

WELCOME
INVESTOR
DAY 2023

HUGO BOSS



2023

CEO

DANIEL
GRIEDER

CEO

HUGO BOSS

CLAIM OUR POSITION

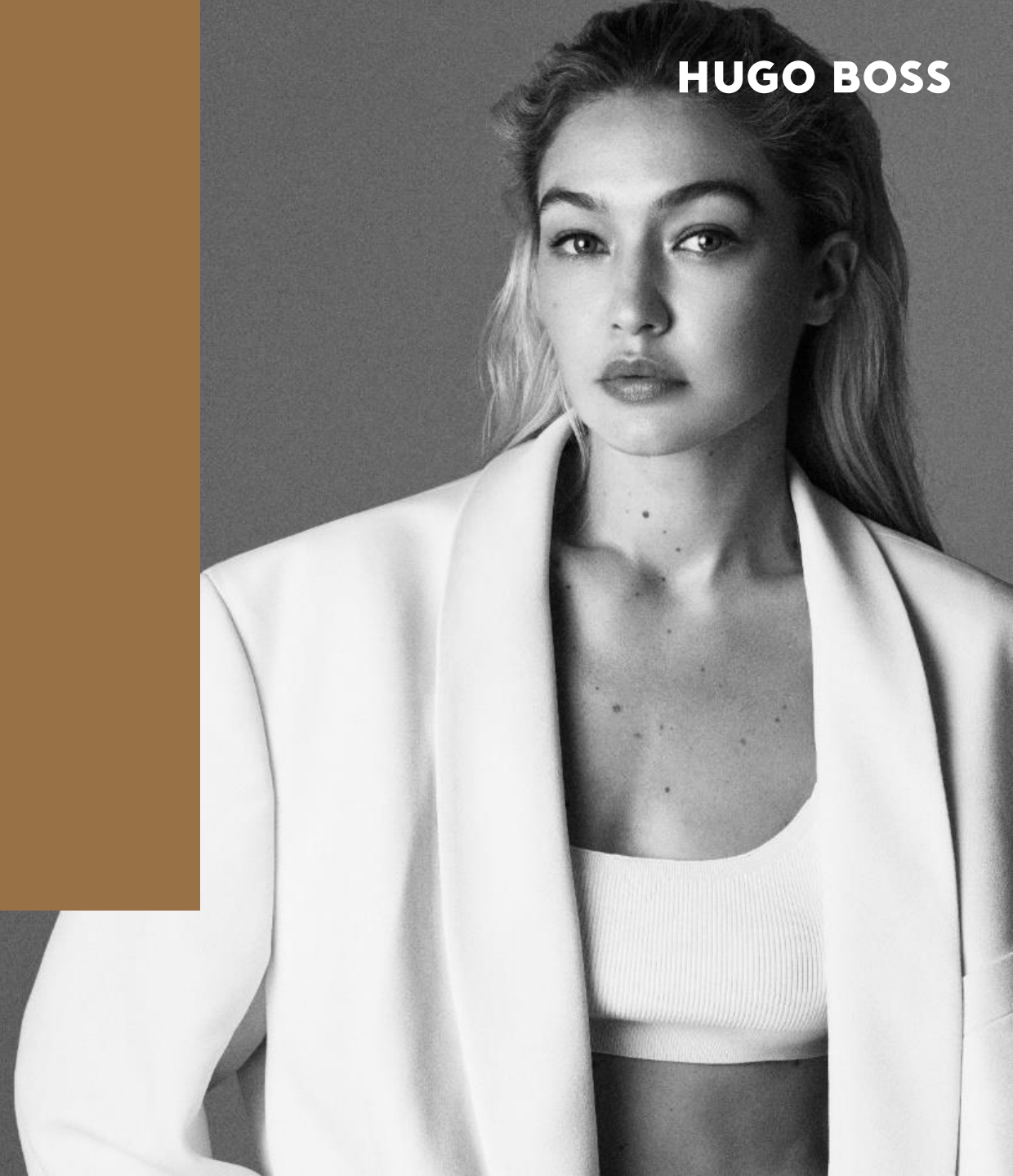
- OUR PROMISE IN 2021 -

CLAIM

BECOME THE
LEADING PREMIUM
TECH-DRIVEN
FASHION PLATFORM
WORLDWIDE.

THE VISION

HUGO BOSS



THE MISSION

WE LOVE
FASHION,
WE CHANGE
FASHION

HUGO BOSS



€4 BILLION SALES IN 2025
€5 BILLION SALES IN 2026+
BECOME ONE OF THE
TOP 100 GLOBAL BRANDS

THE AMBITION

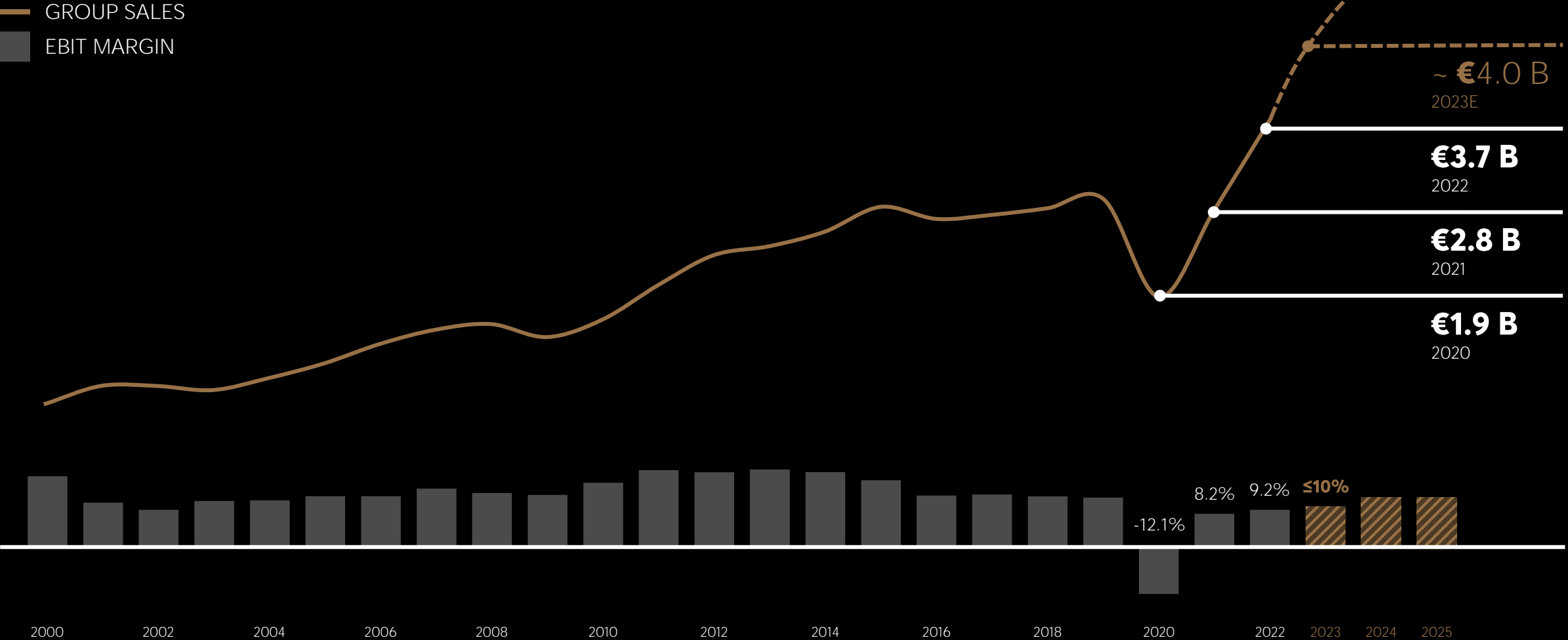


LOOKING BACK

WE HAVE
ACHIEVED
A LOT



HUGO BOSS IS BACK ON GROWTH TRAJECTORY
STRONG ACCELERATION SINCE INTRODUCTION OF "CLAIM 5"



EXECUTION OF „CLAIM 5“ LEADS TO EXCEPTIONAL FINANCIAL RESULTS

BROAD-BASED
GROWTH
ACROSS
BRANDS,
REGIONS, AND
CHANNELS

€3.7 B
RECORD SALES
IN 2022

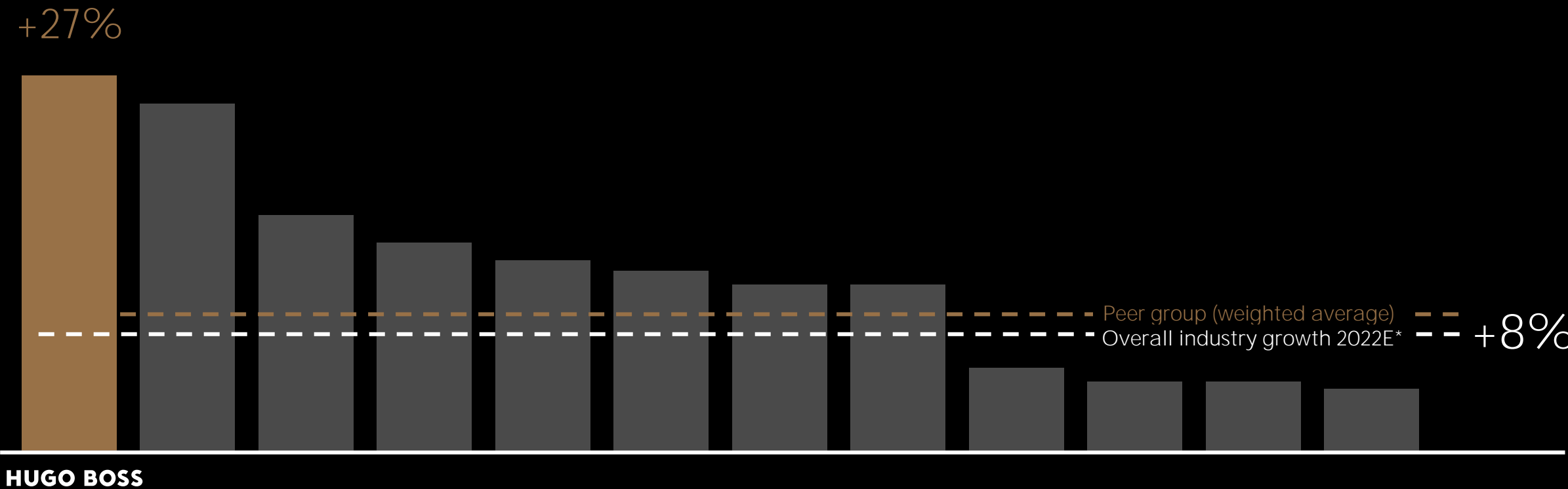
€335 M
STRONG EBIT
IN 2022

RECORD
YEAR 2022



HUGO BOSS WITH SIGNIFICANT OUTPERFORMANCE VS. KEY COMPETITORS

GROUP SALES DEVELOPMENT (CURRENCY-ADJUSTED CHANGE IN % VS. 2021)



* SOURCE: GLOBAL DATA 03/2023



SUCCESSFUL
EXECUTION OF OUR
CLAIM 5 STRATEGY
WITH STRONG
PROGRESS ALONG
ALL CLAIMS

CLAIM 5
STRATEGY

WHY

CONSUMER FIRST

WHAT

1

BOOST
BRANDS

2

PRODUCT
IS KING

3

LEAD IN
DIGITAL

4

REBALANCE
OMNICHANNEL

5

ORGANIZE
FOR GROWTH

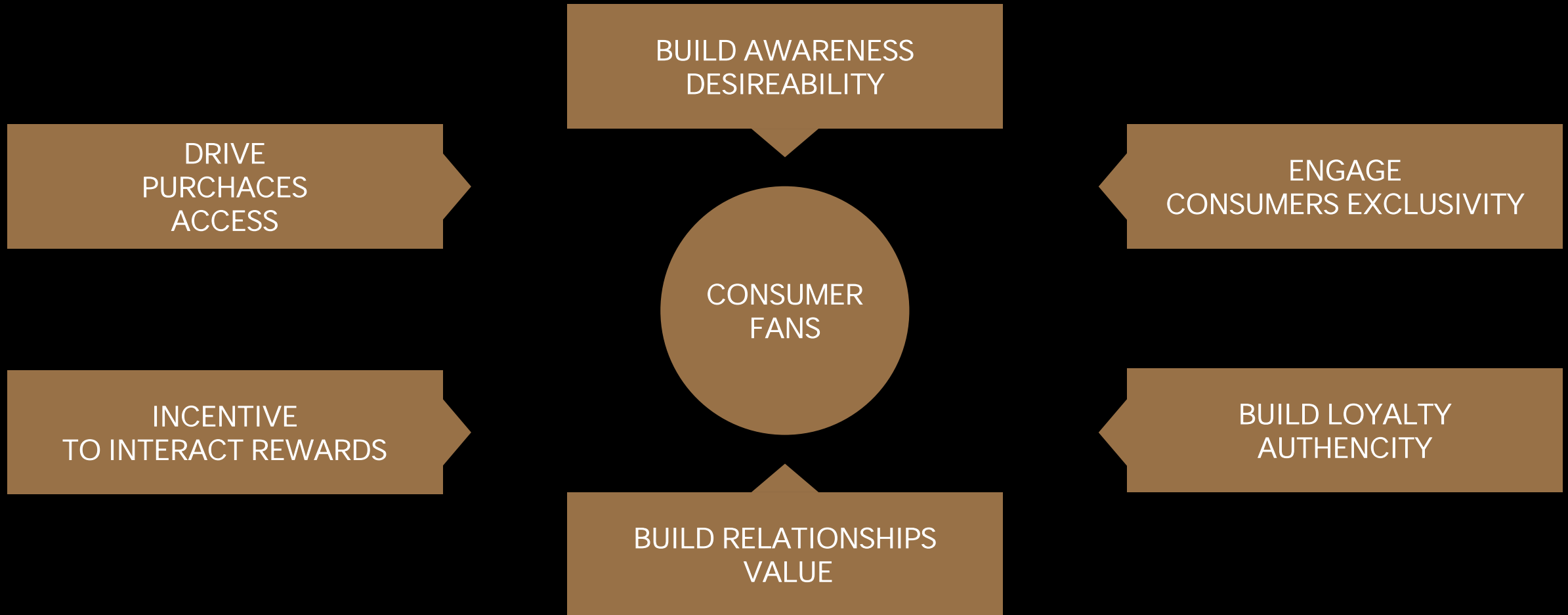
HOW

SUSTAINABLE THROUGHOUT

RIGOROUS EXECUTION

EMPOWER PEOPLE AND TEAMS

TURNING CONSUMERS INTO TRUE FANS OF BOSS AND HUGO



ATTRACTING
YOUNGER AUDIENCES
WHILE STAYING
RELEVANT FOR
EXISTING CUSTOMER
BASE

+4 M

FOLLOWERS ON
INSTAGRAM & TIKTOK
BETWEEN
18-34

SINCE INTRODUCTION
OF CLAIM 5

+35%

SHARE OF E-COM
& DOS SALES BY
MEMBERS UNDER 30

2022 VS. 2021

HUGO BOSS



01

BOOST BRANDS

CLAIM 1

01
01
01
01

HUGO BOSS



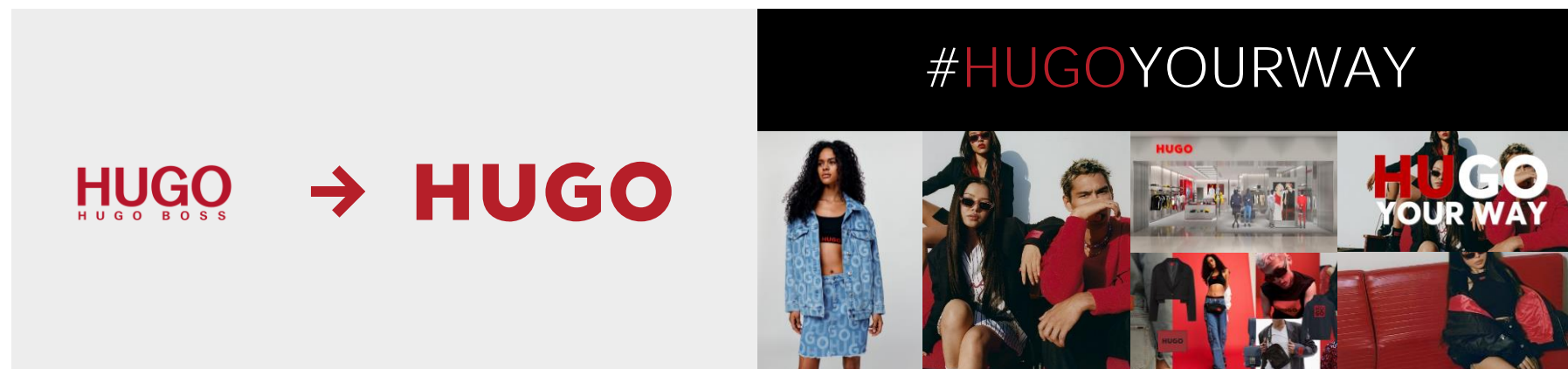
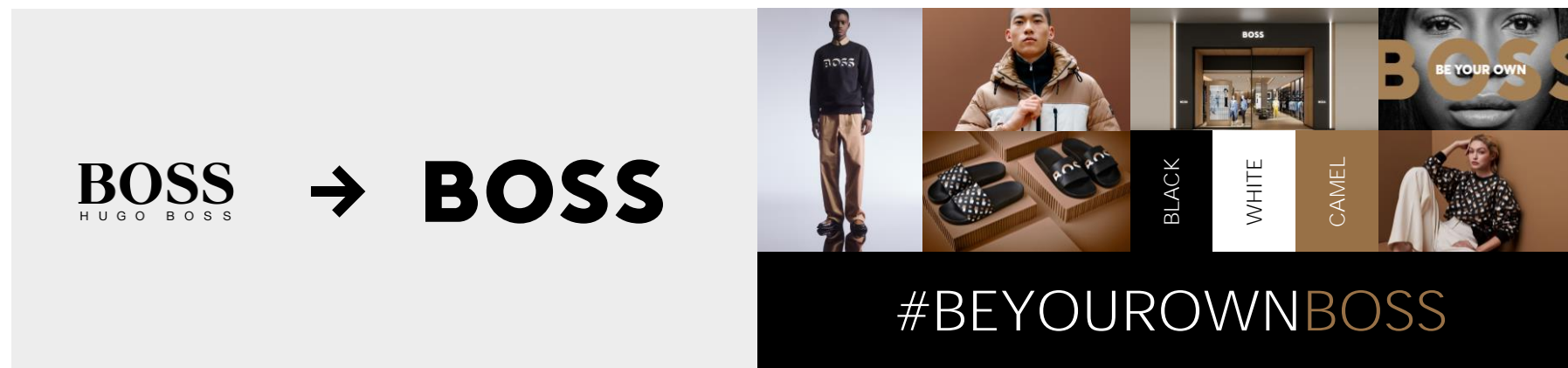


WE REVITALIZED OUR
BRAND PORTFOLIO
STRATEGY AND BRAND
ARCHITECTURE WITH

TWO CLEARLY
DISTINGUISHED
BRANDS

POSSIBILITY TO ADD MORE
BUSINESSES WITH
PREMIUM LIFESTYLE
POSITIONING

EVOLVEMENT OF BOSS AND HUGO WITH INDIVIDUAL BRAND PURPOSES AND VISUAL ENTITIES



BOSS
BOSS
BOSS
BOSS
BOSS

BE
YOUR
OWN
BOSS



BE
YOUR
OWN
BOSS

BOSS
BOSS
BOSS
BOSS
BOSS

INSPIRING **ALL-STAR CAST** RE-INFORCING THE BRAND CODES



MALUMA
63 M IG FOLLOWERS
6 M TIKTOK FOLLOWERS



GIGI HADID
79 M IG FOLLOWERS
1 M TIKTOK FOLLOWERS



NAOMI CAMPBELL
15 M IG FOLLOWERS



LEE MIN-HO
33 M IG FOLLOWERS
28 M WEIBO FOLLOWERS



ALICA SCHMIDT
4 M IG FOLLOWERS
2 M TIKTOK FOLLOWERS



**MATTEO
BERRETTINI**
2 M IG FOLLOWERS

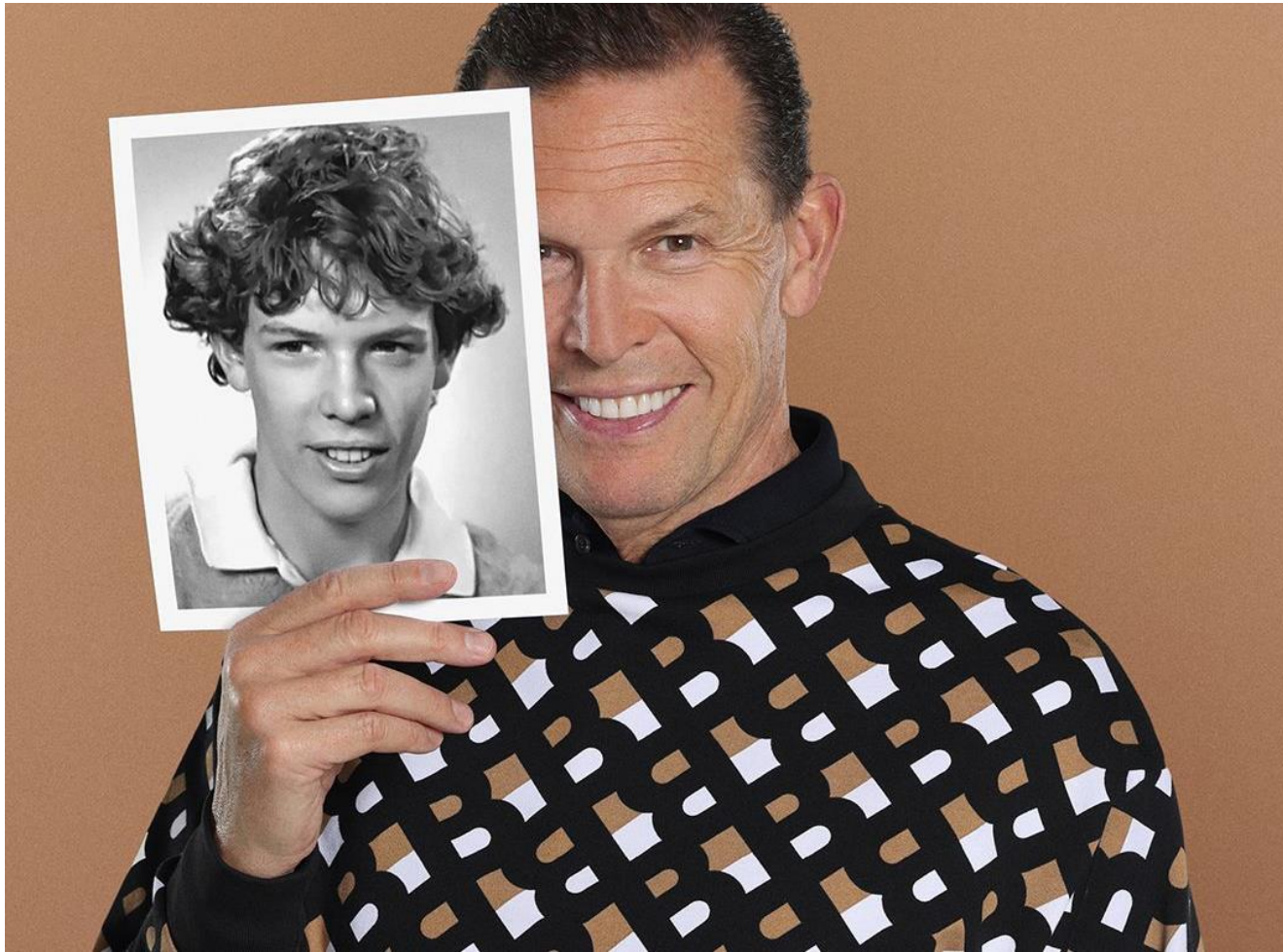


KHABY LAME
79 M IG FOLLOWERS
160 M TIKTOK FOLLOWERS



WANG SHUN
4 M WEIBO FOLLOWERS
1 M DOUYIN FOLLOWERS

HUGO BOSS EMPLOYEES BEING THE TRUE STARS OF EACH CAMPAIGN



SPRING/SUMMER 2023 CAMPAIGN

BOSS DAY: 26TH JANUARY



MIAMI FASHION SHOW MARCH 2023



>13 B IMPRESSIONS ACROSS
ALL CHANNELS

~10 M STREAMS BY BOSS
FANS WORLDWIDE

>170 M ENGAGEMENTS ON
SOCIAL MEDIA

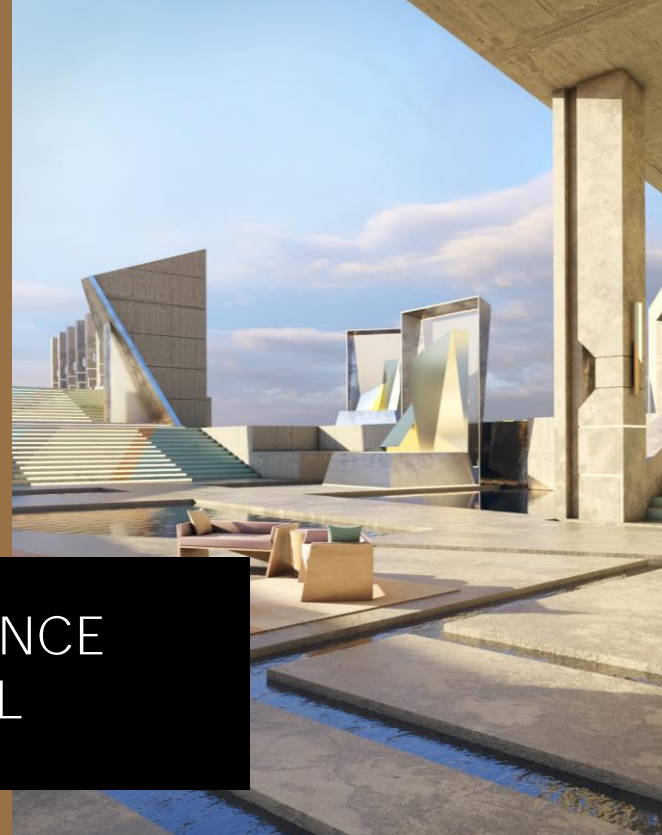
METaverse FASHION WEEK IMMERSIVE SHOWROOM

