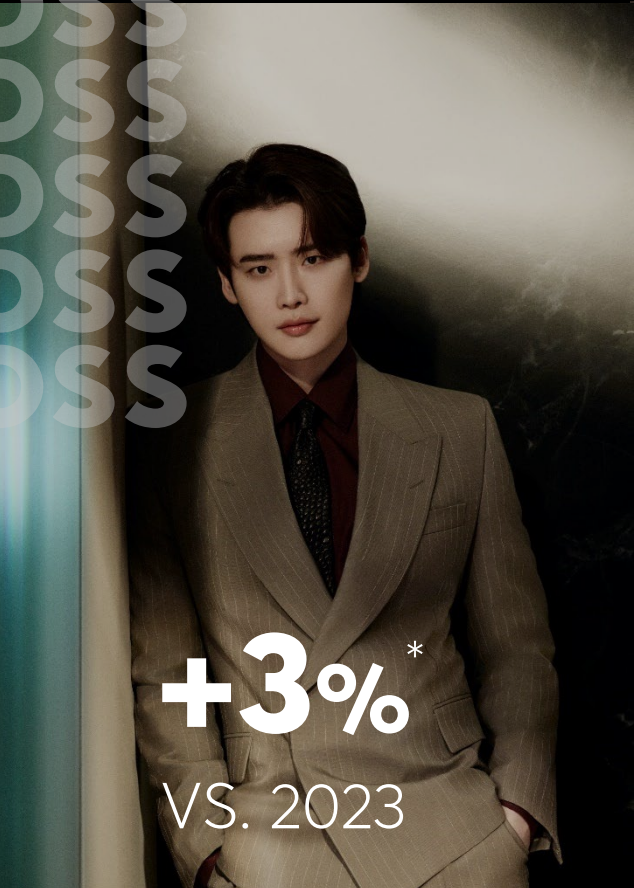
**8.4%**

EBIT MARGIN



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

BOSS  
BOSS  
BOSS  
BOSS  
BOSS



**+3%\***  
VS. 2023

**BOSS  
MENSWEAR**



**+3%\***  
VS. 2023

**BOSS  
WOMENSWEAR**



**+5%\***  
VS. 2023

**HUGO**

HUGO  
HUGO  
HUGO  
HUGO  
HUGO

2024

\*CURRENCY-ADJUSTED



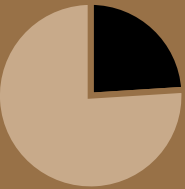
GROWTH TRAJECTORY IN THE AMERICAS AND EMEA CONTINUES  
– CHINA WEIGHS ON BUSINESS DEVELOPMENT IN ASIA/PACIFIC