MARCH 2023

AI-INSPIRED SHOWROOM EXPERIENCE
ON METaverse PLATFORM SPATIAL

DIGITAL EXTENSION
OF THE BOSS MIAMI FASHION SHOW

GAMIFICATION APPROACH LINKED
WITH A DIGITAL SHOPPING EXPERIENCE



HUGO BOSS

BOSS
IMMERSIVE SHOWROOM
SPRING-SUMMER 2023

HUGO
HUGO
HUGO
HUGO
HUGO

HUGO
YOUR
WAY



HUGO
YOUR
WAY

HUGO
HUGO
HUGO
HUGO
HUGO

HUGO FACES

HUGO
HUGO
HUGO
HUGO
HUGO

#HUGOYOURWAY



TINASHE

4 M IG FOLLOWERS
1 M TIKTOK
FOLLOWERS



BELLA POARCH

13 M IG FOLLOWERS
93 M TIKTOK
FOLLOWERS



EVAN MOCK

1 M IG FOLLOWERS

EXCITING BRAND INITIATIVES DRIVE BRAND HEAT



APRIL 2022
HUGO
HOUSE



JUNE 2022
HUGO X
MR. BATHING
APE



SEPTEMBER 2022
MILAN
FASHION EVENT



NOVEMBER 2022
HUGO X
IMAGINARY
ONES

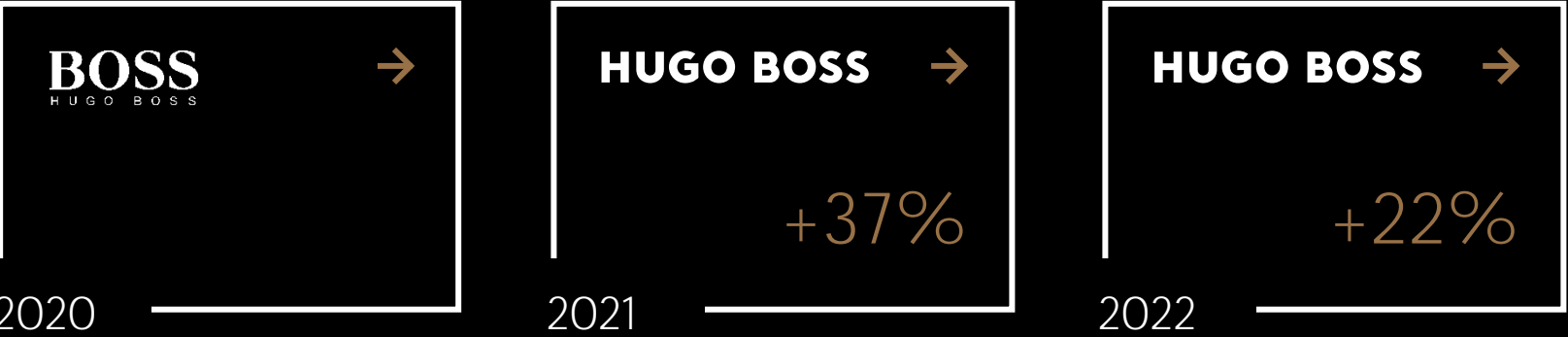
WE CLAIMED OUR POSITION

AND ACHIEVED IMPRESSIVE MOMENTUM:
BOOSTING BRAND VALUE,
REIGNITING BRAND HEAT, AND
GAINING MARKET SHARE.



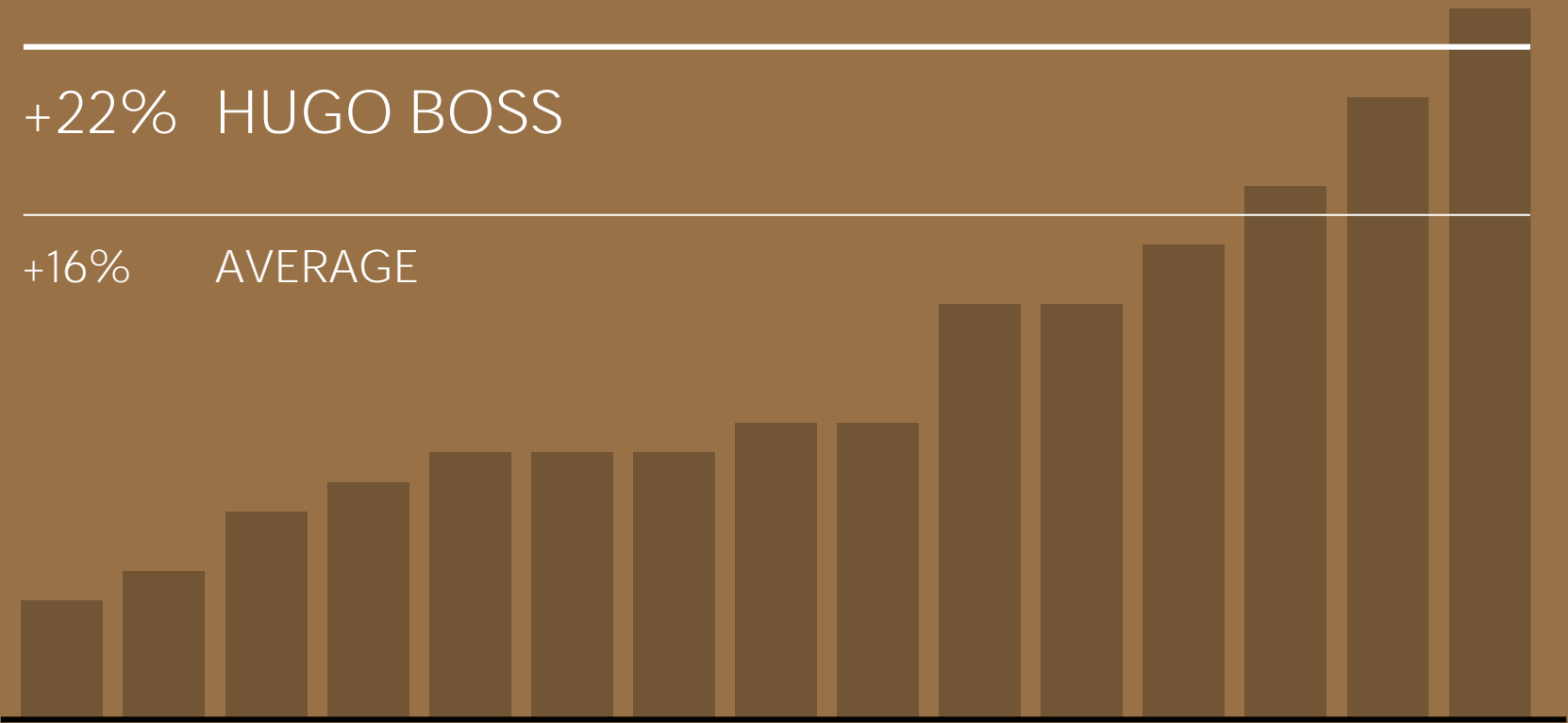
SIGNIFICANT INCREASE IN
BRAND VALUE
BEST GLOBAL BRANDS 2022

Interbrand



STRONG OUTPERFORMANCE VS. AVERAGE GROWTH OF THE TOP 100 BRANDS

TOTAL BRAND VALUE INCREASE (2022 VS. 2021)



BOSS CLAIMS

1ST PLACE
IN BRAND HEAT
RANKING FOR
THE FIRST TIME

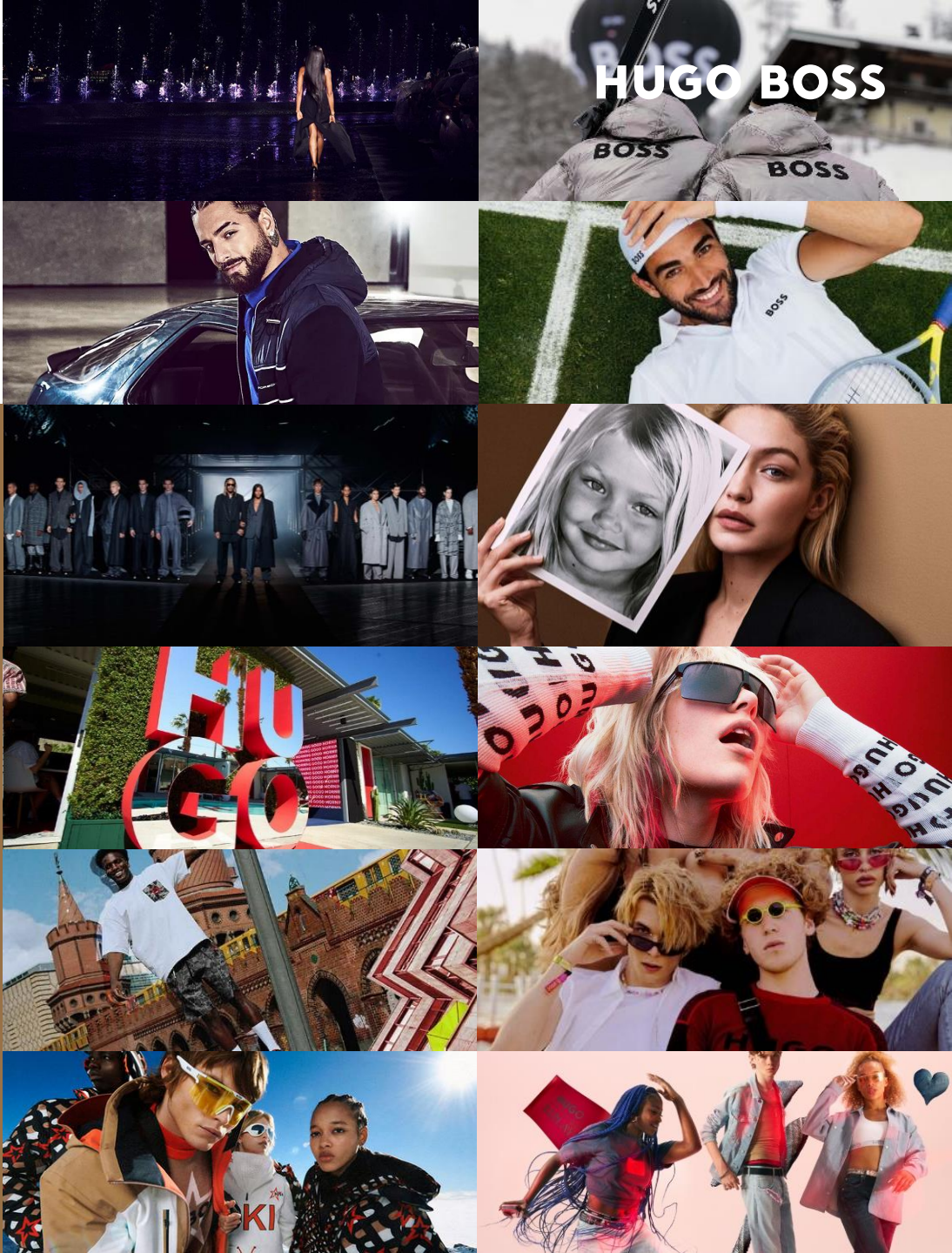
*THE BRAND HEAT INDEX IS AN INTERNAL RANKING DEVELOPED
WITH MARKET RESEARCH FIRM IPSOS.



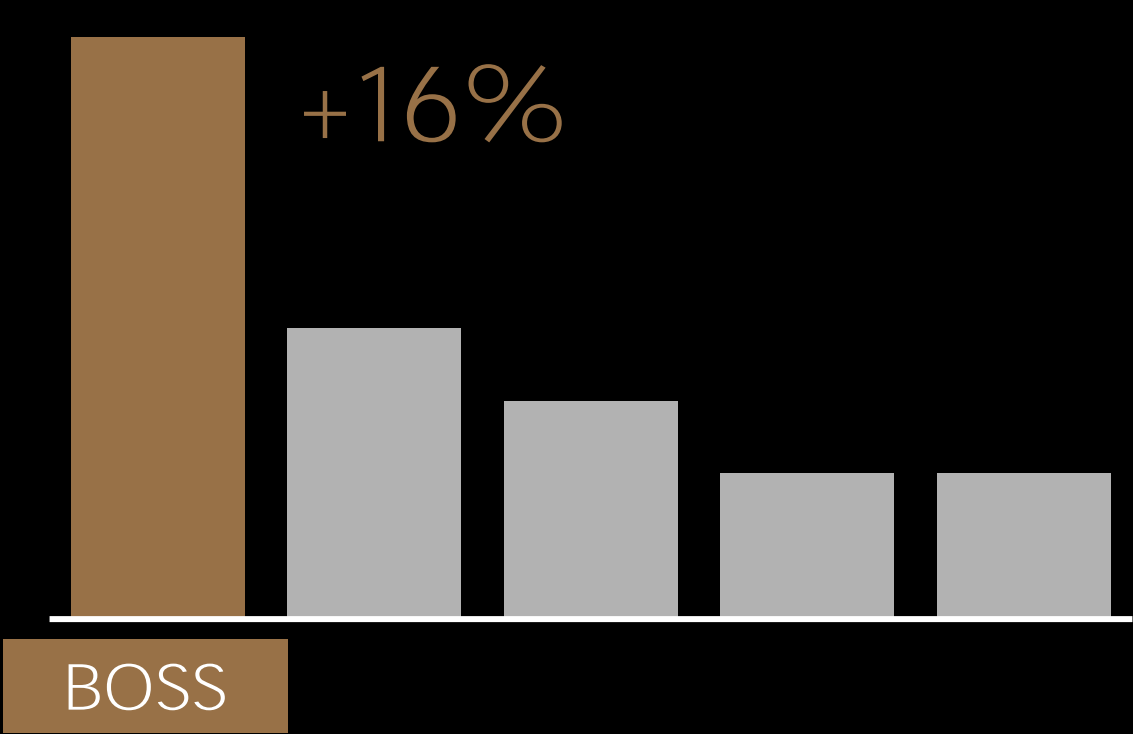
RECORD-BREAKING RESULTS ON SOCIAL MEDIA AND BEYOND

>80 B
IMPRESSIONS
ACROSS ALL
CHANNELS

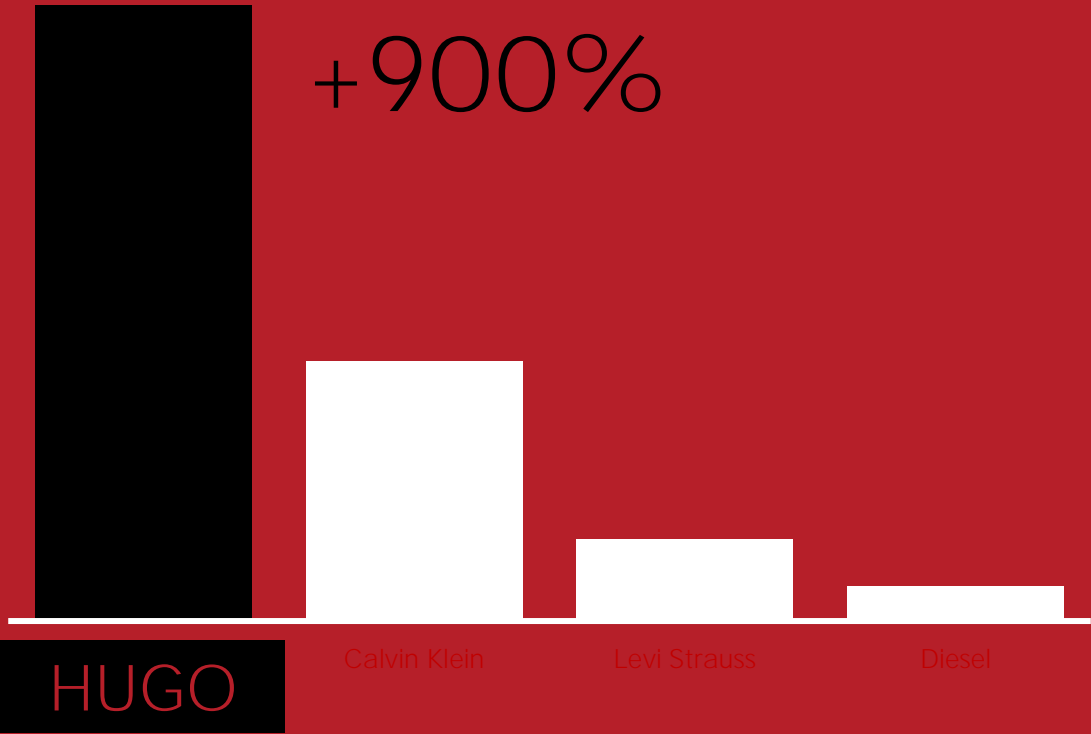
>2 B
ENGAGEMENTS
ACROSS SOCIAL
MEDIA



THE FASTEST GROWING
BRAND ON INSTAGRAM

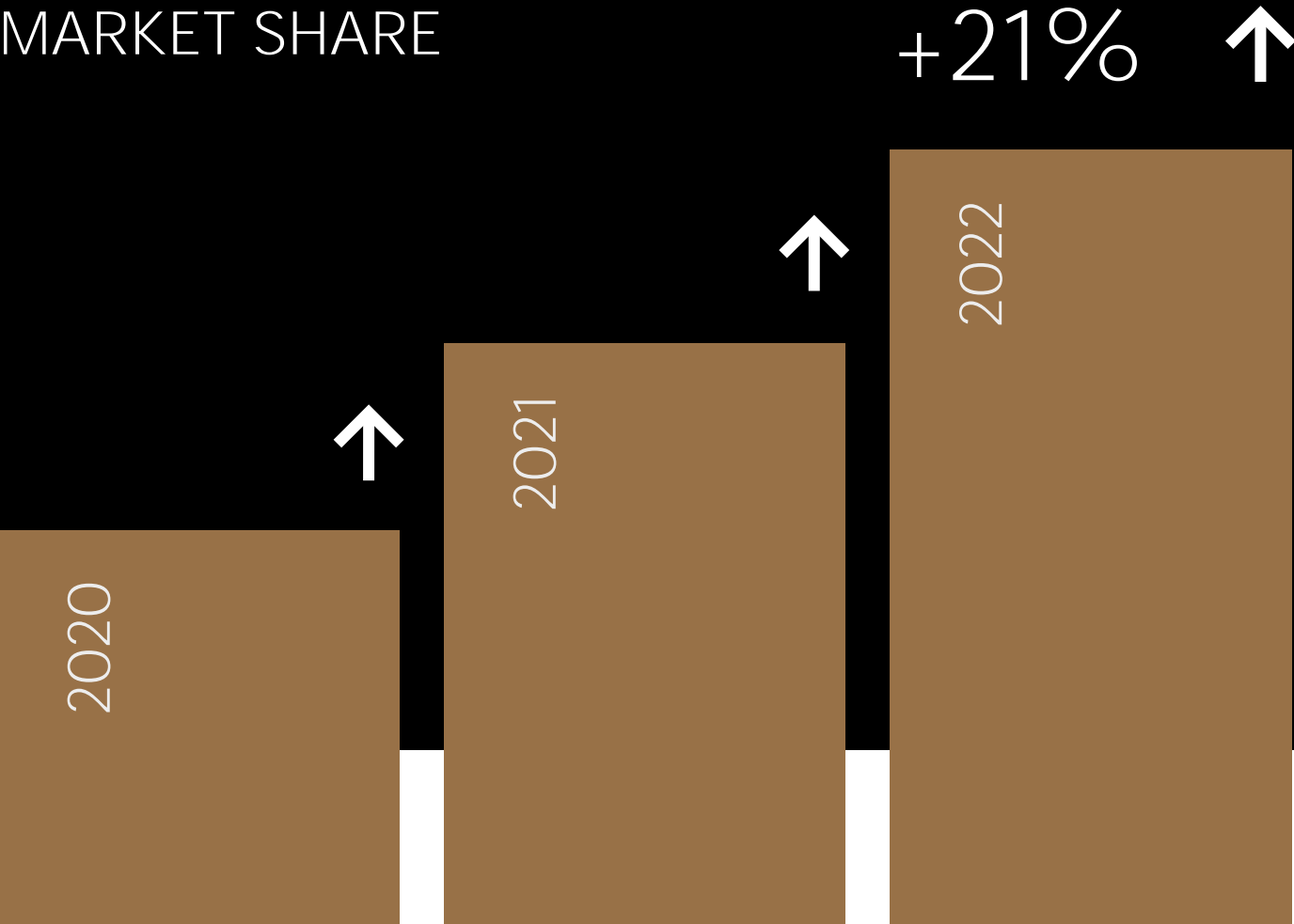


THE FASTEST GROWING
BRAND ON TIKTOK



SIGNIFICANT MARKET SHARE GAINS IN 2022

MARKET SHARE



02

PRODUCT IS KING

CLAIM 2

HUGO BOSS



02
02
02
02

HIGHLIGHTS

PRODUCT IS KING



STRONG PROGRESS IN ESTABLISHING BOSS AND HUGO AS 24/7 LIFESTYLE BRANDS

+27%

CASUALWEAR SALES
CURRENCY-ADJUSTED
2022 vs. 2021

Strong and
diverse
product mix

+25%

FORMALWEAR SALES
CURRENCY-ADJUSTED
2022 vs. 2021

Clear brand
lines for every occasion

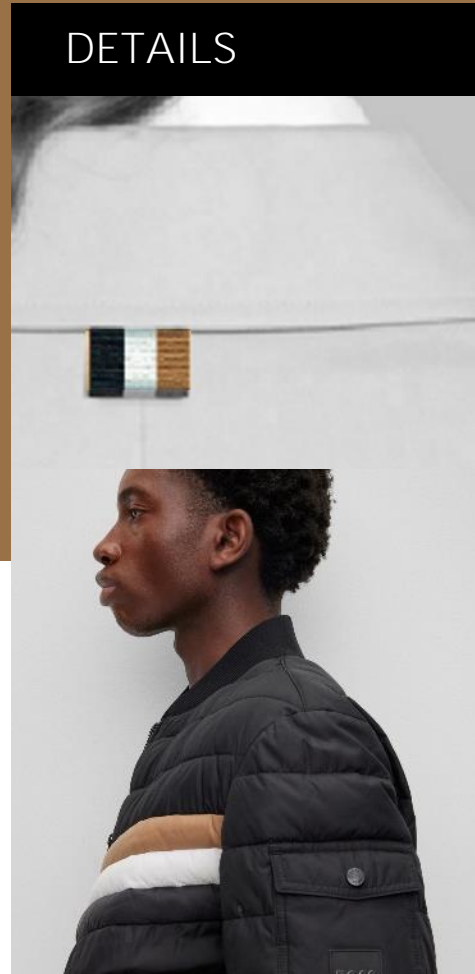
+30%

SHOES & ACCESSORIES
CURRENCY-ADJUSTED
2022 vs. 2021

Growth opportunities in
important product
categories

BOSS

ICONIC DESIGN AND STRONG PRODUCT COMPETENCES



HUGO BOLD BRANDING – STREET TAILORING



03

LEAD IN DIGITAL

CLAIM 3

HUGO BOSS



HIGHLIGHTS LEAD IN DIGITAL



+36%

DIGITAL STYLE CREATION
(WINTER 2023 VS. WINTER 2022)



>25 K

DIGITAL SHOWROOM ORDERS
(FY 2022)



5.1%

RESPONSE RATE IN CONSUMER
OUTREACH PROGRAM

ACCELERATING SYSTEMATIC USE OF DATA WITH OUR DIGITAL FIRST APPROACH

DATA IS THE **NEW GOLD**
OF OUR CENTURY.

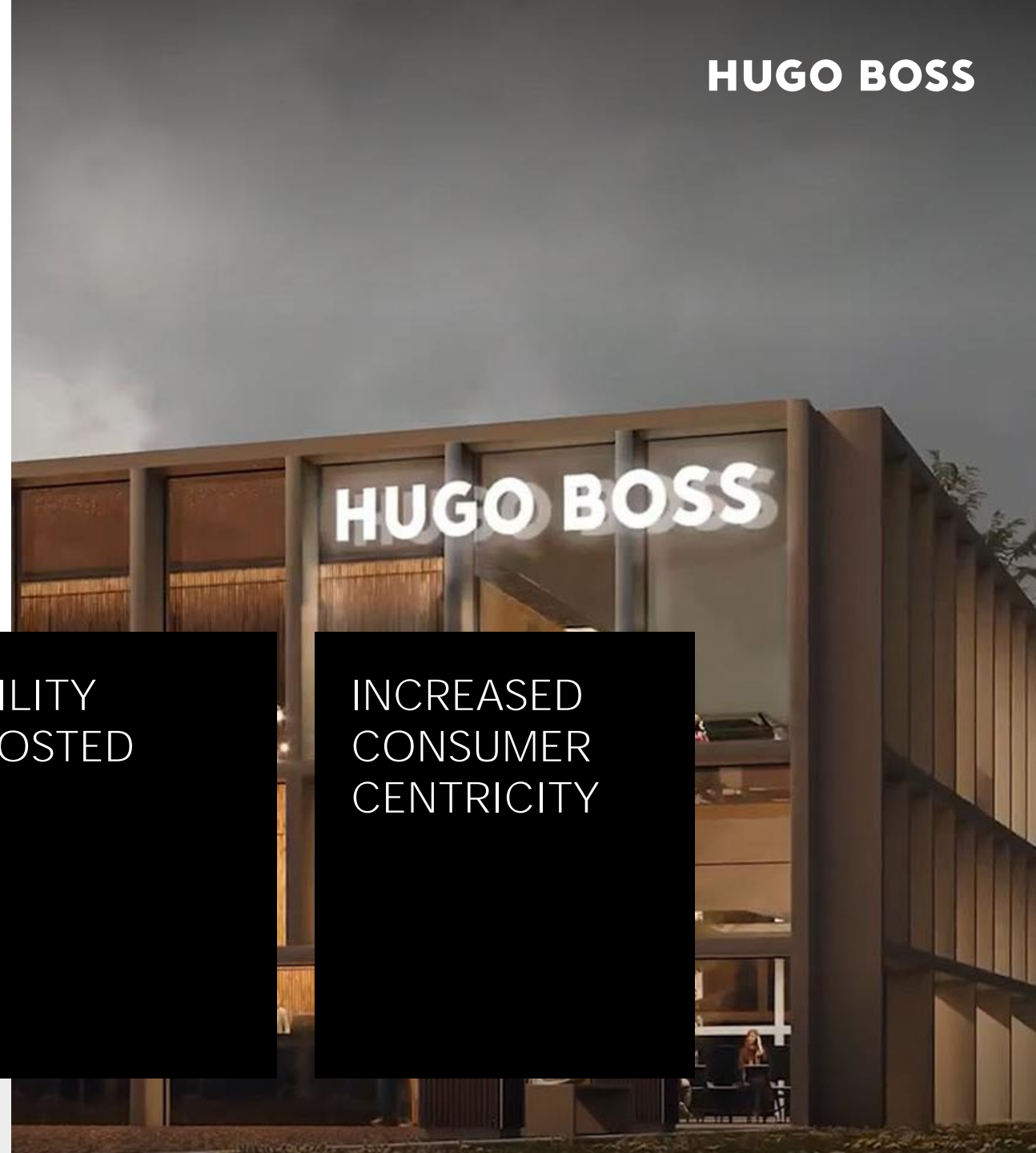
MORE
INNOVATIVE

EFFICIENCY
RAISED

AGILITY
BOOSTED

INCREASED
CONSUMER
CENTRICITY

HUGO BOSS



04

REBALANCE OMNICHANNEL

CLAIM 4

HUGO BOSS



04

04

04

04

HIGHLIGHTS REBALANCE OMNICHANNEL



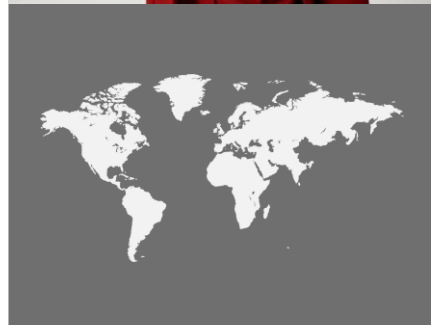
+29%

INCREASE IN STORE PRODUCTIVITY
(2022 VS. 2021)



+33%

GROWTH WITH WHOLESALE
PARTNERS
(VS. 2021)



+37%

MEMBER SALES
(VS. 2021)

SUCCESSFULLY REBALANCED OMNICHANNEL GROWTH & PRODUCTIVITY GAINS ACROSS CHANNELS, BRANDS, AND REGIONS



LINKING
DIGITAL &
PHYSICAL
WORLD

01

BEST-IN-
CLASS
CUSTOMER
EXPERIENCE

02



05

ORGANIZE FOR GROWTH

CLAIM 5

05
05
05
05



HIGHLIGHTS

ORGANIZE FOR GROWTH



14%

SHARE OF OWN PRODUCTION
(IN 2022)



2x

CAPACITY IN IZMIR FACILITY
ALMOST DOUBLED
(IN 2022)



DIGITAL
TWIN

TECH-DRIVEN BUSINESS
PLATFORM IMPLEMENTED
(IN 2022)

IMPLEMENTING A NEW ORGANIZATIONAL SETUP AND A ROBUST SUPPLY CHAIN TO FOSTER LONG-TERM GROWTH



IMPLEMENTING A
MORE EFFICIENT
ORGANIZATIONAL
SETUP

INVESTING
IN OUR OWN
PRODUCTION &
SUPPLY CHAIN
CAPABILITIES

FOCUSING
ON KEY INITIATIVES
LIKE THE DIGITAL
TWIN

HOWEVER,
THE BEST
IS YET TO
COME!



€5 BILLION SALES IN 2025
≥12% EBIT MARGIN IN 2025
BECOME ONE OF THE
TOP 100 GLOBAL BRANDS

NEW AMBITION



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

BRANDS



CHANNELS



REGIONS



CLAIM 5 UPDATE

CLAIM 5

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

01

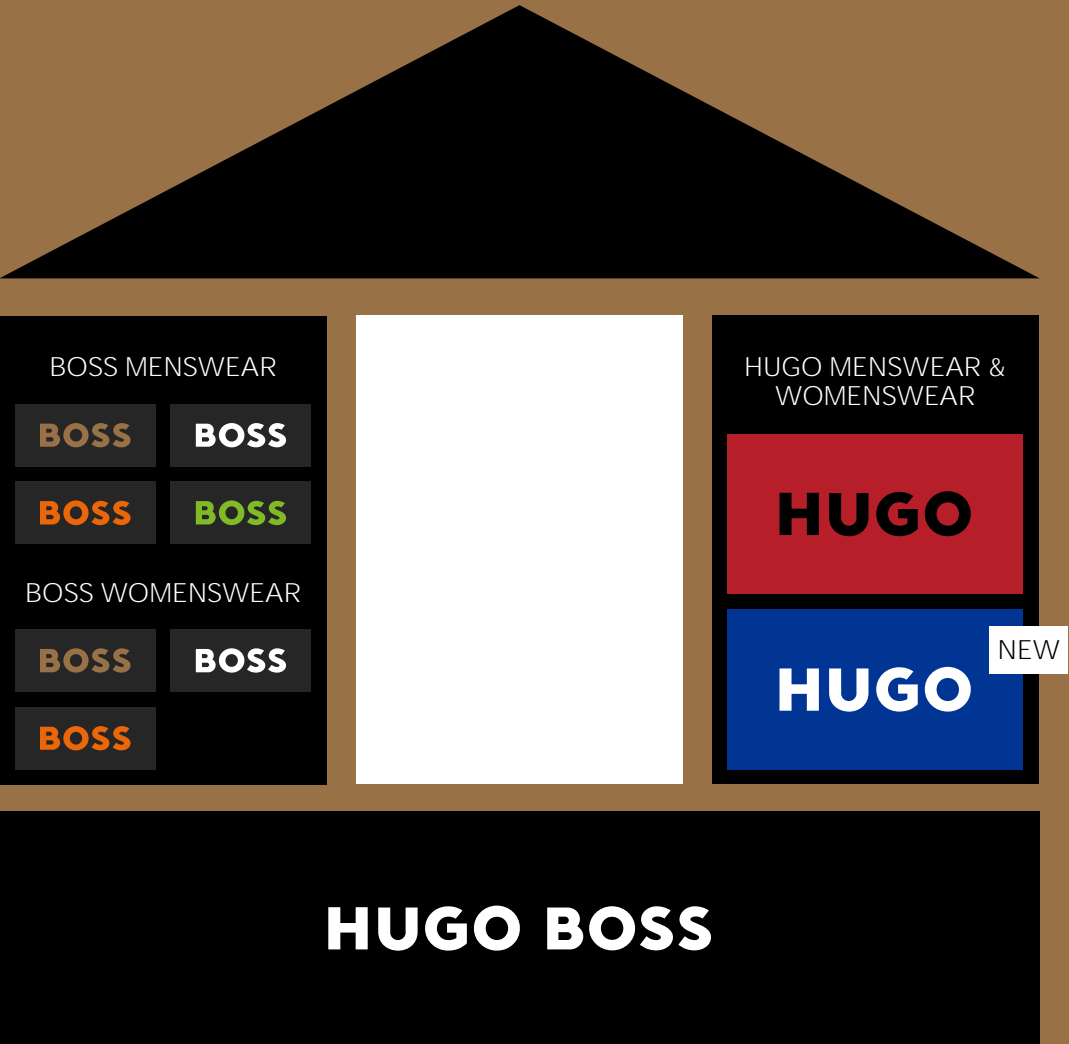
BOOST BRANDS

CLAIM 1

01
01
01
01

HUGO BOSS





STRONG COMMITMENT TO
TWO-BRAND STRATEGY
WITH MULTIPLE BRAND LINES

BOSS	LUXURIOUS-WEAR
BOSS	TAILORING & SMART CASUALWEAR
BOSS	CASUALWEAR
BOSS	ATHLEISUREWEAR
HUGO	STREET TAILORING & CASUALWEAR
HUGO	DENIMWEAR & BEYOND

FROM PHASE 1



TO PHASE 2

BOOSTING
AWARENESS
& TURNING
CONSUMERS
INTO FANS

ACTIVATING
OUR FANS
& MAINTAINING
AWARENESS



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

BOSS
BOSS
BOSS
BOSS
BOSS

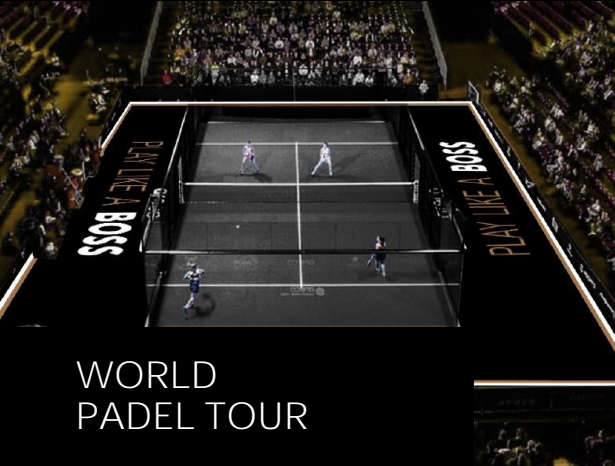
BE
YOUR
OWN
BOSS



BE
YOUR
OWN
BOSS

BOSS
BOSS
BOSS
BOSS
BOSS

BOSS 2023
UPCOMING HIGHLIGHTS



BOSS
BOSS
BOSS
BOSS
BOSS

FALL/WINTER 2023 ALL-STAR CAST: FAMILIARITY & SURPRISE



& OUR
EMPLOYEES

NAOMI X BOSS

DROPPING IN FEBRUARY 2024

A BOSS TEAMS
UP WITH OTHER
BOSSES.

HUGO BOSS

BOSS
BOSS
BOSS
BOSS
BOSS
BOSS
BOSS



INFLUENCER CAMPAIGN
WITH HERO PRODUCTS

NEW BOSS LOGO
"DOUBLE B"
TO BE REVEALED
IN EARLY 2024



HUGO
HUGO
HUGO
HUGO
HUGO

HUGO
YOUR
WAY



HUGO
YOUR
WAY

HUGO
HUGO
HUGO
HUGO
HUGO

HUGO 2023
UPCOMING HIGHLIGHTS



HUGO X S&C – **HUGO NIGHTS**
MAY & JULY



HUGO X BELLA POARCH
SEPTEMBER



HUGO X URBANISTA
JUNE

HUGO
HUGO
HUGO
HUGO
HUGO

02

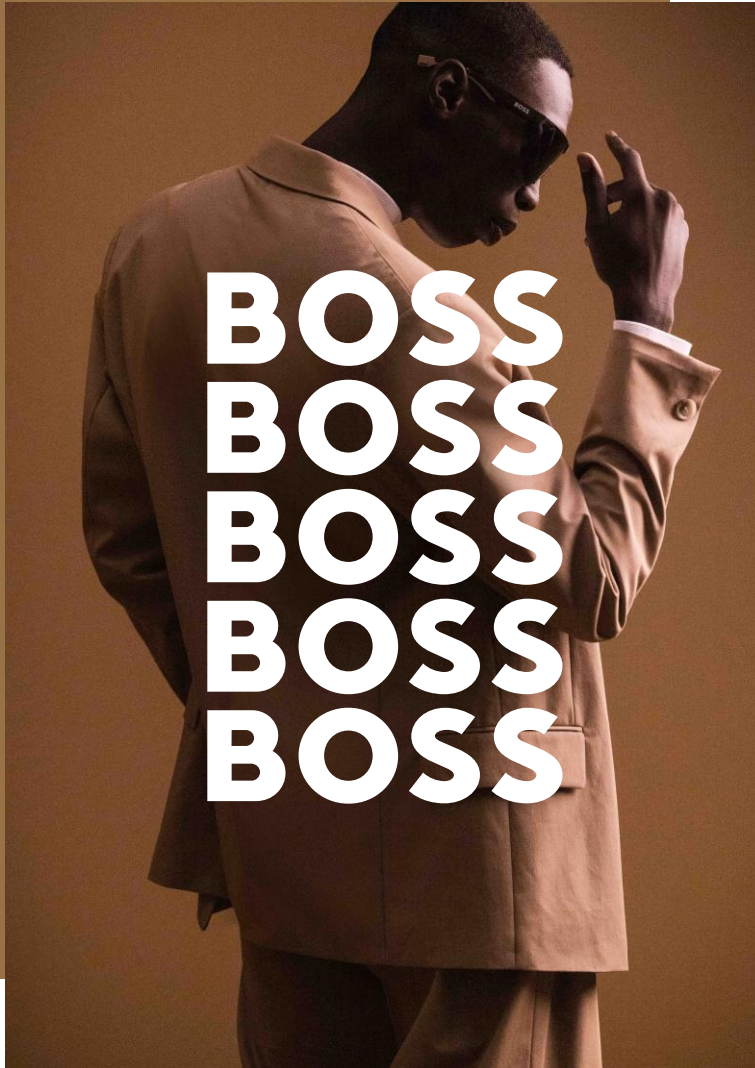
PRODUCT IS KEY

CLAIM 2

HUGO BOSS



02
02
02
02



GROUP
INITIATIVES
ACROSS
BRANDS



TARGETED ASSORTMENT PLAN

ALIGNING PRODUCT STRATEGY WITH COMMERCIAL OBJECTIVES

2022

~45%





CORE MERCHANDISE

NOS

NOS

NOS

NOS



Kaito1 1018637102
Color: 294

Tessler 150 10241543 01
Color: 404

Pallas 1024153101
Color: 041

Leno-P 1024150101
Color: 001





(SEASONAL) BASIC

Seasonal Carryover

Seasonal Carryover

Seasonal NOS

Seasonal NOS



H-Hyde-224 10244030 01
Color: 001

H-Hyde-Standup-224 10244030 01
Color: 030

Pallas 1024153102
Color: 366

Leno-P 1024150101
Color: 438

~40% THE FOUNDATION

~10%

CAPSULE

Nordstrom Anniversary Offer FA23



COLLABS

BOSS XRA

BOSS X PHIPPS

PORSCHE X BOSS



QUICK RESPONSE

Iconic Hoodie

Trousers Injection FW23



Econy2_JN 10249429 01
360


Kane_PL_JN 10249518 01
294 404

~20% STAY RELEVANT

~45%

SEASONAL FASHION

Showroomcollection



~40% INSPIRE

TARGET

↓
DRIVING SALES
& PROFITABILITY

↓
CREATE A BUZZ

↓
CREATING NEWNESS
& DRIVING SALES

OVERALL PRODUCT STRATEGY



REGIONAL APPROACH

Grasp growth opportunities in local markets by targeting regional needs



WIN IN WOMAN

Consolidate existing core offer and grasp new opportunities



HERO PRODUCTS

Fully leverage existing hero products and create new ones to be the visual expression of **our brands' identity**

BOSS MENSWEAR



BOSS

BRAND LINES REFLECT BOSS MENSWEAR 24/7 LIFESTYLE PROMISE



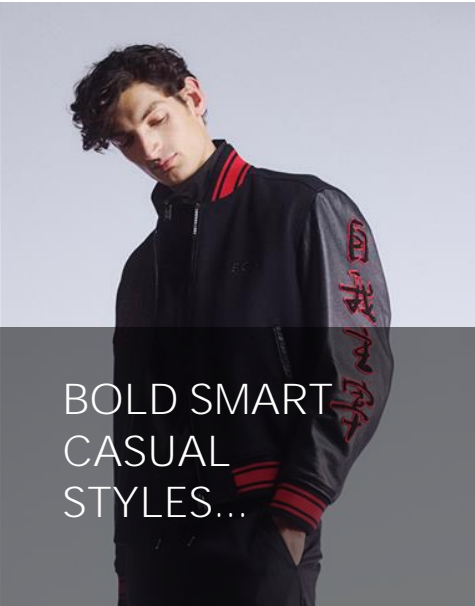
FROM HIGH-END
TAILORING
HERITAGE...

BOSS CAMEL



TO MODERN
PERFORMANCE
SUITS...

BOSS BLACK



BOLD SMART
CASUAL
STYLES...

BOSS ORANGE



AND DENIM
COMPETENCE...