AMERICAS

+8%\*

VS. 2023

As a percentage of Group sales



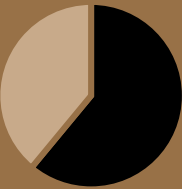
24%

EMEA

+3%\*

VS. 2023

As a percentage of Group sales



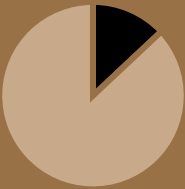
61%

ASIA/PACIFIC

(2)%\*

VS. 2023

As a percentage of Group sales



13%

\* CURRENCY-ADJUSTED

2024

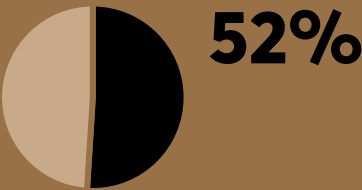
# B&M WHOLESALE AND DIGITAL BUSINESS WITH ROBUST MOMENTUM IN 2024

## B&M RETAIL

0%\*

VS. 2023

As a percentage of Group sales

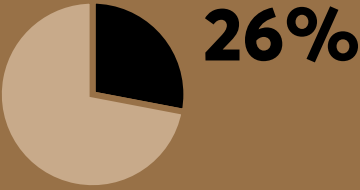


## B&M WHOLESALE

+8%\*

VS. 2023

As a percentage of Group sales

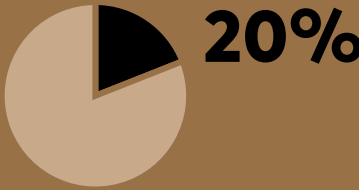


## DIGITAL

+6%\*

VS. 2023

As a percentage of Group sales

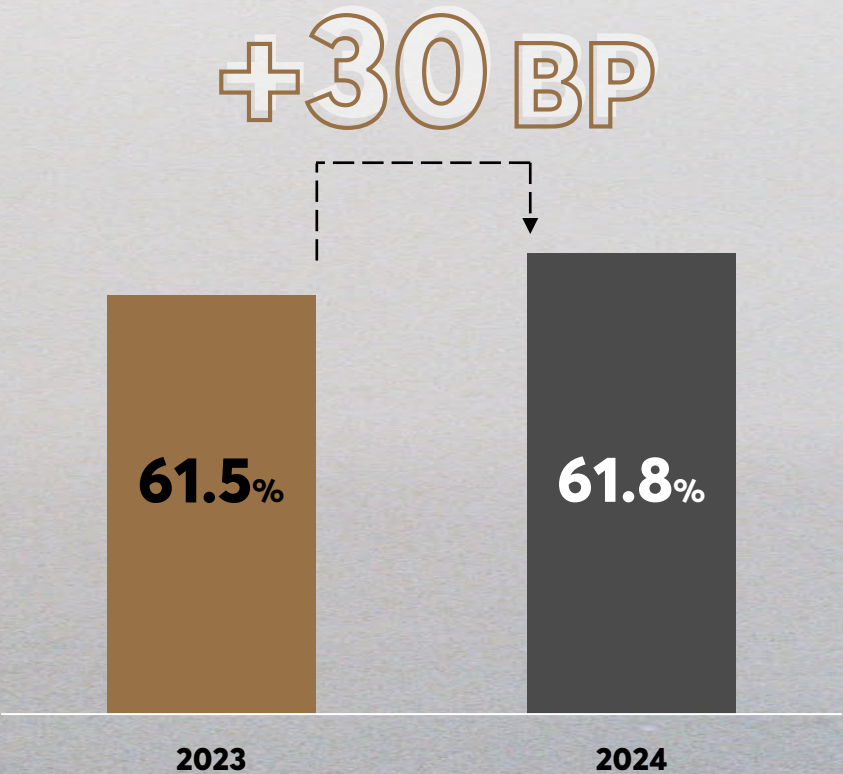


\* CURRENCY-ADJUSTED

BOSS

2024

# GROSS MARGIN IMPROVES IN 2024 DUE TO SOURCING EFFICIENCY GAINS



SOURCING EFFICIENCIES	↗
PRODUCT COST	➡
CHANNEL & REGIONAL MIX	↘
FX	➡
REBATES	➡





FOCUS ON COST EFFICIENCY  
LIMITS DECLINE IN OPERATING PROFIT

2024

OPERATING  
EXPENSES

H1

+6%

H2

+1%

YEAR-OVER-YEAR INCREASE  
EXCLUDING IMPAIRMENTS

OPERATING PROFIT  
(EBIT)