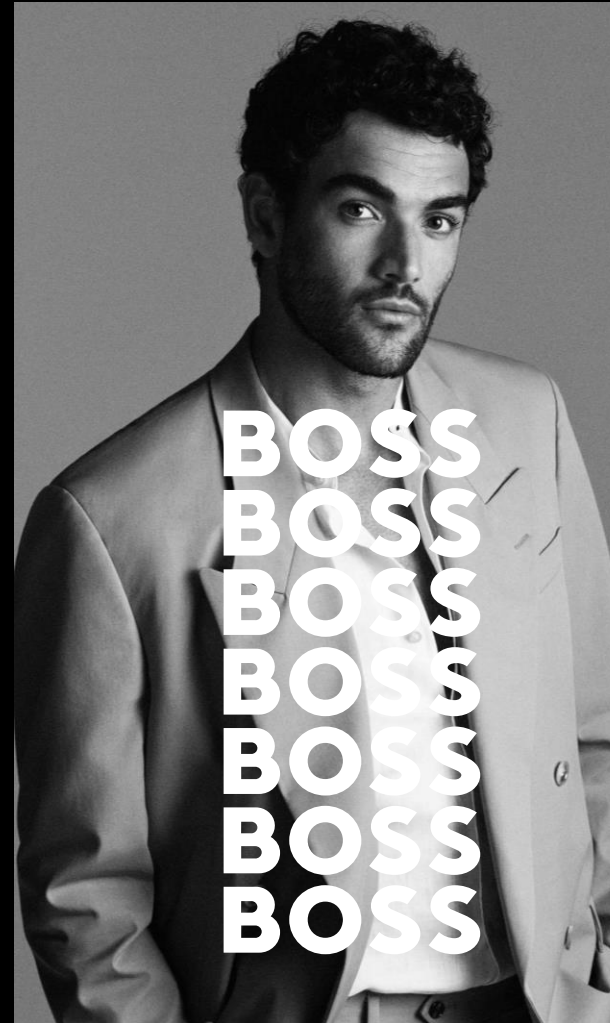
BOSS GREEN



TO AN ACTIVE
LIFESTYLE

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

HERO PRODUCTS
BOSS MENSWEAR

HERO
PRODUCTS
BOSS
MENSWEAR



THE PERFORMANCE
SUIT



THE STATEMENT
SWEATER

HERO
PRODUCTS
PER BRAND
LINE



BOSS
INVESTMENT PIECE



BOSS
PERFORMANCE SUIT



BOSS
STATEMENT SWEATER



BOSS
DENIM



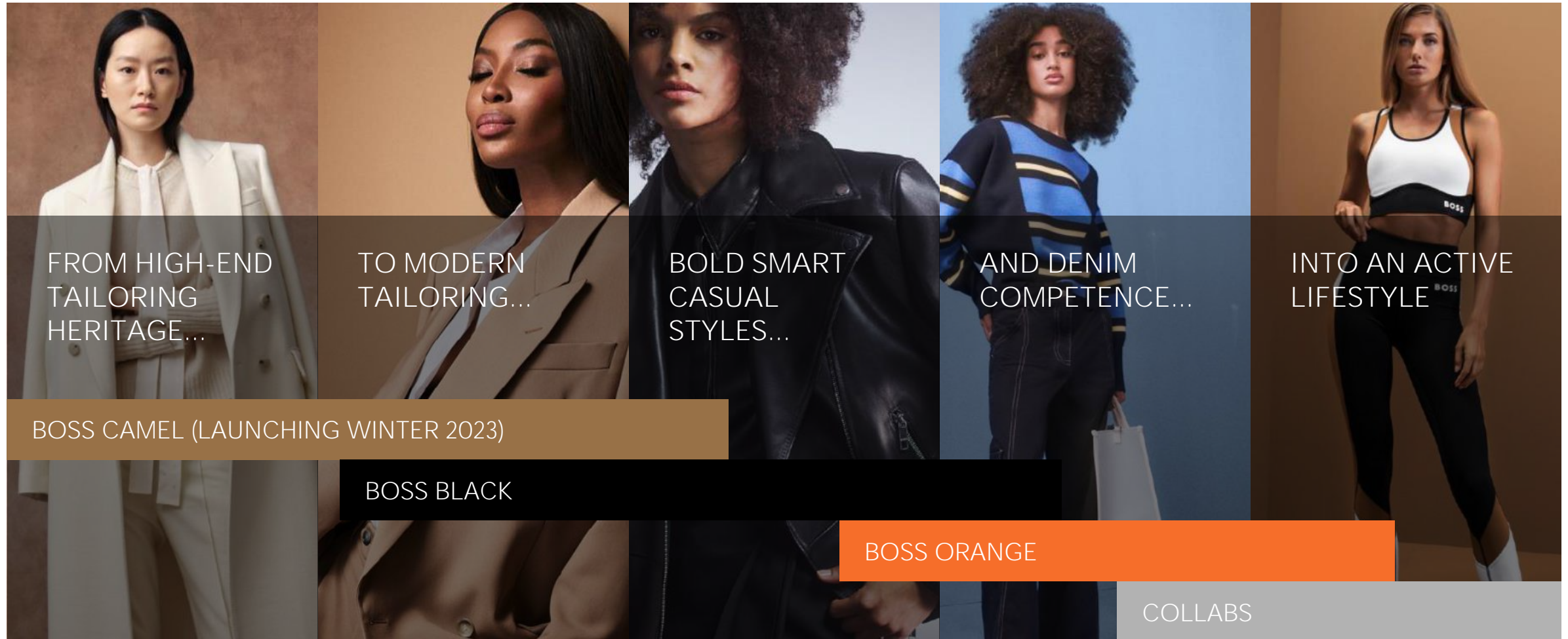
BOSS
TRACK SUIT

BOSS WOMENSWEAR



BOSS

BRAND LINES REFLECT BOSS **WOMENS**WEAR 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

HERO PRODUCTS
BOSS WOMENSWEAR

HERO
PRODUCTS
BOSS
WOMENSWEAR



THE POWER
SUIT



THE POWER
DRESS

HERO
PRODUCTS
PER BRAND
LINE



BOSS
HIGH-END TAILORING



BOSS
POWER SUIT

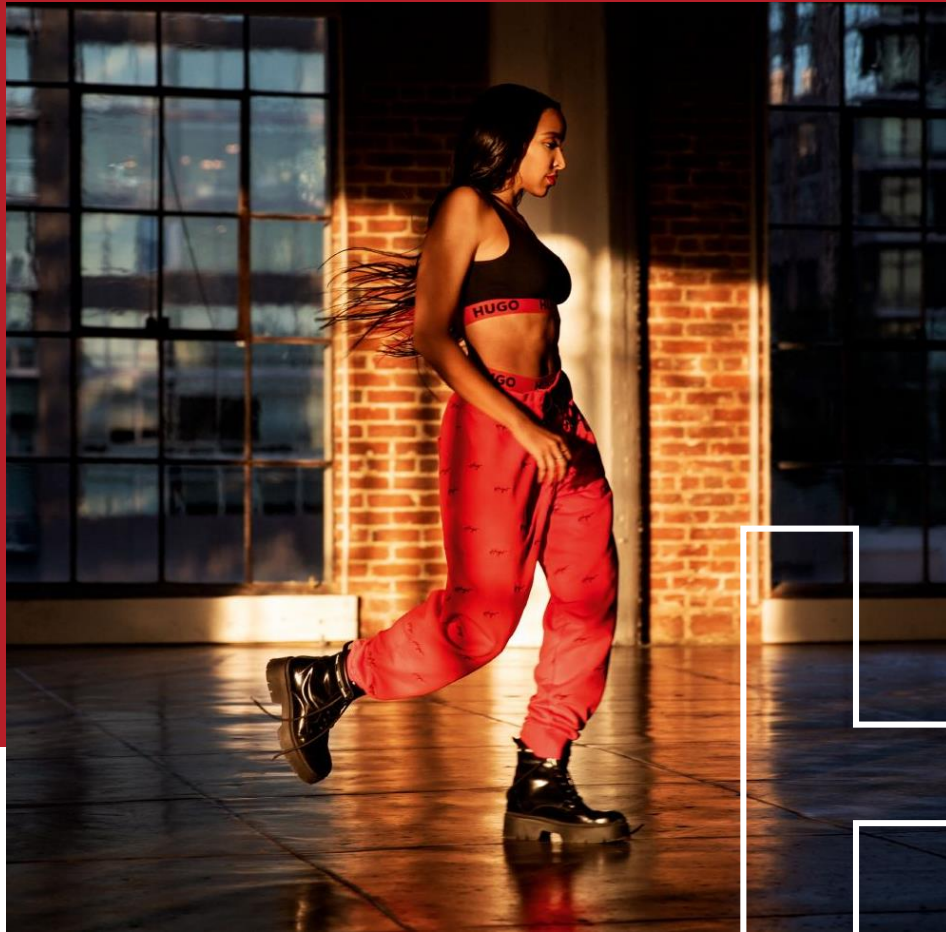


BOSS
POWER DRESS



BOSS
DENIM

HUGO



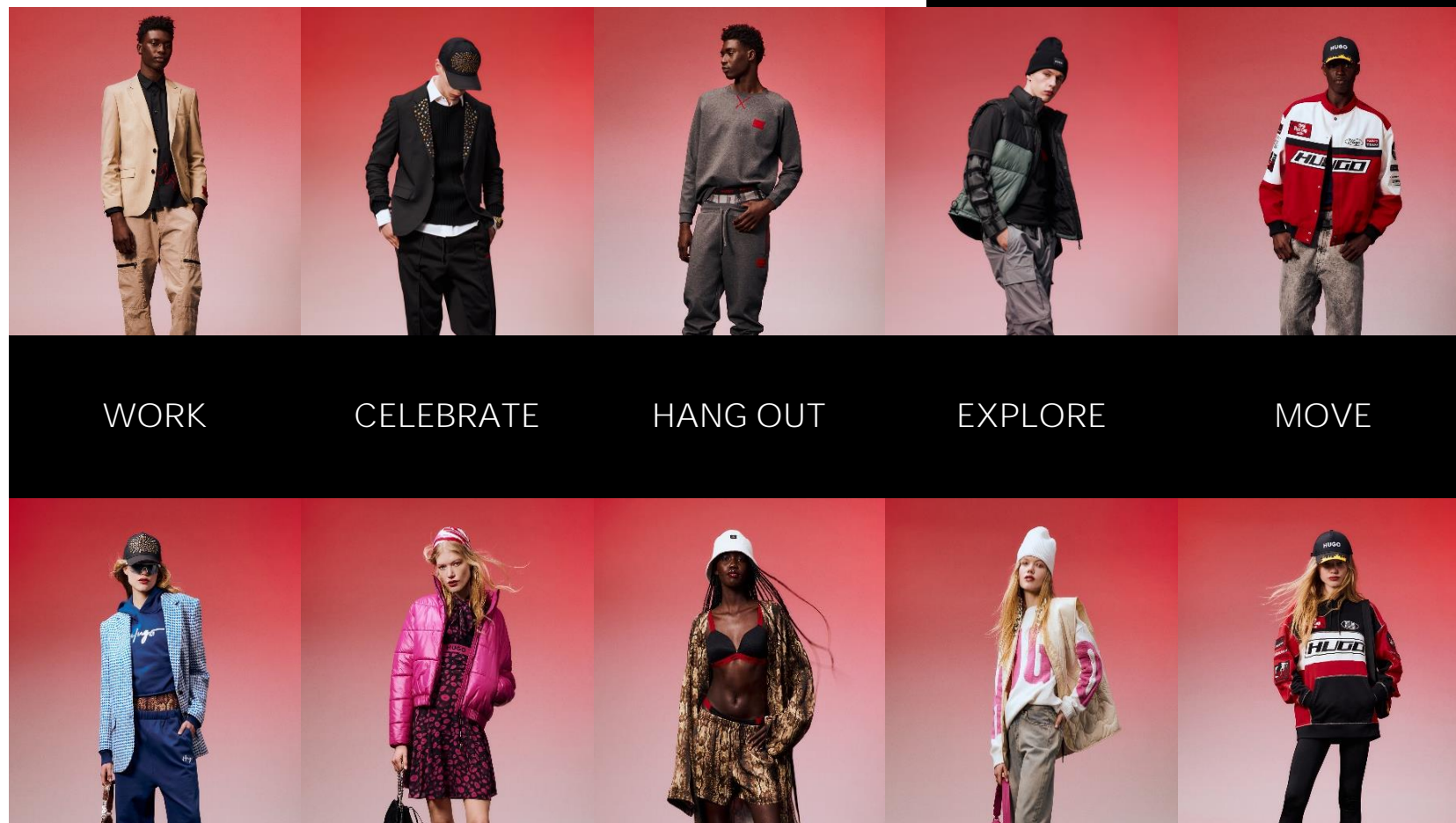
HUGO

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

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

HERO PRODUCTS

HUGO RED



CONTEMPORARY
SUITING



OUTERWEAR
JACKET



SLEEVELESS
BLAZER



LEATHER
JACKET

HUGO BLUE

IS THE NEW
BRAND LINE OF THE
HUGO BRAND WITH
DENIM AT THE CORE

HUGO
HUGO
HUGO
HUGO



HUGO BLUE EMPHASIZING COMMERCIAL STYLES WITH DENIM AT THE CORE

PRICING
FULL ALIGNMENT WITH
THE ENTRY PRICE LEVEL
OF HUGO RED

AVAILABLE
IN STORES FROM
FEBRUARY 2024

CONSUMER
GEN HUGO – PASSIONATE
ABOUT DENIM, INFLUENCED
BY STREET CULTURE

DISTRIBUTION
ACROSS ALL CONSUMER
TOUCHPOINTS –
ONLINE AND OFFLINE



PRODUCT STRATEGY LICENSES

- Leverage license business to extend the 24/7 lifestyle offering
- Create the right product offer to leverage regional opportunities
- Increase brand desirability to push female business
- Build on hero products to scale license business
- Close alignment with license partners to ensure consistent brand image



HUGO BOSS

GLOBAL LICENSES BUSINESS
EXTENDS 24/7 LIFESTYLE PROMISE



FRAGRANCES



EYEWEAR



WATCHES &
JEWELRY



KIDSWEAR



HOME



WRITING &
GIFTS



DOG
ACCESSORIES



GOLF APAC
NEW LAUNCH (APR 2023)



CYCLING
NEW LAUNCH (JUN 2023)



EQUESTRIAN
NEW LAUNCH (AUG 2023)

BOSS
BOSS
BOSS
BOSS
BOSS

HUGO
HUGO
HUGO
HUGO
HUGO

03

LEAD IN DIGITAL

CLAIM 3

HUGO BOSS



03
03
03
03

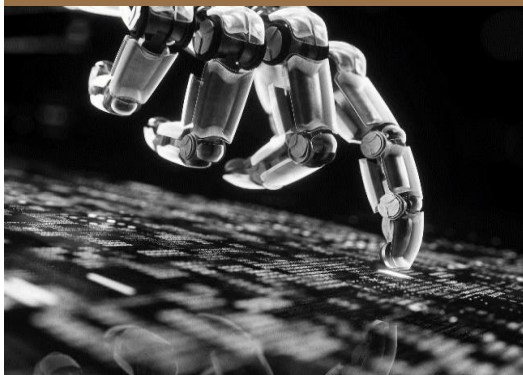
ONGOING JOURNEY TO TRANSFORM HUGO BOSS INTO A DATA- AND TECH-DRIVEN FASHION PLATFORM

LEAD IN DIGITAL

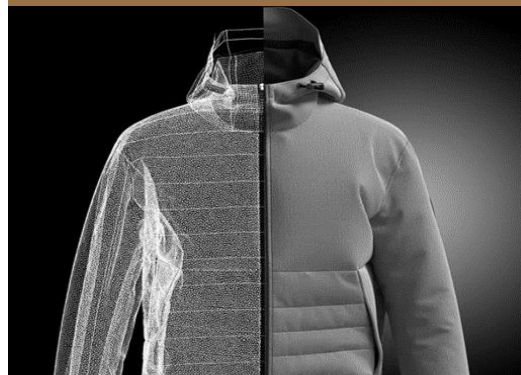
INCREASE
USE OF DATA
ANALYTICS



LEVERAGE THE
POTENTIAL OF
GENERATIVE AI



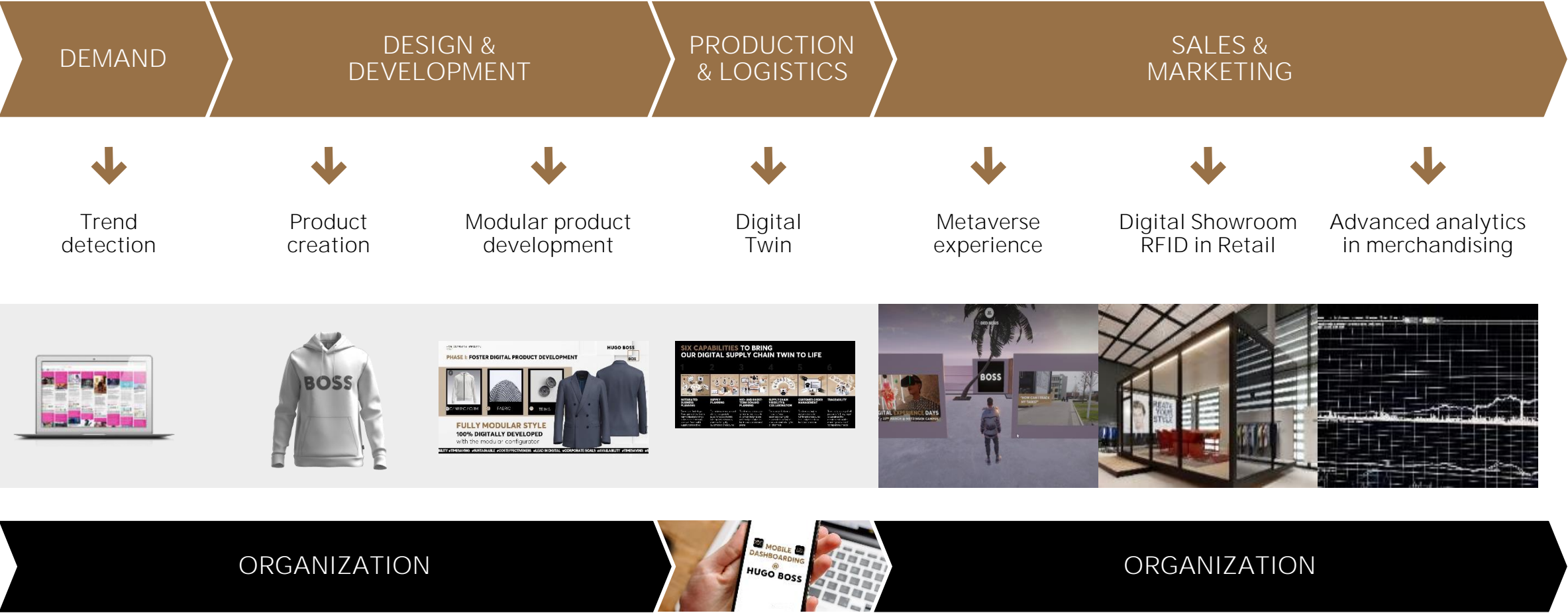
INCREASE
SHARE OF
DIGITAL STYLES



FURTHER
DEVELOP
DIGITAL SERVICES



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



DIGITAL CAMPUS TO SUPPORT DIGITAL JOURNEY AND DEVELOP ANALYTICS ROAD MAP

LEVERAGE THE
POWER
OF DATA

BOOST OUR
COMPETITIVE-
NESS

TRANSFORM
INTO A
DATA-DRIVEN
COMPANY

DATA IS THE NEW GOLD OF OUR CENTURY



CREATING FURTHER ACTIONABLE INSIGHTS AND FOSTER USE CASES WITH THE HELP OF AI AND MACHINE LEARNING

DEMAND
& DESIGN

DEVELOPMENT

PRODUCTION
& LOGISTICS

SALES
& MARKETING



RECOGNIZE
TRENDS

TREND DETECTION
FOR DESIGN
CONCEPT



MAKE RELIABLE
FORECASTS

COGS
FORECASTING



CONTROL
PURCHASING

SUPPLY CHAIN
TRANSPARENCY
REVAMP



OPTIMIZE
PRICING

DYNAMIC
PRICING

04

DRIVE OMNICHANNEL

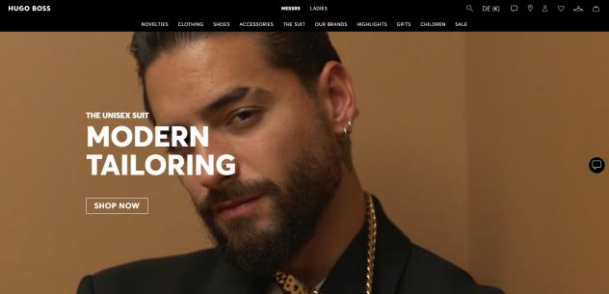
CLAIM 4

04
04
04
04



DRIVE OMNICHANNEL ACTIVITIES
ACROSS ALL TOUCHPOINTS

ONLINE



GROWING
DIGITAL BUSINESS

STRONG DIGITAL
PARTNER BUSINESS

RETAIL



RECORD-BREAKING
RETAIL SALES

POP-UP STORES
ENHANCE EXPERIENCE

WHOLESALE



OUTPERFORMING
B2B BUSINESS

DSR ROLL-OUT
IN FULL SWING

METAVVERSE



METAVVERSE STRATEGY
COMING TO LIFE

EXPLORING
I-COMMERCE

05

ORGANIZE FOR GROWTH

CLAIM 5

05
05
05
05



CONTINUOUS FOCUS ON ORGANIZATIONAL EFFICIENCY, SUPPLY CHAIN CAPABILITIES, AND THE EXECUTION OF CLAIM 5

ORGANIZE FOR GROWTH

LEVERAGE
BUSINESS
OPERATIONS
PLATFORM

INCREASE GLOBAL
SUPPLY CHAIN
CAPACITIES &
NEARSHORING

ACCELERATE THE
EXECUTION OF
STRATEGIC
INITIATIVES

HUGO BOSS



CSO

OLIVER
TIMM

CSO

HUGO BOSS

04

DRIVE OMNICHANNEL

CLAIM 4

04
04
04
04



WE MOVE TO WHERE CONSUMERS EXPECT US TO BE

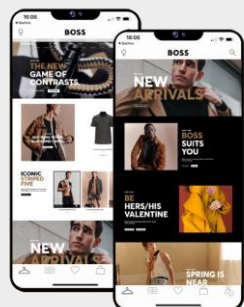
RETAIL



WHOLESALE



OMNICHANNEL



DIGITAL



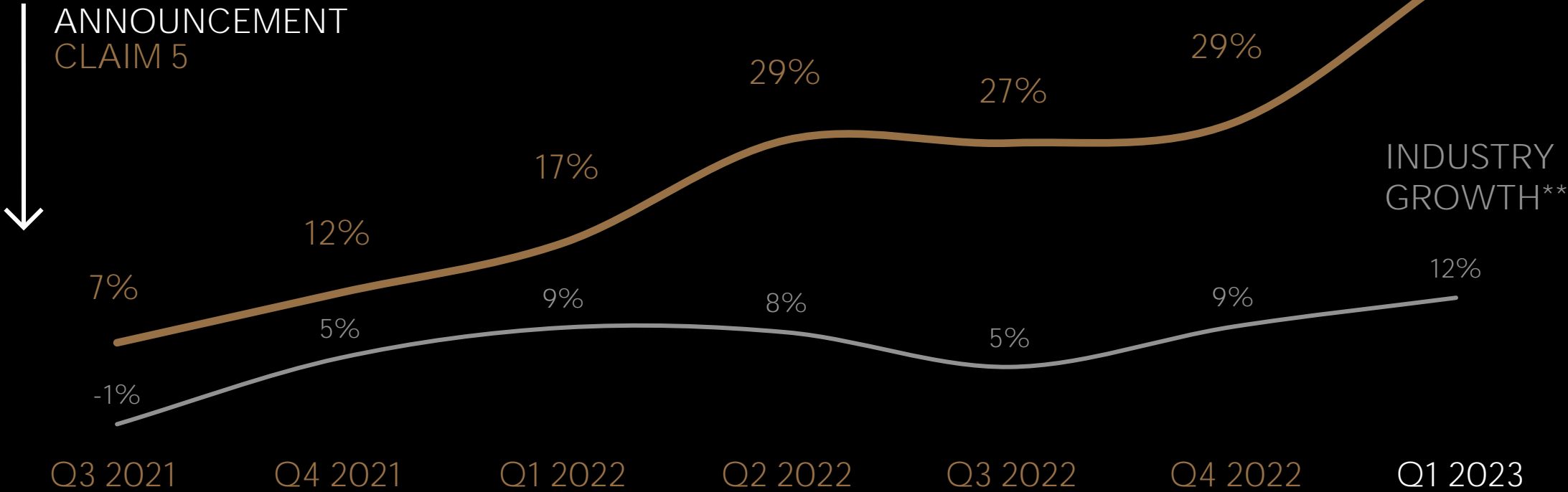
METaverse

EACH CHANNEL FULFILLS PARTICULAR CUSTOMER NEEDS...
...THEREFORE, WE NEED TO BE OMNIPRESENT

	<div>RETAIL STORES</div> <div>EXPERIENCE THE BRANDS</div> <div>BOSS HUGO</div>	<div>FRANCHISE STORES</div> <div>GET THE BRANDS' PRODUCTS</div> <div>BOSS HUGO</div>	<div>OUTLET STORES</div> <div>INTRODUCE THE BRANDS</div> <div>BOSS HUGO</div>	<div>DEPARTMENT STORES</div> <div>ENJOY VARIETY OF BRANDS</div> <div>NORDSTROM HOUSE OF FRASER <small>SINCE 1849</small></div>
<div>SOCIAL & I-COMMERCE</div> <div>INSPIRED BY THE BRANDS</div> <div></div>	<div>HUGOBOSS APP</div> <div>BENEFIT FROM BRAND LOVE</div> <div>BOSS HUGO</div>	<div>HUGOBOSS. COM</div> <div>DISCOVER THE BRANDS</div> <div>BOSS HUGO</div>	<div>PURE PLAYER</div> <div>FIND FASHION</div> <div>天猫 TMALL.COM FARFETCH zalando</div>	<div>BRICKS & CLICKS</div> <div>GET FASHION</div> <div>galeries Lafayette de Bijenkorf </div>

OMNICHANNEL APPROACH STRONGLY ACCELERATES SALES GROWTH

SALES DEVELOPMENT*
VS. 2019 LEVELS



* Currency-adjusted
** HUGO BOSS core peer group consisting of
11 European and U.S. premium fashion peers.

STRONG DOUBLE-DIGIT GROWTH ACROSS ALL BRANDS, REGIONS, AND CHANNELS

SALES GROWTH
Q1 2023 VS. Q1 2019*



* Currency-adjusted

BECOMING THE HIGHEST- POSITIONED PREMIUM BRAND

HUGO BOSS



FROM POINTS
OF SALE

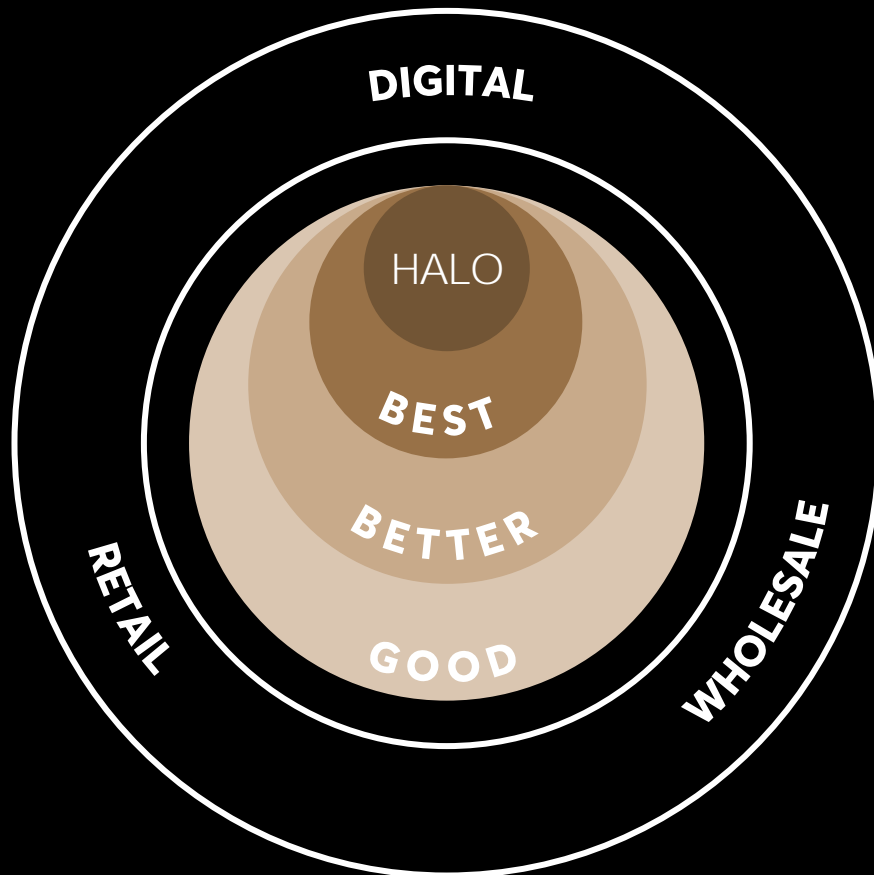
WE CONTINUE TO INVEST
IN OUR CUSTOMER
TOUCHPOINTS...

...TO PROVIDE A
SUPERIOR SHOPPING
EXPERIENCE

TO POINTS OF
EXPERIENCE



IMPLEMENTING A GOOD-BETTER-BEST-HALO SEGMENTATION STRATEGY TO BE OMNIPRESENT...



DRIVING BRAND POSITIONING
AND BRAND DESIRABILITY



ASSORTMENT



LOCATION



BRAND EXPERIENCE



STORE CONCEPT



MARKETING CONTENT

...AND TO ENSURE CONSISTENT NEXT-LEVEL EXPERIENCE IN A DIVERSE GLOBAL DISTRIBUTION



HALO
BOSS, LONDON REGENT STREET



BEST
BOSS, BERLIN KURFÜRSTENDAMM

TURNING CUSTOMERS INTO FANS

FOCUS ON RETAINING,
ACCOMPANYING, AND DEVELOPING
THE MOST VALUABLE CUSTOMERS

HUGO BOSS



BE RELEVANT AND INTERACTIVE

Provide customized content, unique service, as well as personalized and socializing entertainment

MEMBERS
SPEND
MORE



+60%

DRIVE LOYALTY
AND PUSH
MEMBER SALES

PUSH CRM & LOYALTY

ACTIONS



- Increase customer engagement and retention
- Establish 360° view of customers' interactions
- Implement next-level loyalty program
- Leverage data to improve relevancy of communication

ENABLERS



- Advanced analytics to consolidate data across all touchpoints
- Personalized customer journey
- State-of-the-art loyalty program focusing on a "money can't buy" experience

2025



~4.0 M

ACTIVE MEMBERS

2022



~2.0 M

ACTIVE MEMBERS

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

RETAIL

BRICK-AND-MORTAR RETAIL FOOTPRINT AROUND THE GLOBE



~1,300
RETAIL TOUCHPOINTS

THEREOF ~470
FULL-PRICE STORES



IN-STORE BRAND EXPERIENCE SIGNIFICANTLY ELEVATED

RETAIL ACHIEVEMENTS

- Optimized and expanded global store portfolio
- Implemented new and exciting store concepts
- Tapped into shop-in-shop opportunities
- Launched the digital journey in-store



ACHIEVEMENTS

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

> **€2.5 B**

AMBITION 2025

>8%

CAGR 2022-2025

>50%

SHARE OF
GROUP SALES

TURNING POINTS OF SALE INTO THE "PLACE TO BE" FOR FANS

TOUCHING ALL SENSES OF OUR CUSTOMERS



SEE

Luxurious interiors contribute to visual experience



SMELL

An exclusive store scent creates a welcoming atmosphere



TASTE

BOSS bars and cafés invite customers to spend more time in store



HEAR

In-store music contributes to creating the right brand environment



TOUCH

Showcasing products with digital tools and in-store features

BOSS

REFRESHING
THE STORE
PORTFOLIO
WITH AN
ENGAGING
CONCEPT

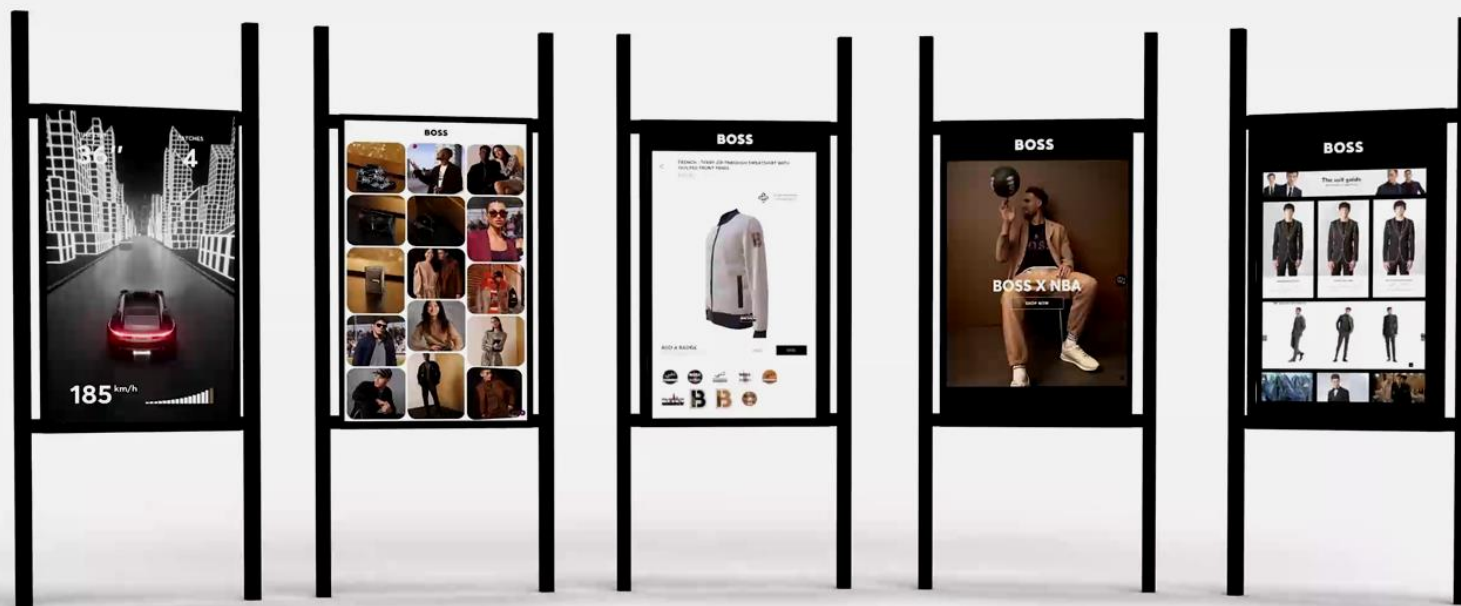


HUGO

REFRESHING
THE STORE
PORTFOLIO
WITH AN
ENGAGING
CONCEPT



DRIVING INTERACTION VIA IN-STORE DIGITALIZATION



- Interactive windows
- Social media wall shopping
- Personalization station
- Inspirational shopping
- Shoppable kiosk
- Fit guide

...AND MORE TO COME

BOSS

BUILDING
THE RIGHT
ENVIRONMENT
TO GROW AND
STRENGTHEN
BOSS BRAND
LINES



BOSS WOMENSWEAR



BOSS CAMEL

ENGAGING POP-UP CONCEPTS AND HOSPITALITY TO SURPRISE FANS GLOBALLY

RECENT SUCCESSES



BOSS
PERFORMANCE
WUHAN



BOSS CAFÉ
ROME



DE BIJENKORF
TAKEOVER
NETHERLANDS



CICPE
HAINAN

UPCOMING



BOSS BAR
LONDON
REGENT STREET



BOSS X
DUBAI AURA
SKYPOOL



INVESTING UP
TO €600 M IN
STORE PORTFOLIO



~25%

of stores refreshed
by end of 2022



~40%

of stores to be refreshed
by end of 2023



~80%

OF STORES TO
BE REFRESHED BY
END OF 2025

SUCCESSFUL RETAIL STRATEGY LEADS TO STRONG PRODUCTIVITY GAINS

STORE
PRODUCTIVITY



+29%

2022 VS. 2021

HALO STORE
PRODUCTIVITY



+50%

2022 VS. 2021



INCREASE STORE PRODUCTIVITY BY AT LEAST 3% PER YEAR

STORE PRODUCTIVITY
(€/SQM)

≥3% PER
YEAR



11,900

2022

>13,000

2025 AMBITION

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

CONTINUE TO OPTIMIZE AND EVOLVE STORE PORTFOLIO

NUMBER OF
FULL-PRICE STORES

- Strong potential for additional stores across Asia/Pacific
- White space opportunities in both China and South East Asia & Pacific
- Store count in EMEA and the Americas to remain broadly stable



470

2022

~500

2025 AMBITION



BOSS, BRUSSELS



HUGO, KUALA LUMPUR

STORE OPENINGS 2023+ TO FURTHER ACCELERATE MOMENTUM



BOSS
DUBAI MALL

~50

NEW STORE
OPENINGS
PLANNED IN
2023



BOSS
CROWN CASINO
MELBOURNE



BOSS
ÜBERSEEUARTIER
HAMBURG



BOSS
LEIDSESTRAAT
AMSTERDAM



BOSS
AVENTURA
MIAMI



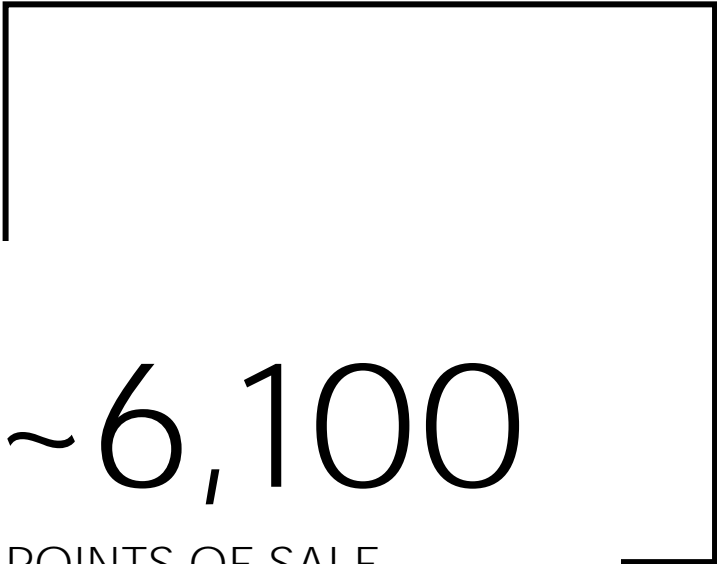
WIN WITH THE
WINNERS IN
WHOLESALE

WIN

BRICK-AND-MORTAR WHOLESALÉ FOOTPRINT
AROUND THE GLOBE



Selfridges, London



~6,100

POINTS OF SALE

THEREOF ~300
FRANCHISE STORES



RECORD-BREAKING ORDER SEASONS

WHOLESALE ACHIEVEMENTS

- Introduced brand lines and increased cross selling
- Invested in shop-in-shop refreshments
- Increased footprint at key department stores
- Rolled out next generation of digital showroom



ACHIEVEMENTS

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

LEVERAGING ALL BOSS BRAND LINES TO GAIN VISIBILITY AND DRIVE MARKET SHARE

- Increase brand visibility
- Capitalize on cross-selling opportunities
- Deliver true 24/7 brand experience



DRIVING WHOLESALE BY LEVERAGING BRAND STRENGTH

- Gain best locations in key department stores
- Add additional space by expanding footprint
- Continue shop-in-shop refreshes and gain attention through pop-ups

~1,000

SHOP-IN-SHOP REFRESHES
BY END OF 2023



EXPLOIT THE FULL POTENTIAL OF OUR GLOBAL FRANCHISE BUSINESS

FOCUS ON EXPANDING
IN EMERGING MARKETS

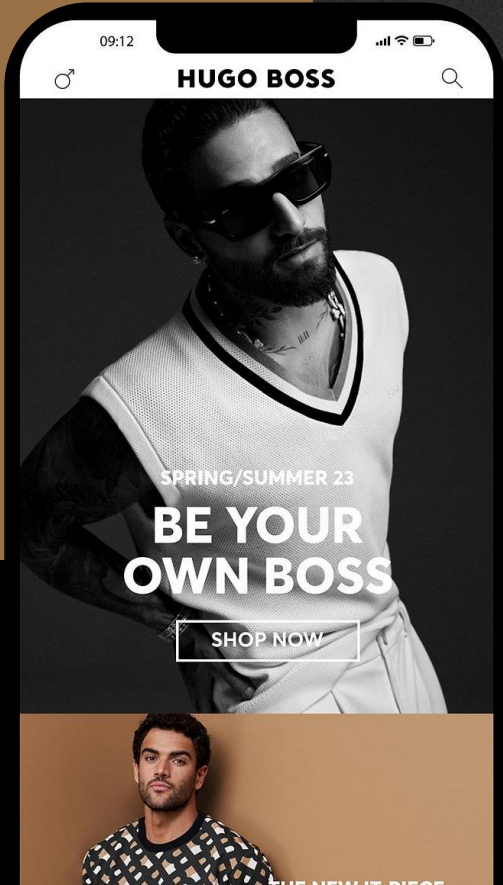


NUMBER OF
FRANCHISE STORES



INSPIRATIONAL IN DIGITAL

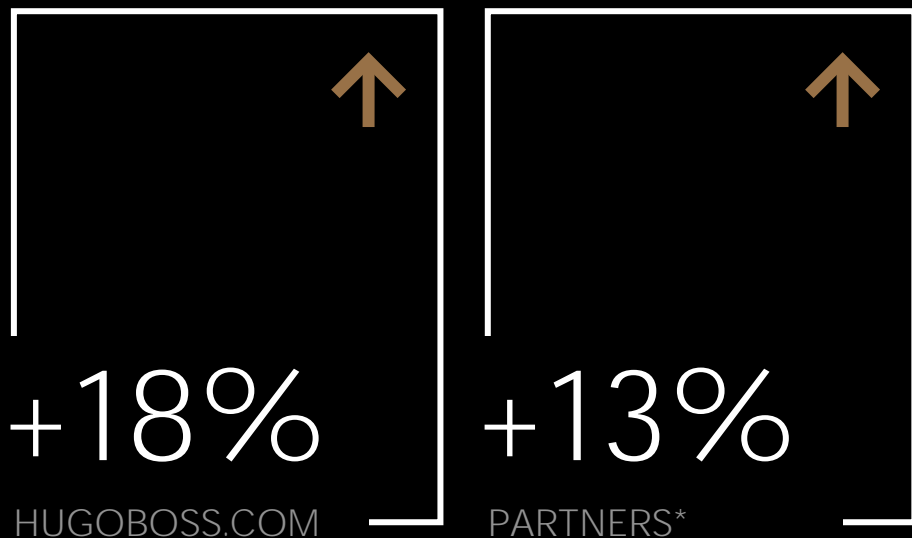
HUGO BOSS



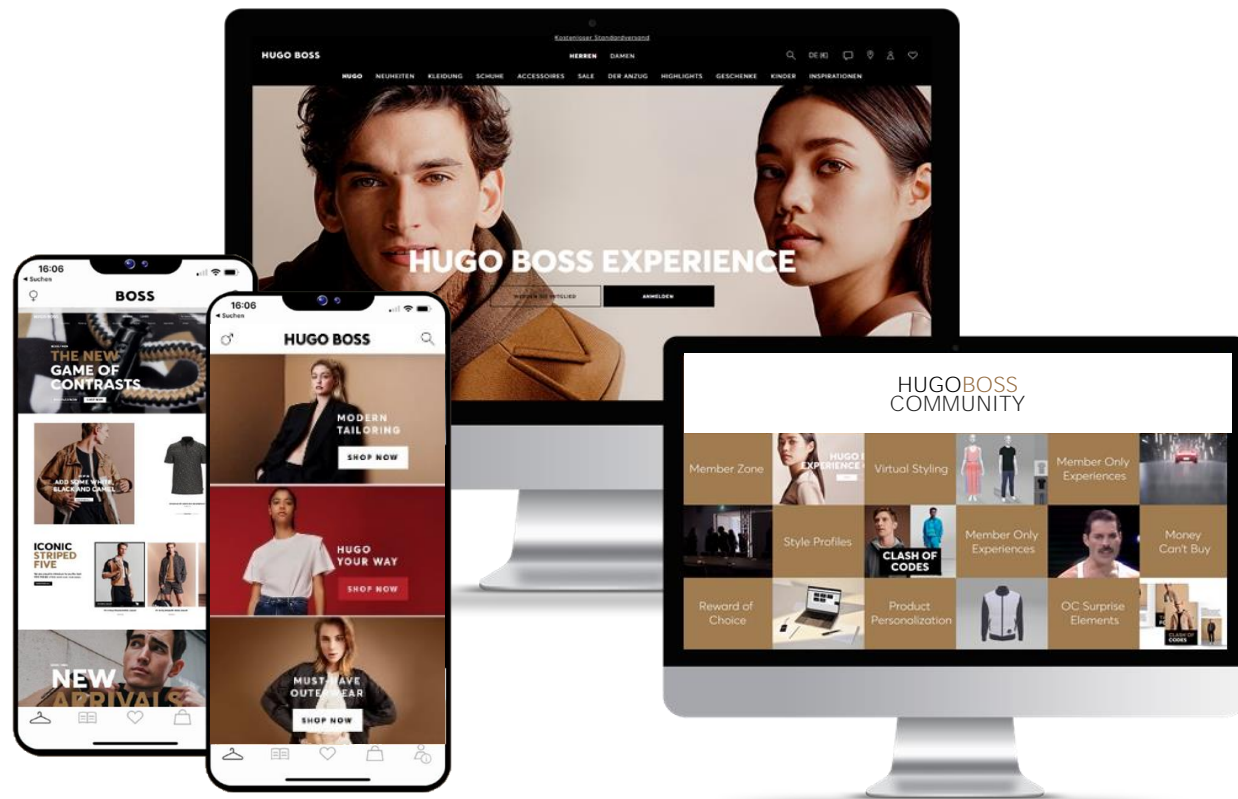
WE CONTINUOUSLY IMPROVE THE DIGITAL JOURNEY