361

EUR MILLION

8.4%

EBIT MARGIN

EARNINGS  
PER SHARE

€3.09

FREE-CASH-FLOW DEVELOPMENT  
UNDERScores STRENGTH OF  
BUSINESS MODEL

2024

TRADE NET  
WORKING  
CAPITAL

19.6%  
(120) BP

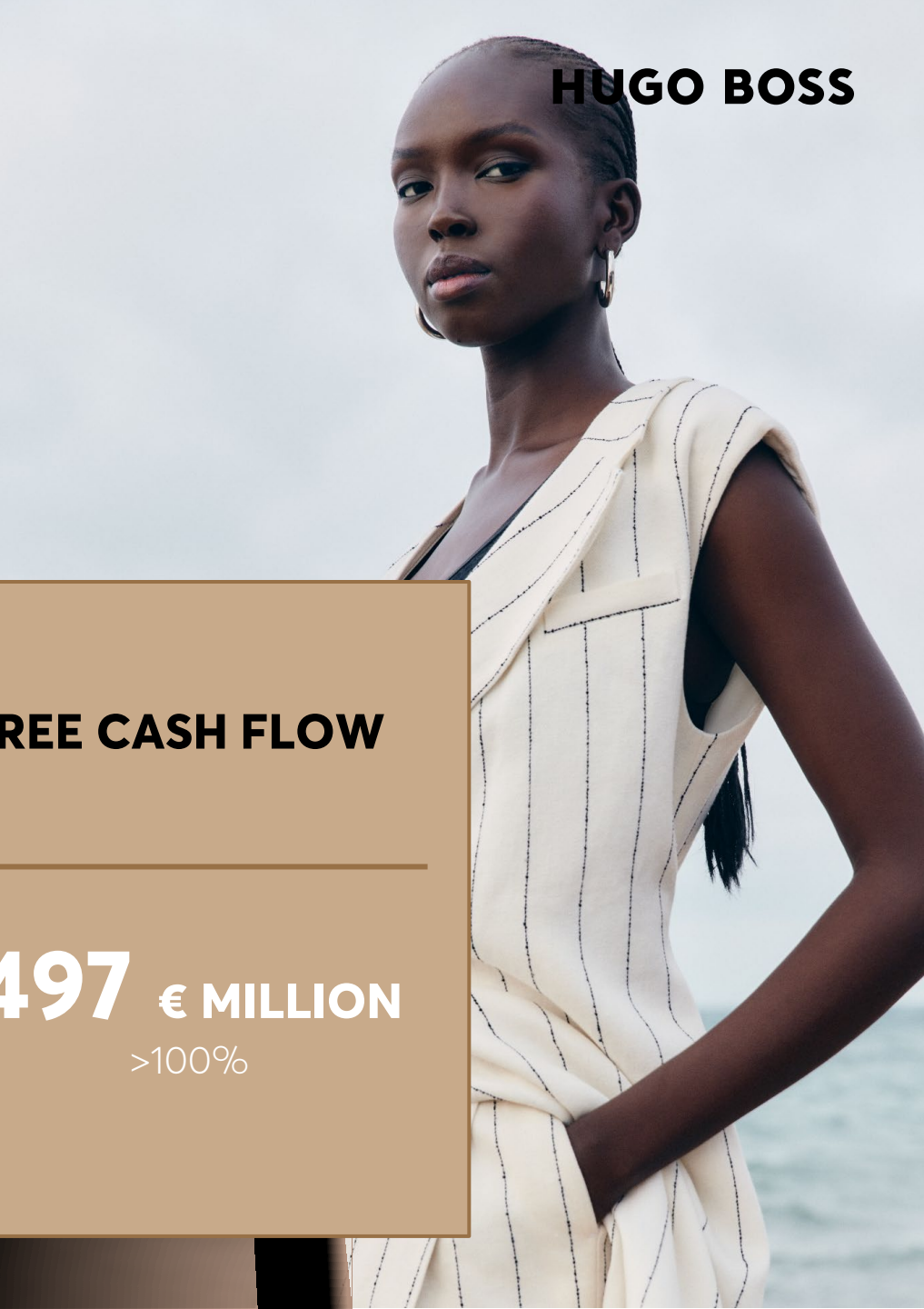
AS A PERCENTAGE OF SALES

CAPITAL  
EXPENDITURE

286 € MILLION  
(4)%

FREE CASH FLOW

497 € MILLION  
>100%



# OUR FOCUS IN 2025

Balanced focus on strategic investments and cost efficiency aimed at **driving profitability improvements**

Brand, product, and distribution initiatives to further **fuel brand relevance** of BOSS and HUGO