DRIVING MARKET SHARES
IN DIGITAL

DIGITAL SALES
(2022 VS. 2021)



* Incl. online concessions and digital wholesale



STRONG IMPROVEMENT IN TRAFFIC AND CONVERSION

DIGITAL ACHIEVEMENTS

- Implemented two-brand strategy on hugoboss.com
- Expanded our digital presence through hugoboss.com and key partners
- Enhanced the digital experience and personalization, driving traffic and conversion
- Relunched the HUGOBOSS.COM APP as one connected touchpoint



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

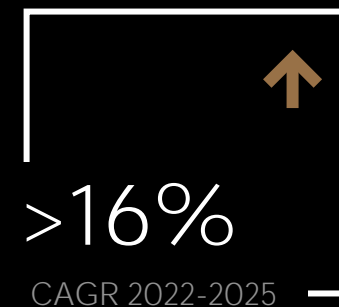
ENABLERS



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



AMBITION 2025



CAGR 2022-2025



SHARE OF
GROUP SALES

KEEP ON OPTIMIZING AND EXPANDING IN E-COMMERCE



GROWTH
ACCELERATION
IN KEY MARKETS



FULL INTEGRATION
OF HIGH-POTENTIAL
MARKETS



LAUNCH OF
HUGOBOSS.COM
IN NEW MARKETS

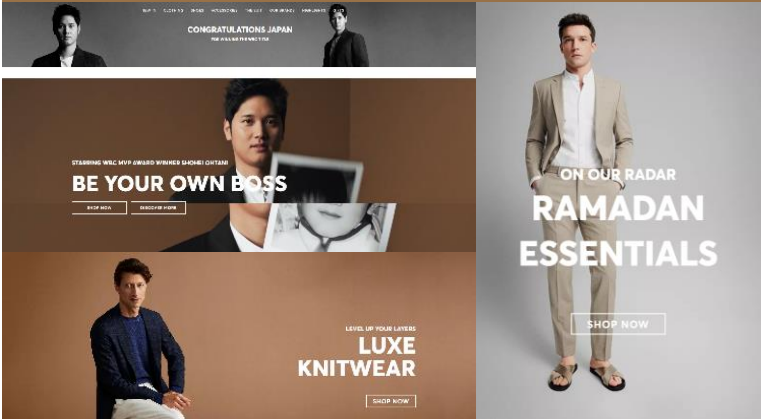
LEVERAGING POTENTIAL OF HUGOBOSS.COM BY DELIVERING NEXT-LEVEL DIGITAL EXPERIENCE

DESIRABLE
STORYTELLING AND
BRAND CONTENT



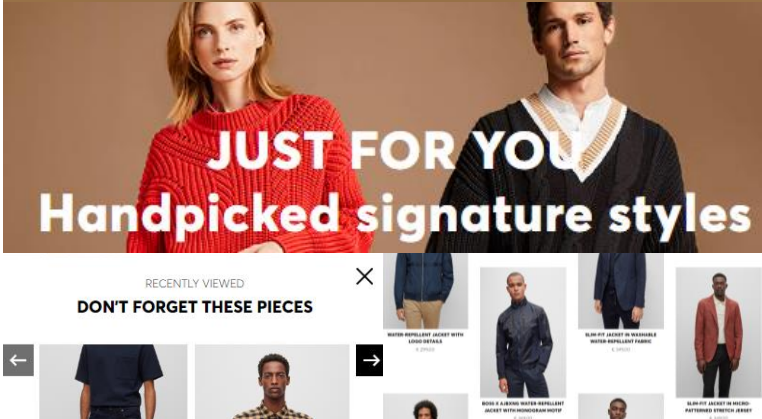
INCREASED PAGE VALUE

CONTENT DESIGNED
AND ADAPTED TO
LOCAL NEEDS



HIGHER TRAFFIC

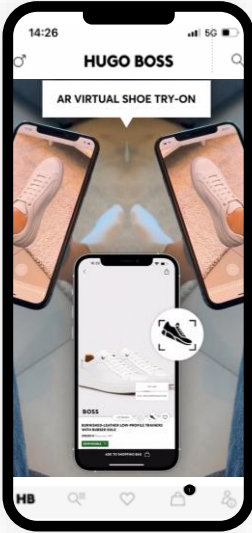
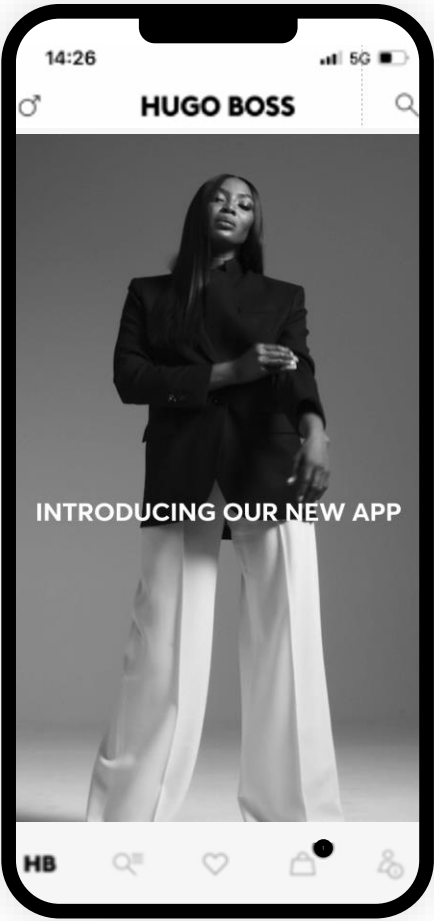
PERSONALIZED
CUSTOMER JOURNEY
LEVERAGING AI



NEW CUSTOMERS

HIGHER CONVERSION

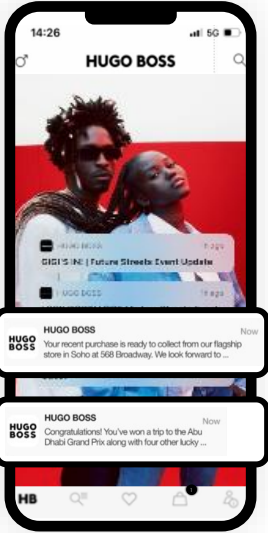
THE NEW HUGOBOSS.COM APP ESTABLISHES
ONE CONNECTED TOUCHPOINT



AR VIRTUAL SHOE TRY-ON



MY HUGO BOSS ID



PUSH NOTIFICATIONS



CHATBOT & CONVERSATIONAL AI

OFFERING A SEAMLESS JOURNEY
LINKED TO OUR LOYALTY PROGRAM



CREATE NEW WAYS TO INTERACT WITH CONSUMERS

EXPLORING I-COMMERCE

"READY PLAYER ME" VIRTUAL
FASHION COLLECTION

BOSS IMMERSIVE SHOWROOM

HUGO x IMAGINARY ONES

BOSS BOTTLED GAMING
ACTIVATION



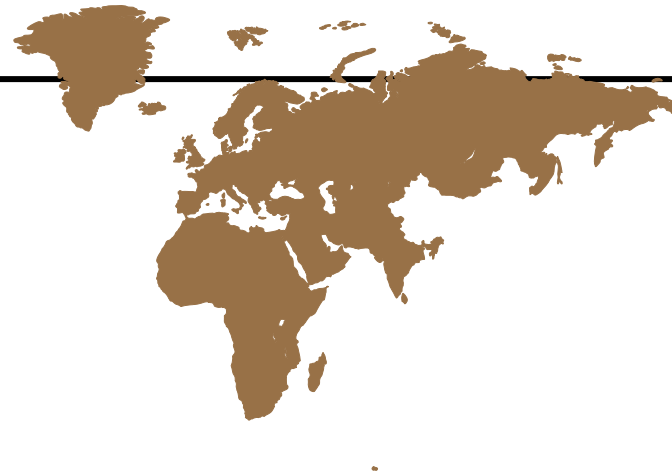
STRONG GROWTH ACROSS ALL REGIONS



KEEP GROWTH
TRAJECTORY IN
THE AMERICAS



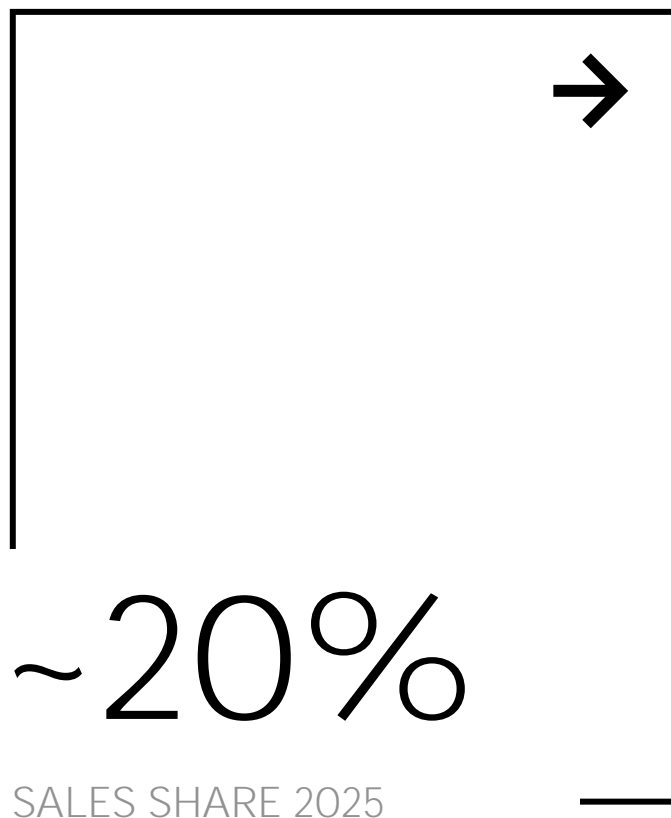
EXPLOIT GROWTH
MOMENTUM
IN EMEA



UNLEASH THE
FULL POTENTIAL
IN ASIA/PACIFIC



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



EXPLOIT GROWTH MOMENTUM IN EMEA



>55%

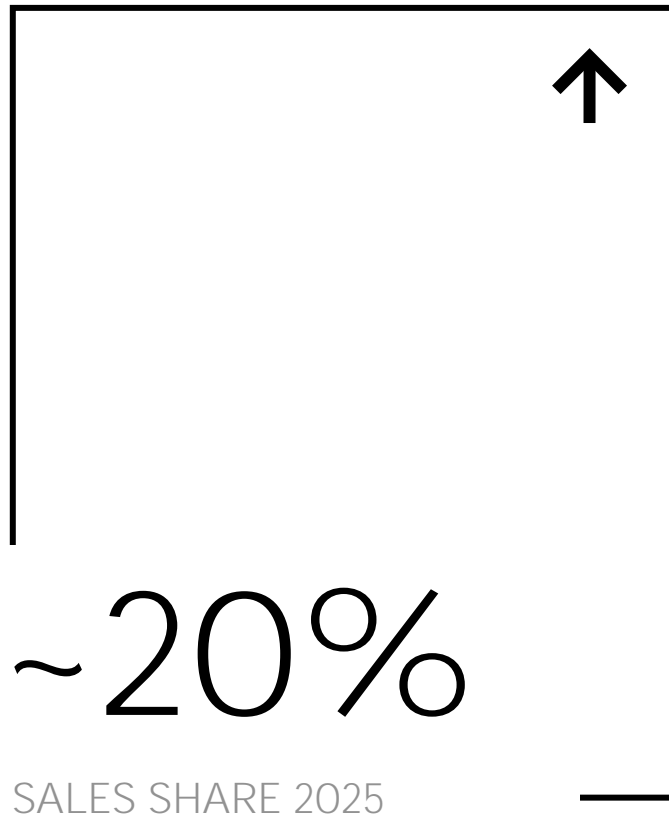
SALES SHARE 2025

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



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



HOW BIG IS BIG?

WE ARE TWO YEARS
AHEAD OF PLAN



SALES
2025

5
€B



YVES MÜLLER

CFO & COO

CFO
COO

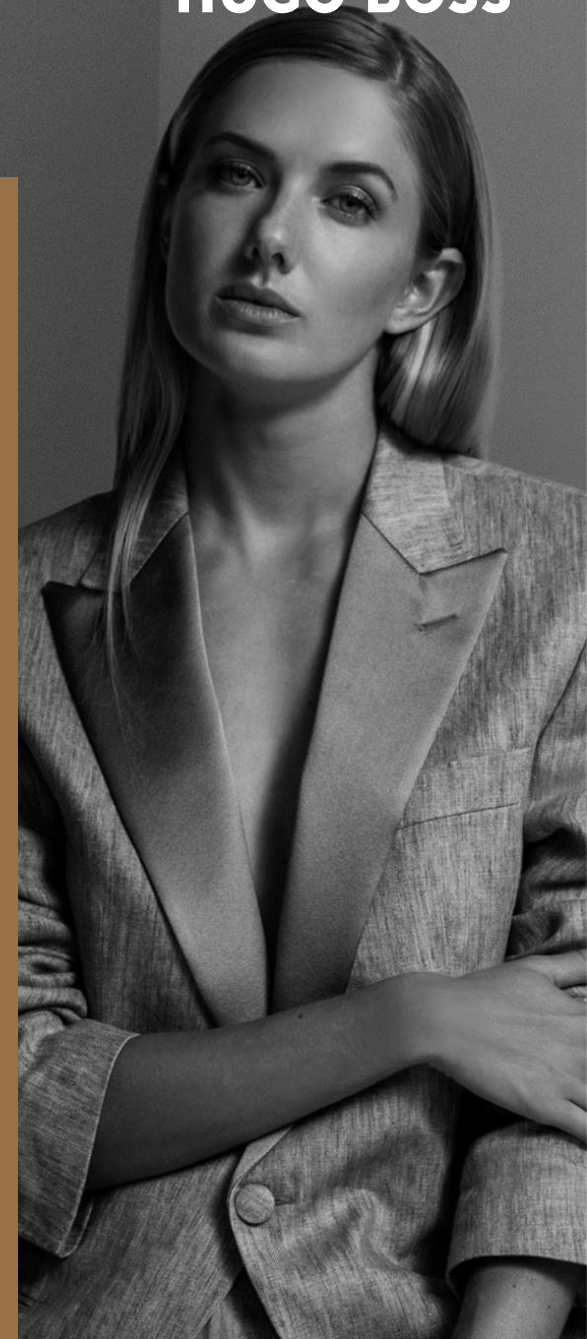
HUGO BOSS

05

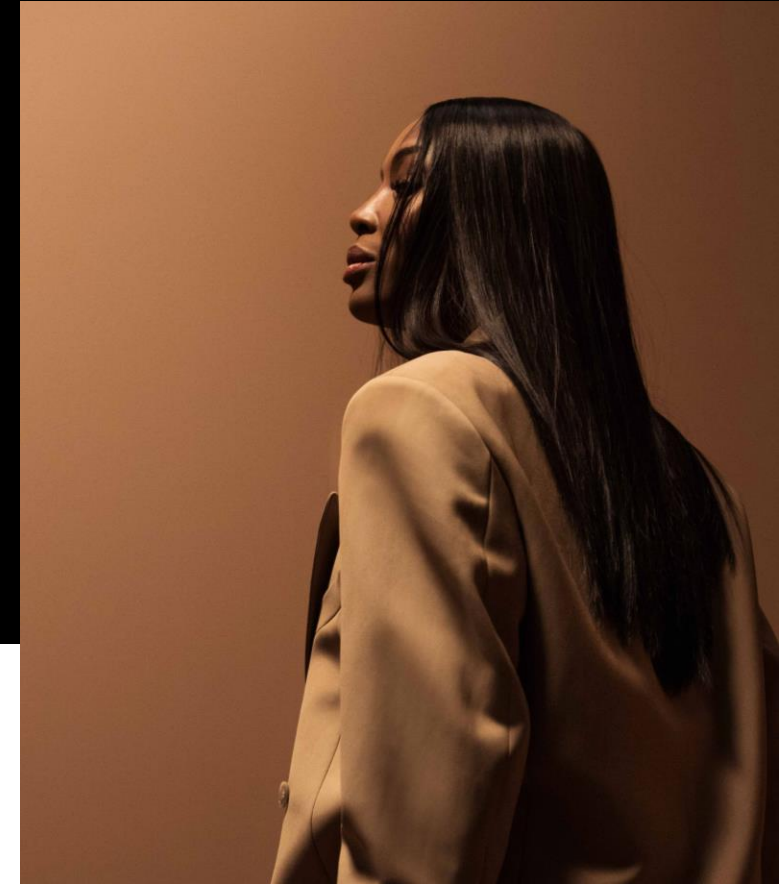
ORGANIZE FOR GROWTH

CLAIM 5

05
05
05
05



ORGANIZE FOR GROWTH MEANS
TRANSFORMING OUR ENTIRE
ORGANIZATION INTO A
PLATFORM OF SPEED
AND GROWTH



ORGANIZING FOR GROWTH ON 3 LEVELS

01

STRENGTHEN AND
LEVERAGE
ORGANIZATIONAL
SETUP

02

INVEST INTO
SUPPLY CHAIN TO
FOSTER GROWTH
AND DRIVE
EFFICIENCIES

03

BUILD BUSINESS
OPERATIONS
PLATFORM FOR
GROWTH,
PROFITABILITY &
SUSTAINABILITY



ORGANIZING FOR GROWTH ON 3 LEVELS

01

STRENGTHEN AND
LEVERAGE
ORGANIZATIONAL
SETUP

02

INVEST INTO
SUPPLY CHAIN TO
FOSTER GROWTH
AND DRIVE
EFFICIENCIES

03

BUILD BUSINESS
OPERATIONS
PLATFORM FOR
GROWTH,
PROFITABILITY &
SUSTAINABILITY

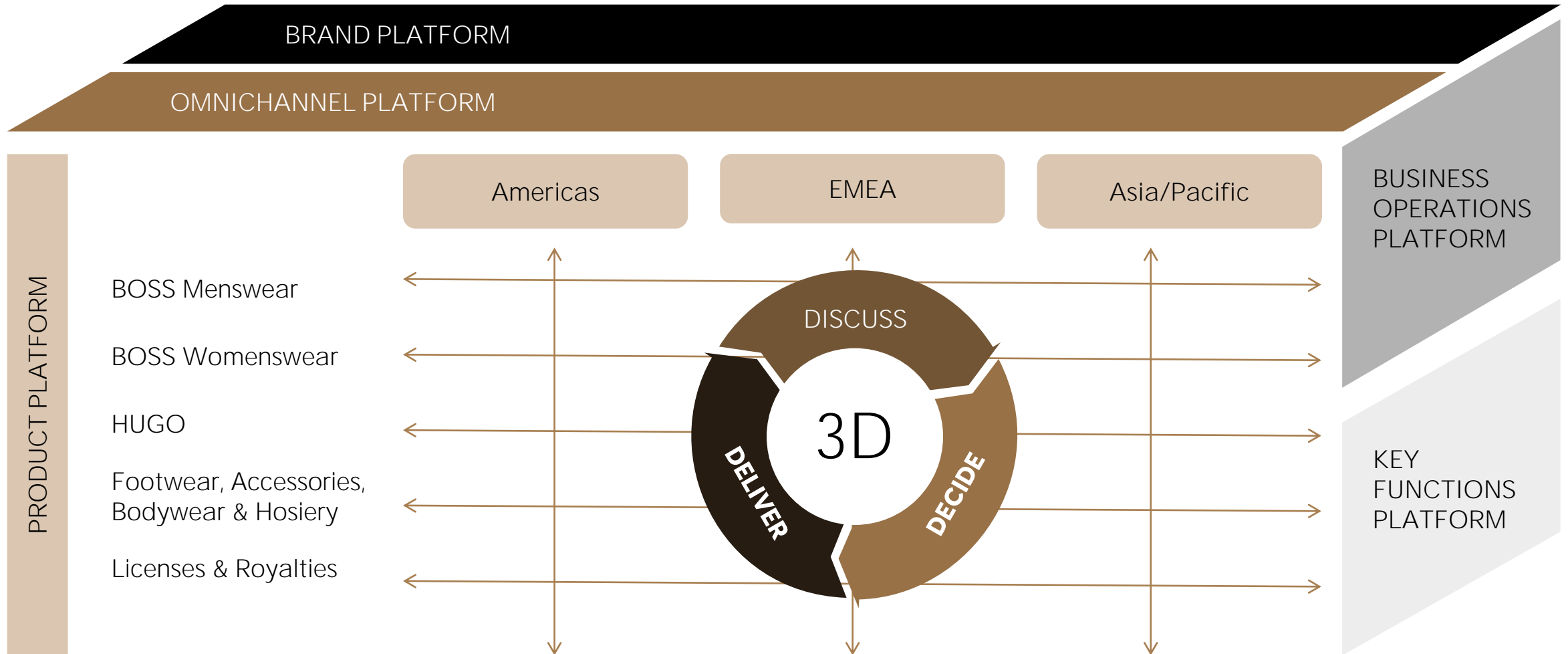


WE HAVE THE RIGHT SETUP

STRATEGY EXECUTION BASED ON
A STREAMLINED ORGANIZATIONAL
STRUCTURE WITH END-TO-END
RESPONSIBILITIES



BRAND-LED ORGANIZATION DRIVES LOCAL EXECUTION ACROSS REGIONS



ORGANIZING FOR GROWTH ON 3 LEVELS

01

STRENGTHEN AND
LEVERAGE
ORGANIZATIONAL
SETUP

02

INVEST INTO
SUPPLY CHAIN TO
FOSTER GROWTH
AND DRIVE
EFFICIENCIES

03

BUILD BUSINESS
OPERATIONS
PLATFORM FOR
GROWTH,
PROFITABILITY &
SUSTAINABILITY



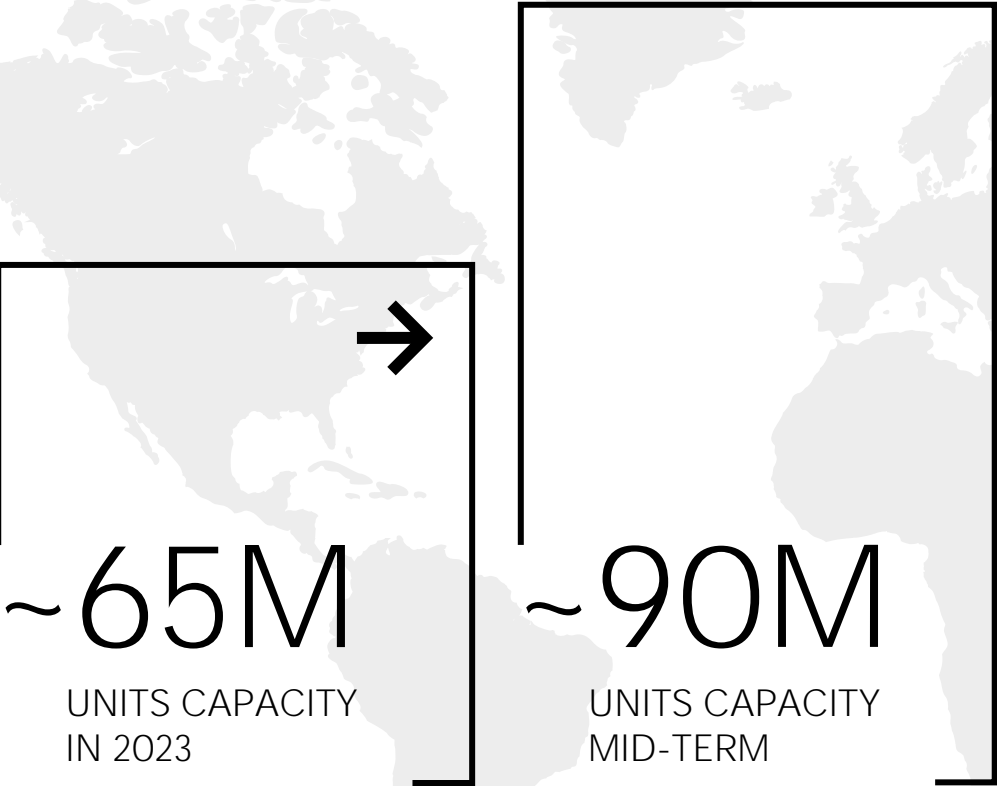


→ INVESTING INTO OUR SUPPLY CHAIN

EXPANSION OF OUR SUPPLY CHAIN
TO FOSTER GROWTH AND ENSURE
SPEED-TO-MARKET CAPABILITIES

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

IZMIR FACTS & FIGURES



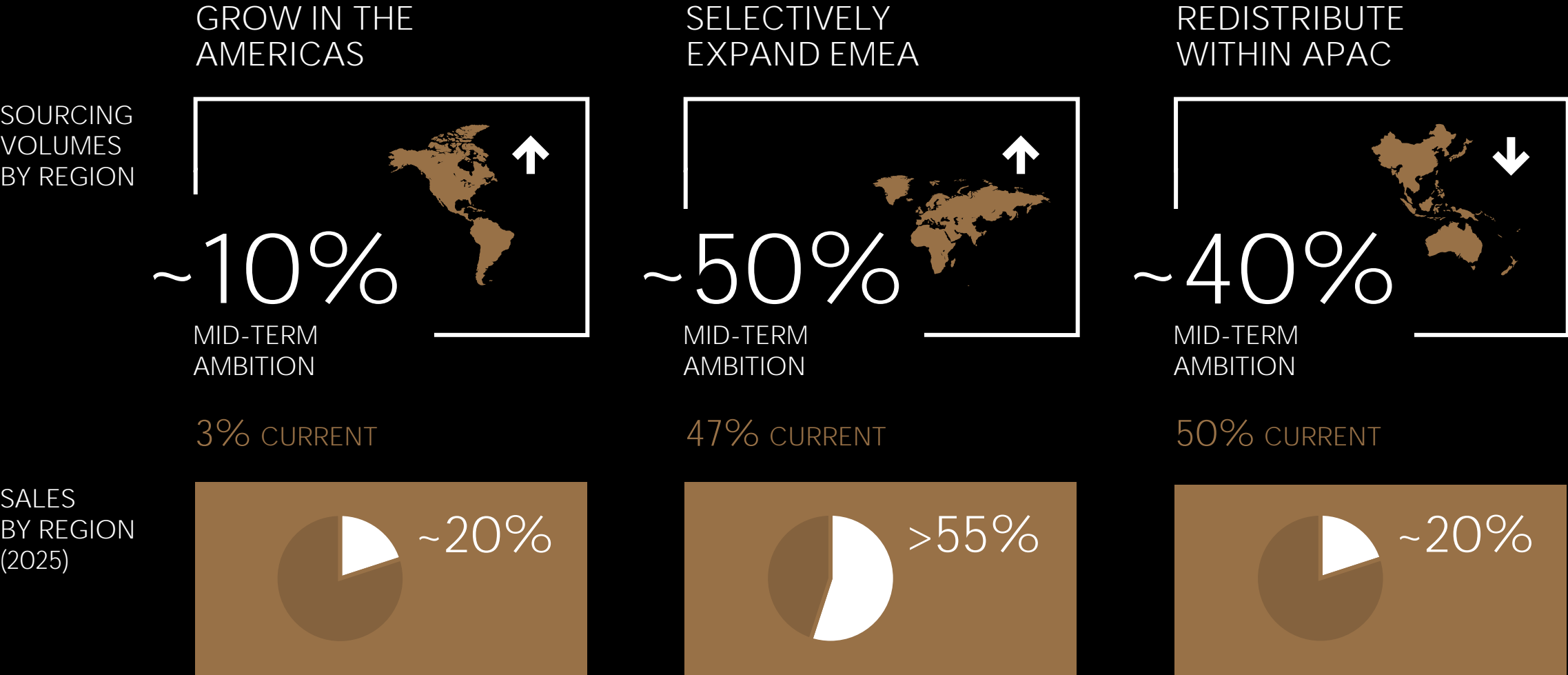
* IN % OF TOTAL SOURCING AND PRODUCTION VOLUME

2x
TOTAL
CAPACITY IN
IZMIR ALMOST
DOUBLED
IN 2022

1/3
OF TOTAL
PRODUCTION
CAPACITY
DEDICATED TO
CASUALWEAR



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



INITIATIVES TO STRONGLY ENHANCE FLEXIBILITY, EFFICIENCY, AND STABILITY OF SUPPLY CHAIN

React more
quickly to
trend changes



Speed-up
in-season
replenishment



Ensure product
availability



Increase
full-price sales



Minimize local
market risks



Support
sustainability
road map



ORGANIZING FOR GROWTH ON 3 LEVELS

01

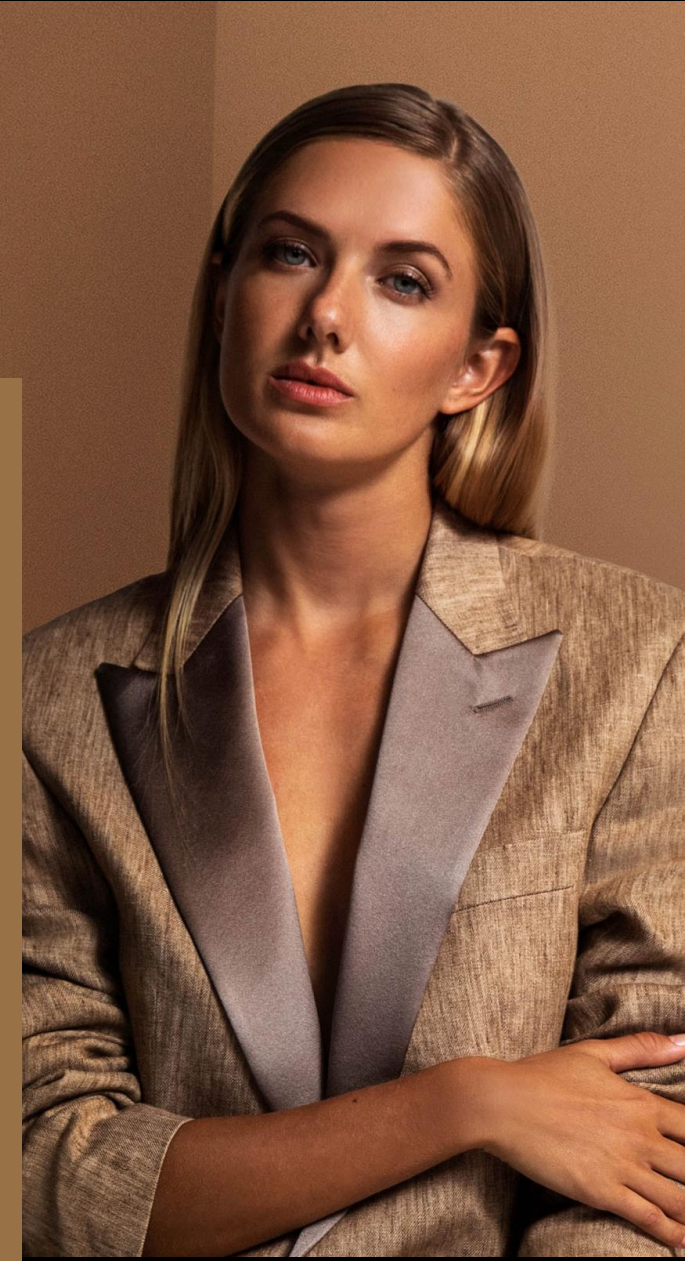
STRENGTHEN AND
LEVERAGE
ORGANIZATIONAL
SETUP

02

INVEST INTO
SUPPLY CHAIN TO
FOSTER GROWTH
AND DRIVE
EFFICIENCIES

03

BUILD BUSINESS
OPERATIONS
PLATFORM FOR
GROWTH,
PROFITABILITY &
SUSTAINABILITY





→ BUSINESS OPERATIONS PLATFORM

PLATFORM WILL SIGNIFICANTLY
CONTRIBUTE TO THE FUTURE
PROFITABILITY OF HUGO BOSS

BUILDING THE BACKBONE FOR FUTURE GROWTH BY INTRODUCING THE DIGITAL TWIN

SUSTAIN
GROWTH

01

SUPPORT
PROFITABILITY

02

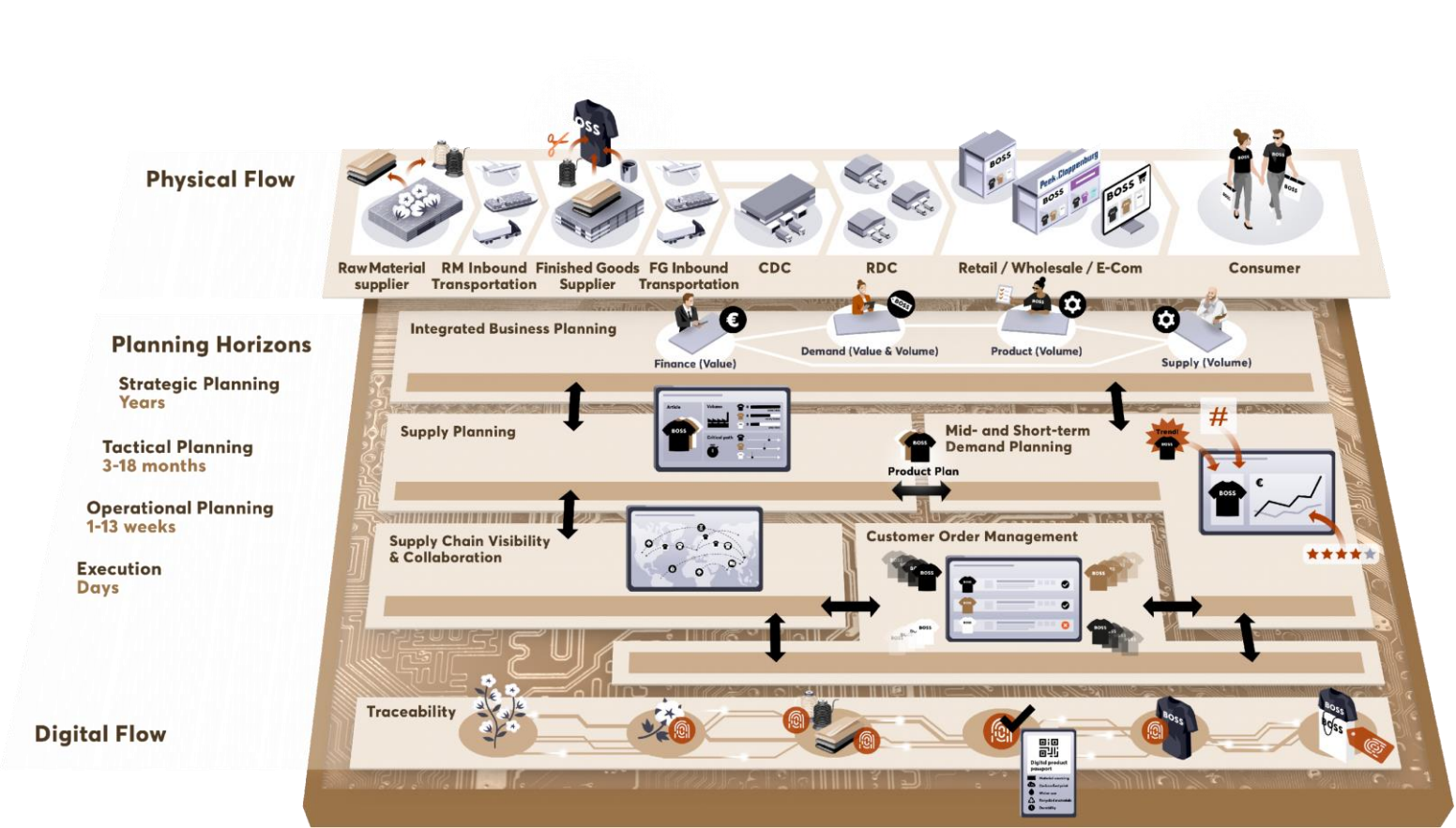
DRIVE
SUSTAINABILITY

03

ENABLING SMART DECISION-MAKING
THROUGH A TECH-DRIVEN BUSINESS
OPERATIONS PLATFORM



CREATING A DIGITAL COPY
OF OUR PHYSICAL SUPPLY CHAIN ACTIVITIES



FULL TRACEABILITY
THROUGH SIMPLIFIED,
STREAMLINED,
AND AUTOMATED
OPERATIONS



SIX CAPABILITIES TO BRING THE DIGITAL TWIN TO LIFE



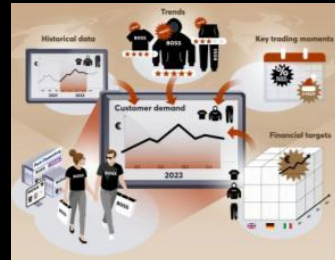
01

INTEGRATED
BUSINESS
PLANNING



02

SUPPLY
PLANNING



03

MID- AND
SHORT-
TERM
DEMAND
PLANNING



04

SUPPLY CHAIN
VISIBILITY &
COLLABO-
RATION



05

CUSTOMER
ORDER
MANAGEMENT



06

TRACEABILITY

BUSINESS OPERATIONS PLATFORM AS THE FOUNDATION FOR FUTURE GROWTH, PROFITABILITY, AND SUSTAINABILITY

Increase supply
chain visibility



Improve product
availability



Increase
full-price sales



Reduce
sourcing costs



Reduce logistics
costs



Enhance efficiencies
through automation



NEW 2025 FINANCIAL AMBITION

CLAIM 5 UPDATE

HUGO BOSS



EXECUTION OF CLAIM 5 TO IMPACT FINANCIAL AMBITION



RECAP
CAPITAL
MARKETS
DAY 2021

Acceleration
in top-line
growth

Product
investments to
fuel price-value
proposition

Investments in
brand and digital
capabilities

Refresh
of store
portfolio

VALUE
CREATION
SHIFTS TO
ABSOLUTE
PROFITABILITY
IMPROVEMENTS
AND FREE
CASH FLOW
GENERATION

CLAIM 5 FINANCIAL PROGRESS REPORT

WE HAVE KEPT OUR PROMISE...

Strong acceleration in
top-line growth
(8% CAGR 2019–2022)



€4 B sales target to be
reached in 2023 (two
years ahead of plan)



Gross margin at upper
end of mid-term outlook
despite external
headwinds



Nearly €200 M
incremental investments
in digital and marketing
(2022 vs. 2019)



Almost €200 M
investments in store
network (2021–2022)



More than €550 M
absolute EBIT generated
(2021–2022)



Strong FCF generation
of around €730 M
(2021–2022)



Strong investment-
grade ratings received
(BBB / Baa2)



...AND WE GENERATED STRONG SHAREHOLDER RETURNS



* SINCE INTRODUCTION OF CLAIM 5.

**HUGO BOSS CORE PEER GROUP CONSISTING OF 11 EUROPEAN AND U.S. PREMIUM FASHION PEERS.

EXECUTION OF CLAIM 5 TO IMPACT FINANCIAL AMBITION



RECAP
INVESTOR
DAY 2021

Acceleration
in top-line
growth

Product
investments to
fuel price-value
proposition

Investments in
brand and digital
capabilities

Refresh
of store
portfolio

VALUE
CREATION
SHIFTS TO
ABSOLUTE
PROFITABILITY
IMPROVEMENTS
AND FREE
CASH FLOW
GENERATION

EXECUTION OF CLAIM 5 TO IMPACT FINANCIAL AMBITION



OUTLOOK INVESTOR DAY 2023

Continue
superior top-line
growth

Business operations
platform to support
gross margin

Further invest
in marketing,
digital, and logistics

Accelerate
store portfolio
refresh

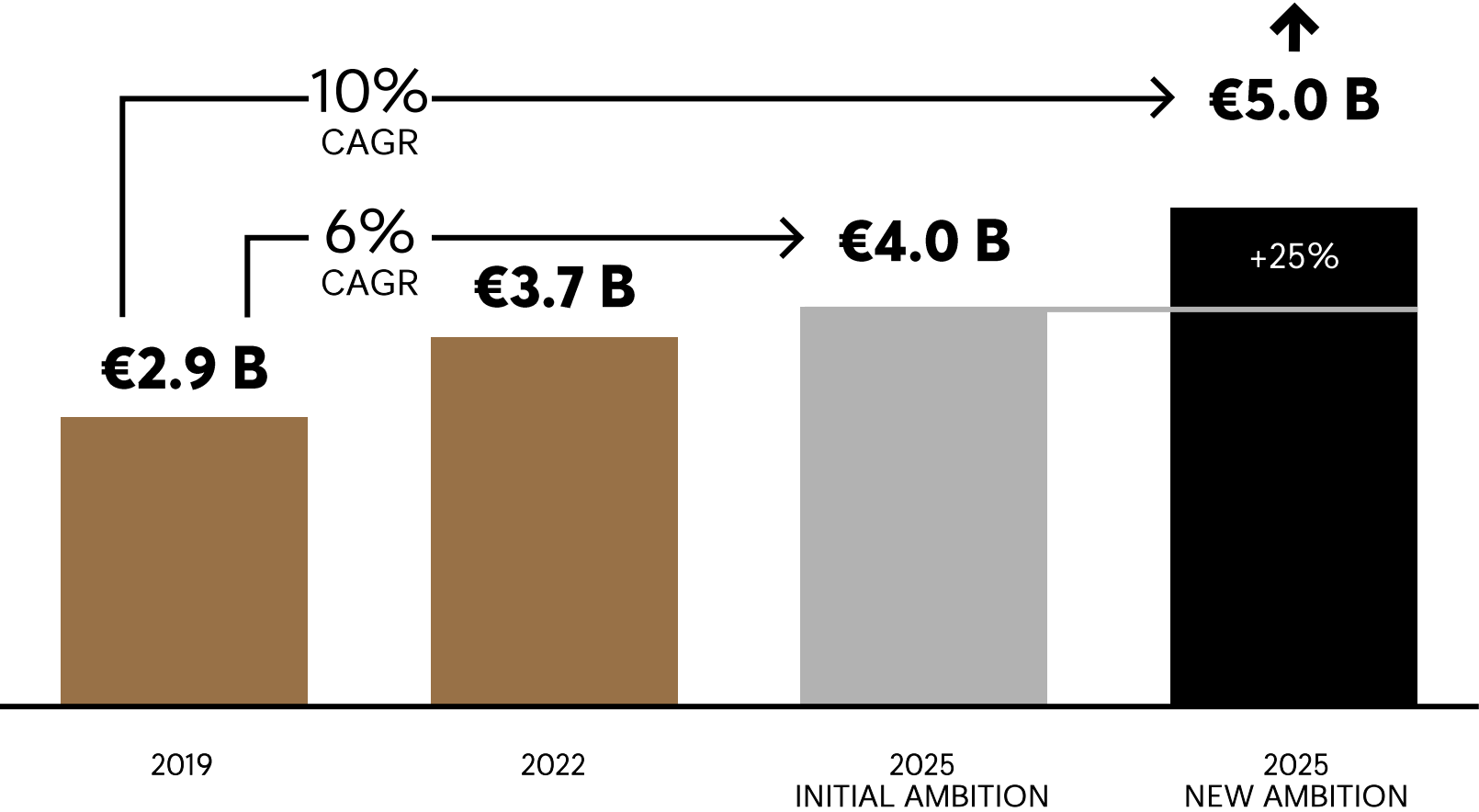
VALUE
CREATION
SHIFTS TO
ABSOLUTE
PROFITABILITY
IMPROVEMENTS
AND FREE
CASH FLOW
GENERATION

NEW 2025 FINANCIAL AMBITION



TOP-LINE
NEW 2025
SALES TARGET

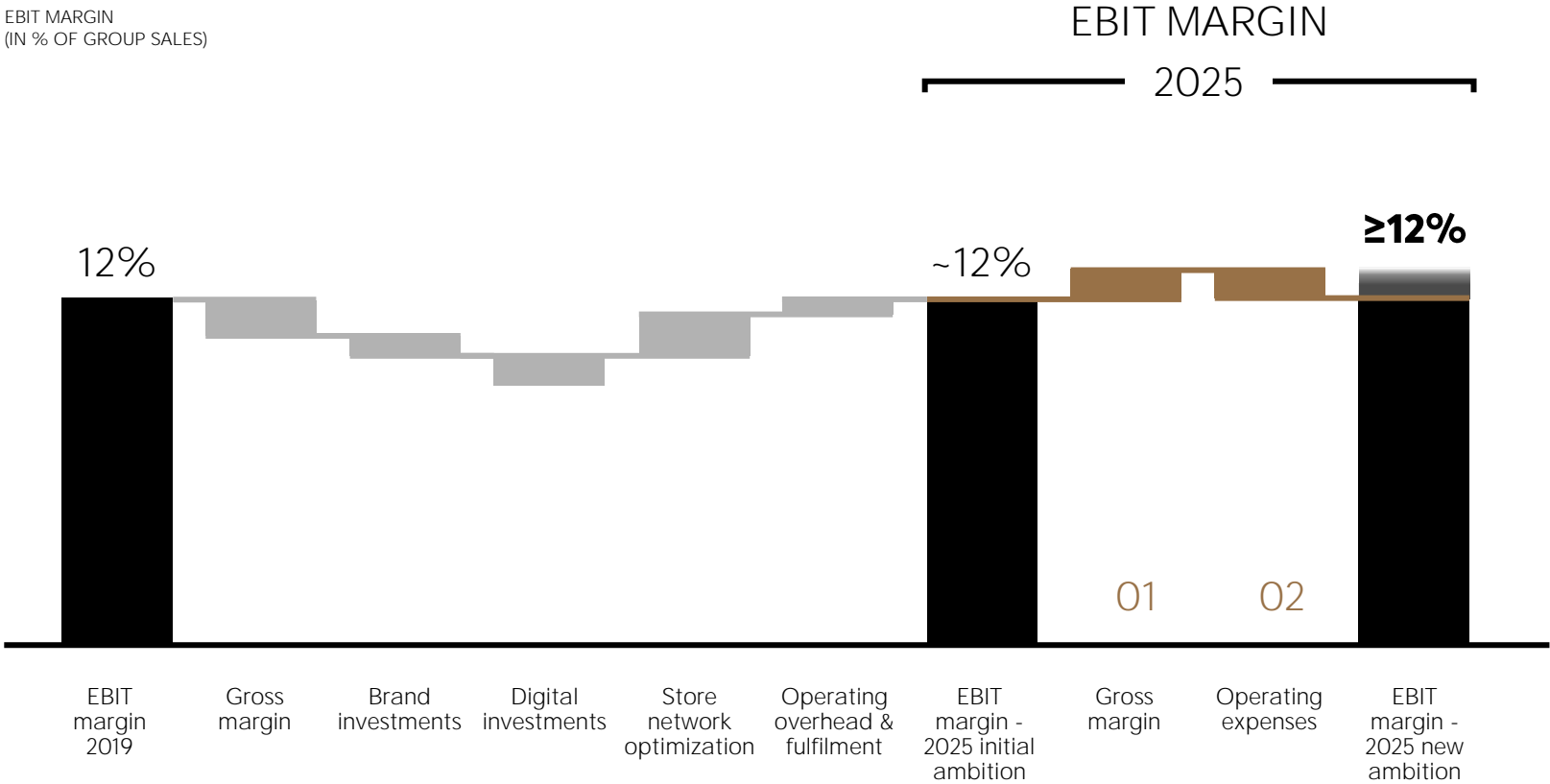
- Building on regained brand momentum and leveraging global growth opportunities
- Balanced growth between space expansion, volume and price