HUGO BOSS remains **vigilant in light of increasing global uncertainties**

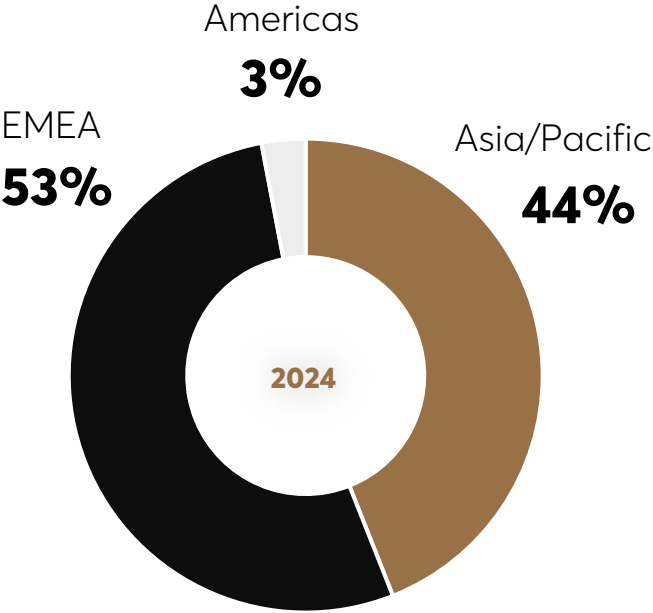


# 2025

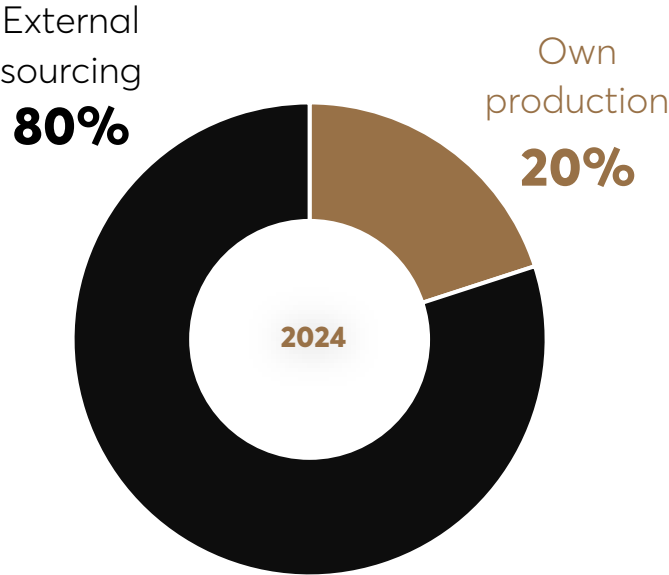


# DIVERSIFIED REGIONAL SOURCING STRUCTURE AS A KEY ASSET IN DEALING WITH GLOBAL TRADE CONFLICTS

## REGIONALLY DIVERSIFIED STRATEGIC SOURCING MIX



## OWN PRODUCTION COMPLEMENTS THIRD-PARTY SOURCING ACTIVITIES



## MEASURES TO MANAGE THE CURRENT UNCERTAINTY REGARDING U.S. TARIFFS



**INCREASE IN  
INVENTORY  
COVERAGE  
IN THE U.S.**



**OPTIMIZATION OF  
SOURCING MIX**



**EVALUATION OF  
POTENTIAL  
PRICING ADJUSTMENTS**

# HUGO BOSS RECORDS SOLID Q1 PERFORMANCE IN PERSISTENTLY CHALLENGING MARKET ENVIRONMENT

GROUP SALES

999

EUR MILLION

VS. Q1 2024

(2)%

CURRENCY-ADJUSTED

GROSS MARGIN

61.4%

VS. Q1 2024

0

BASIS POINTS

EBIT

61

EUR MILLION

VS. Q1 2024

(12)%





SALES

4.2 TO 4.4  
EUR BILLION  
2025

(2)% TO +2%



2025

EBIT

380 TO 440  
EUR MILLION  
2025

+5% TO +22%



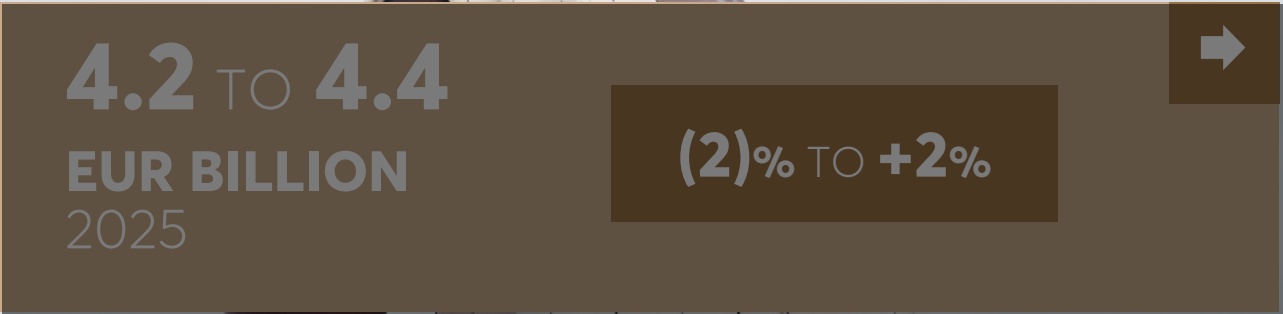
OUTLOOK

# **KEY BRAND AND PRODUCT INITIATIVES TO INSPIRE CONSUMERS IN 2025**



2025

SALES



2025

EBIT



OUTLOOK



# LEVERS TO IMPROVE PROFITABILITY

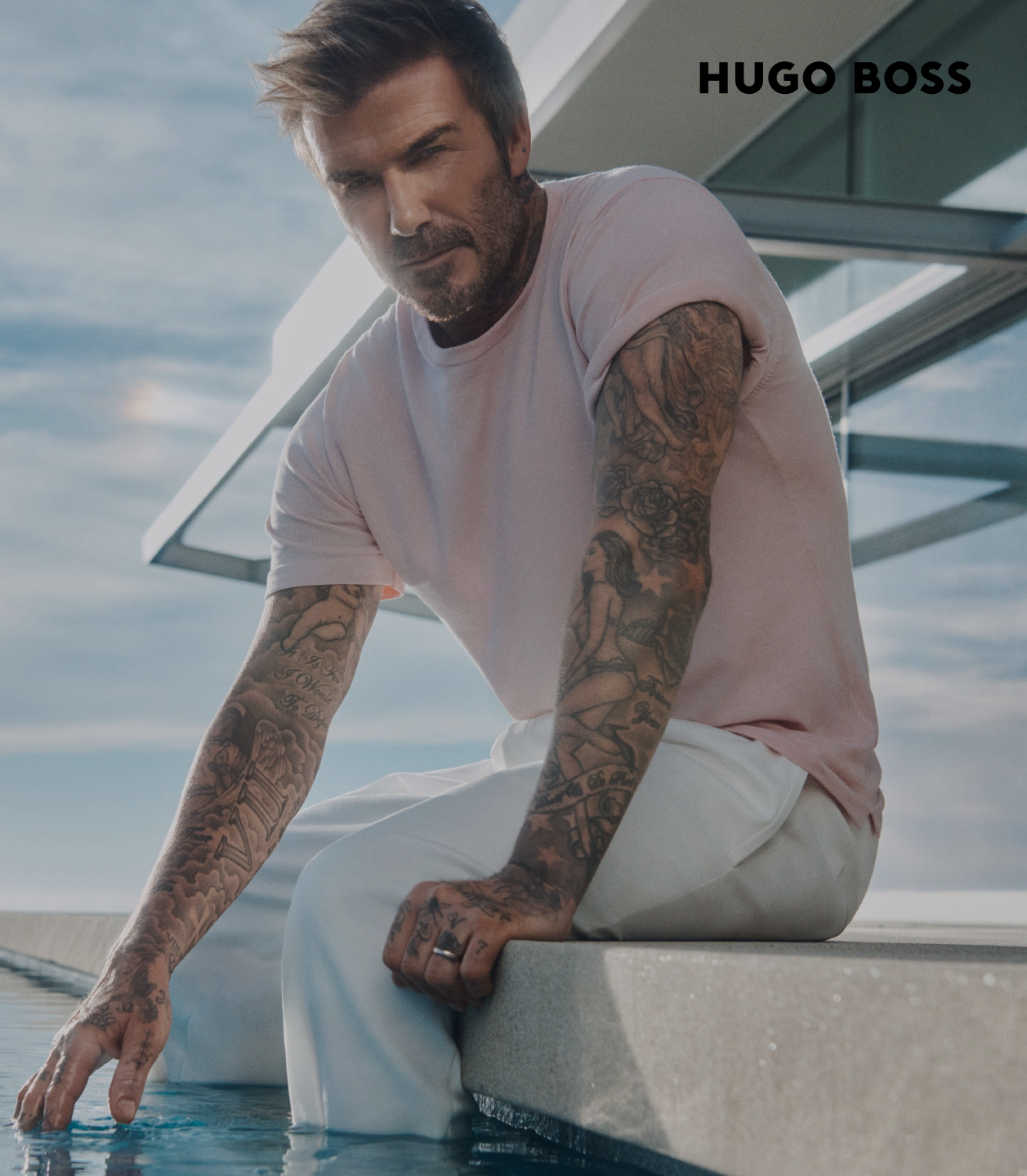
2025

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

**OPTIMIZATION OF  
OPERATING EXPENSES  
THROUGH COST  
EFFICIENCY**

**HUGO BOSS**

**IS WELL POSITIONED  
TO NAVIGATE  
EXTERNAL CHALLENGES  
AND SEIZING  
GROWTH OPPORTUNITIES**





# THANK YOU