BOTTOM-LINE
DEVELOPMENT

COMMITTED TO ACHIEVE
≥12% EBIT MARGIN BY 2025

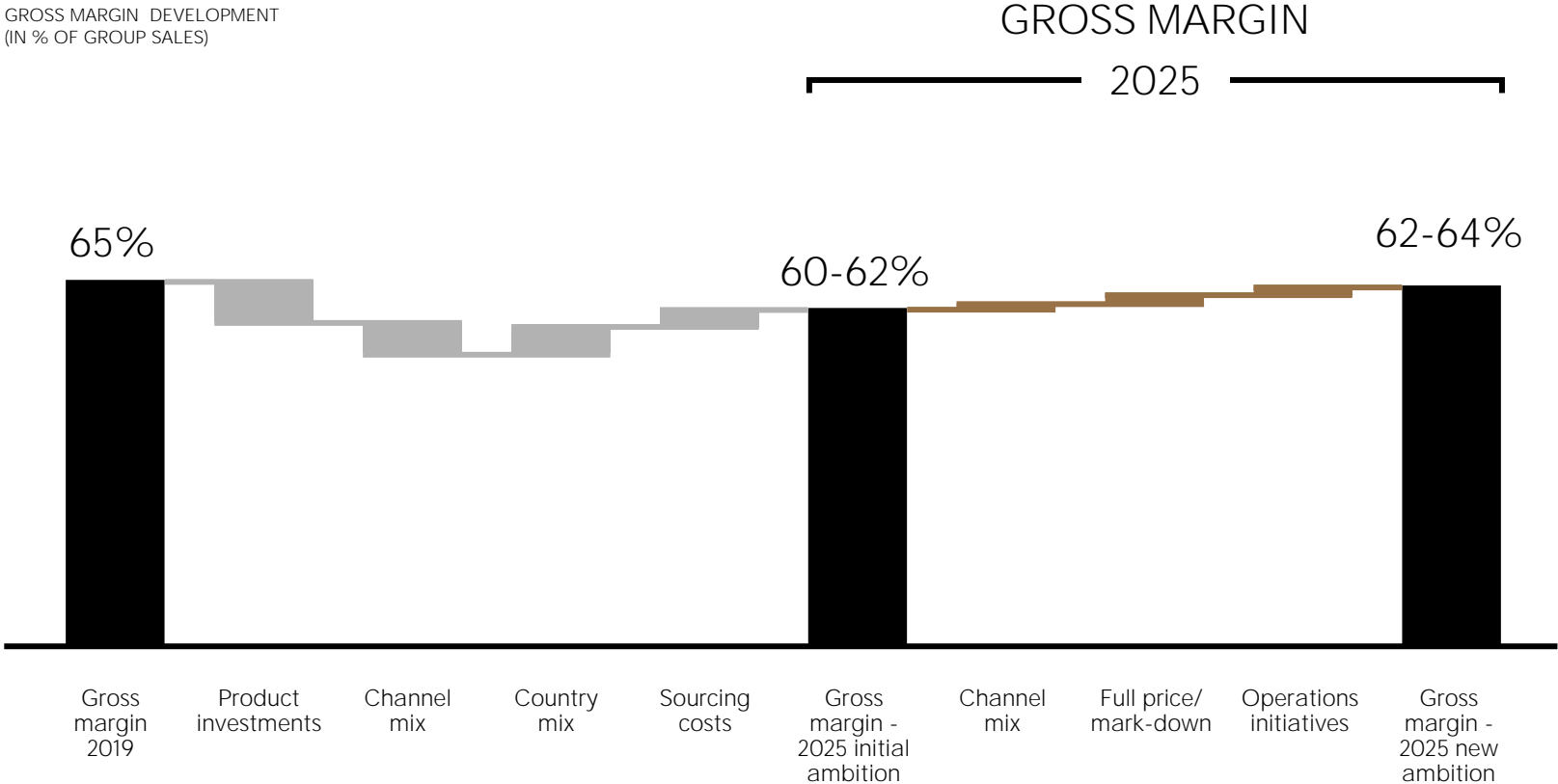
- Gross margin improvements to support EBIT margin development
- Investments in operating overhead and fulfilment to weigh on operating expenses



GROSS MARGIN

IMPROVEMENT IN GROSS MARGIN MAINLY REFLECTS SURGE IN BRAND MOMENTUM

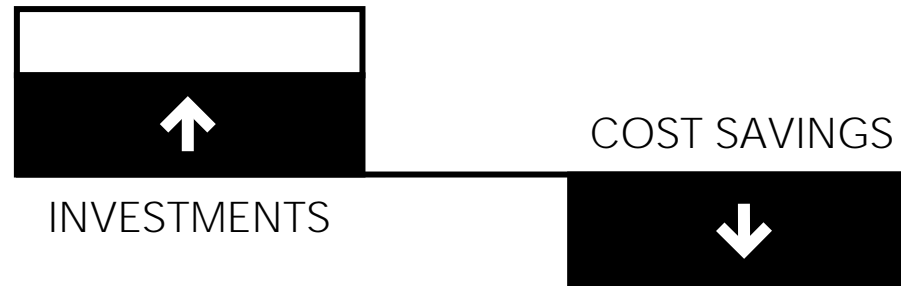
- B&M retail expansion drives favorable channel mix
- Regained brand strength leads to higher full-price sales
- Business operations platform leads to sourcing efficiencies



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



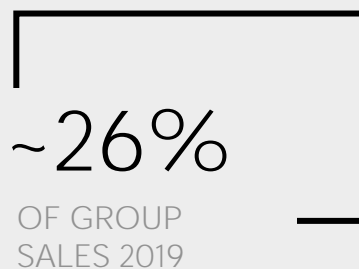
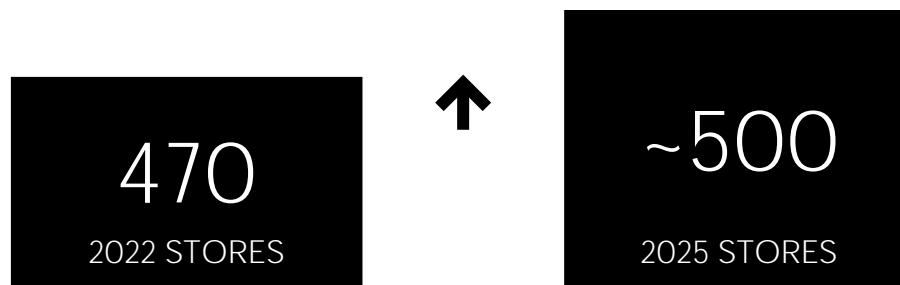
~(100)
BPS VS 2019

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



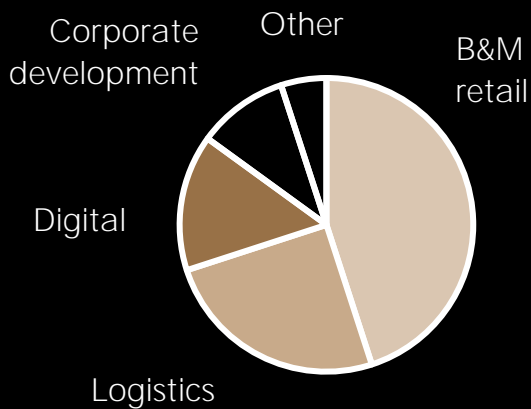
~(600)

BPS VS. 2019

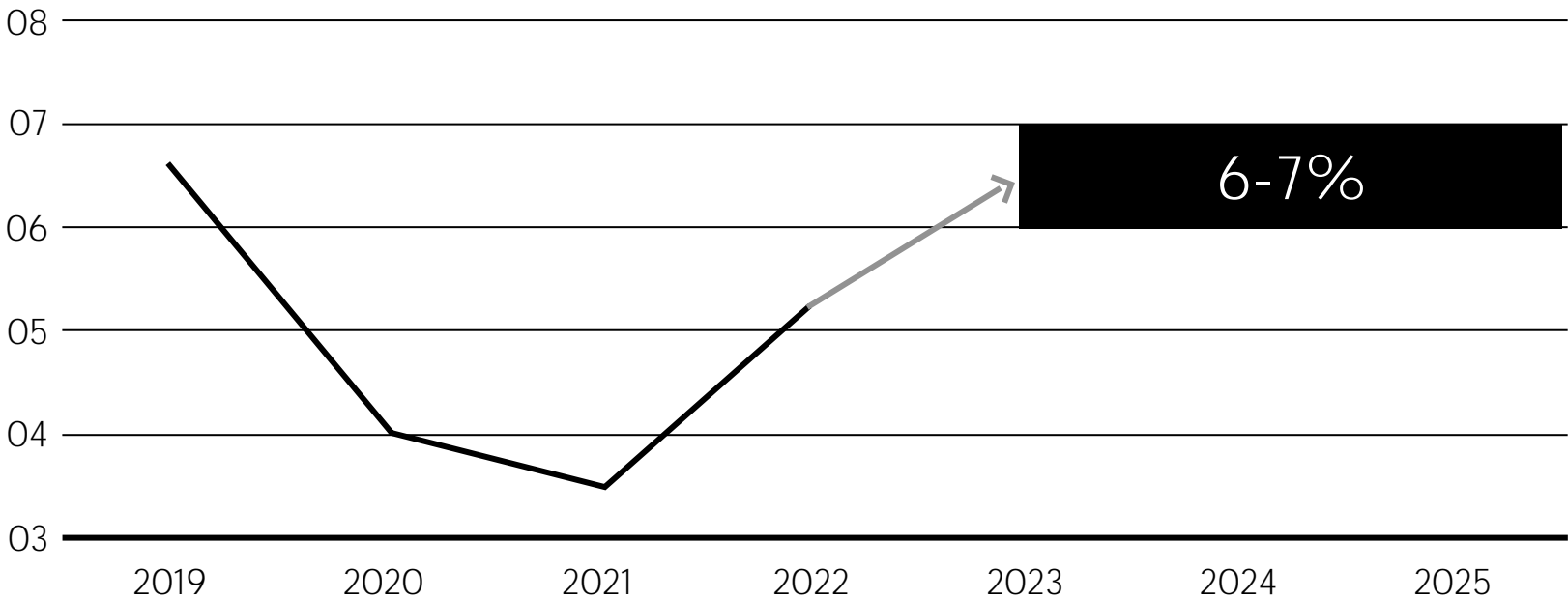
CAPITAL EXPENDITURE

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)

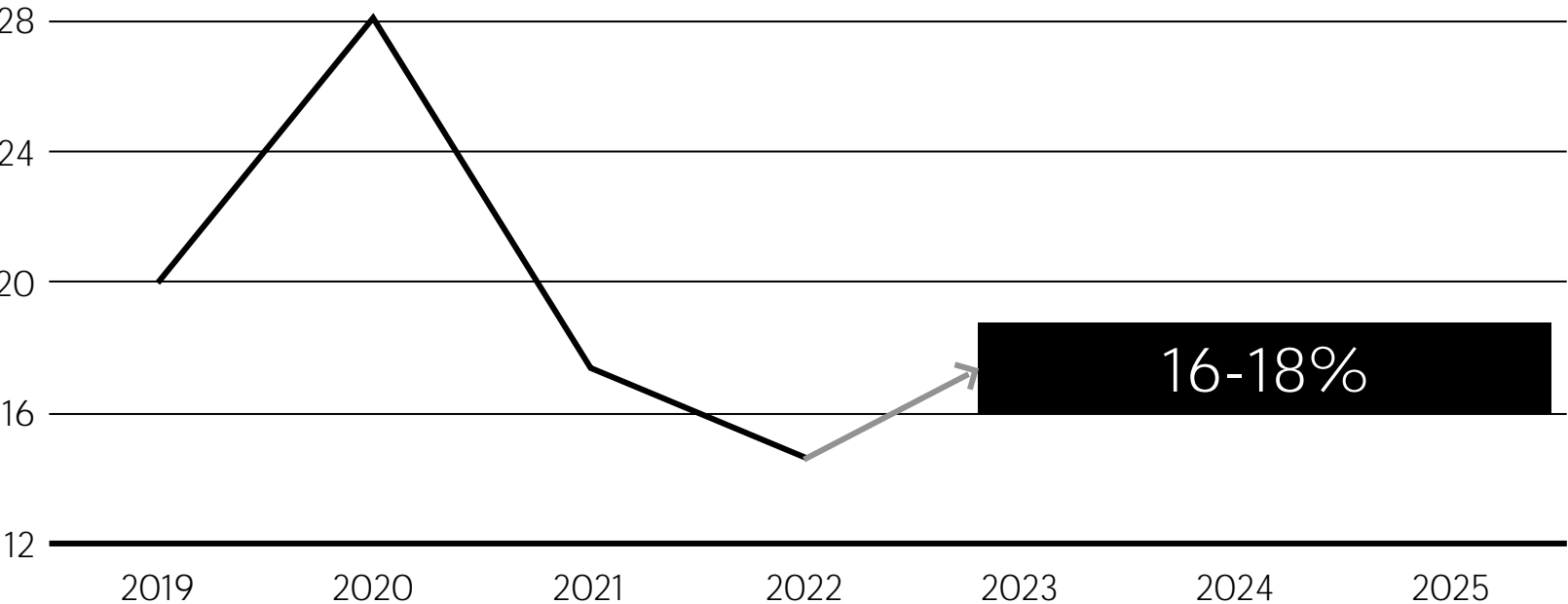


TRADE NET WORKING CAPITAL

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

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

TNWC (IN % OF GROUP SALES)



NEW FINANCIAL AMBITION LEADS TO **€500 M ADDITIONAL** FCF GENERATION

~ **€2.5 B** ↑

2021-2025
Free cash flow generation
(incl. IFRS 16)



NEW 2025 FINANCIAL AMBITION

	2025 INITIAL	2025 NEW
GROUP SALES	€4 B in 2025	↑ €5 B in 2025
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
FCF GENERATION	~ €2 B 2021–2025	↑ ~ €2.5 B 2021–2025

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

WE ARE COMMITTED TO GENERATING SUPERIOR SHAREHOLDER RETURNS UNTIL 2025

Superior top-line
improvements
expected (11%
CAGR 2022-2025)

Further market
share gains
anticipated

Broad-based
growth offers
potential across
brands, regions,
and channels

Surge in brand
momentum
provides gross
margin support

Focus on driving
strong EBIT
growth (>20%
CAGR 2022-2025)

Healthy financials
and robust
balance sheet

Strong free cash
flow generating
business model

Attractive capital
allocation
framework

CEO

DANIEL GRIEDER

CEO

HUGO BOSS

WE HAVE
EVERYTHING IT
NEEDS TO
CONTINUE OUR
SUCCESS STORY.

HOW WE WILL ENSURE SUCCESS
IN THE FUTURE.

HUGO BOSS



CLAIM 5

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

SUSTAINABLE THROUGHOUT

HUGO BOSS



SUSTAINABILITY HAS ALWAYS BEEN
PART OF OUR DNA

2013



FIRST
SUSTAIN-
ABILITY
REPORT

2016



DOW JONES
SUSTAINABI-
LITY INDEX
1ST LISTING

2016



1ST
STAKEHOLDER
DIALOG

2021



STRATEGY:
TODAY.
TOMORROW.
ALWAYS.

2022



PARTNERSHIP
WITH
HEIO AEONIO

2023



HUGO BOSS
FOUNDATION
GO-LIVE

STRONG ACHIEVEMENTS

IN THE AREAS OF SUSTAINABILITY

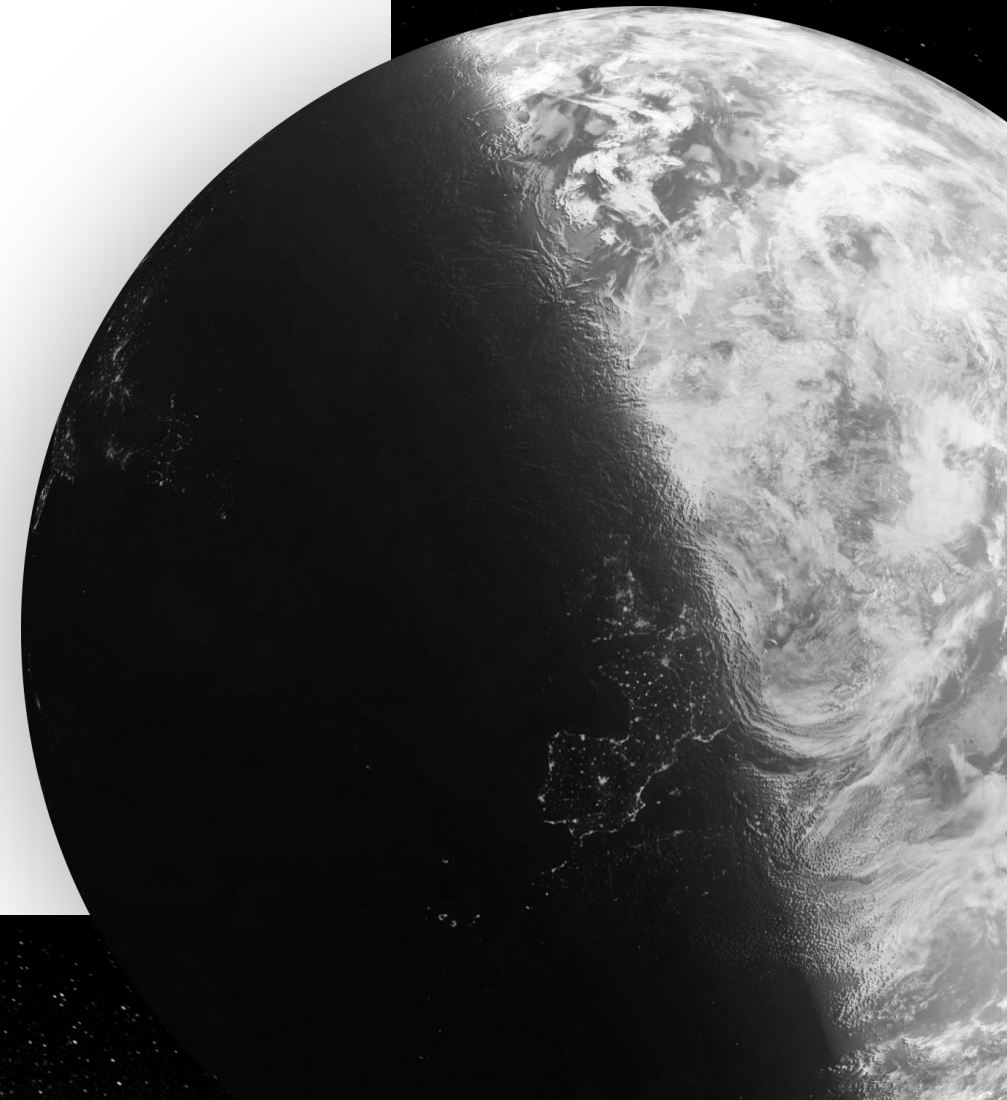
6X LISTED IN
DOW JONES
SUSTAINABILITY
INDEX

STRATEGIC PARTNERSHIP
HEIQ AEONIQ,
A CELLULOSIC
FILAMENT YARN



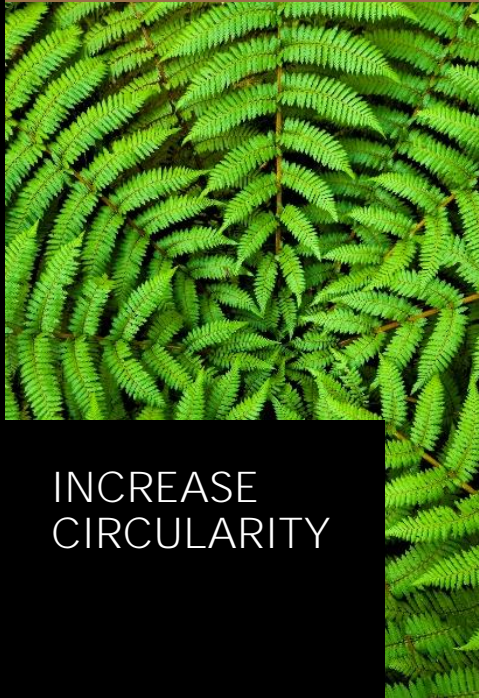
BUT WE CAN DO MORE!
STRONG COMMITMENT TO
SUSTAINABILITY
FOR A BOLD &
BETTER FUTURE

WE LOVE FASHION, WE CHANGE FASHION



SUSTAINABILITY IS AND REMAINS AN ESSENTIAL PART OF OUR CORPORATE RESPONSIBILITY

FOR A PLANET FREE OF WASTE & POLLUTION



INCREASE
CIRCULARITY



DRIVE DIGITI-
ZATION
& DATA
ANALYTICS



LEVERAGE
NATURE
POSITIVE
MATERIALS



FIGHT
MICRO-
PLASTIC



PUSH ZERO
EMISSIONS

A STRONG SOCIAL & ENVIRONMENTAL BASIS

SUPPORTED BY THE HUGO BOSS FOUNDATION

BOLD FOR THE PLANET



RIGOROUS EXECUTION

HUGO BOSS



RIGOROUS EXECUTION BY FINANCIAL OVERSIGHT & STRONG PRINCIPLES

FROM
STRATEGY
TO BUSINESS PLAN

EXECUTION
PRINCIPLES



HOW WE DRIVE EXECUTION

01

RIGOROUS EXECUTION OF OUR
CLAIM 5 FINANCIAL AMBITION

02

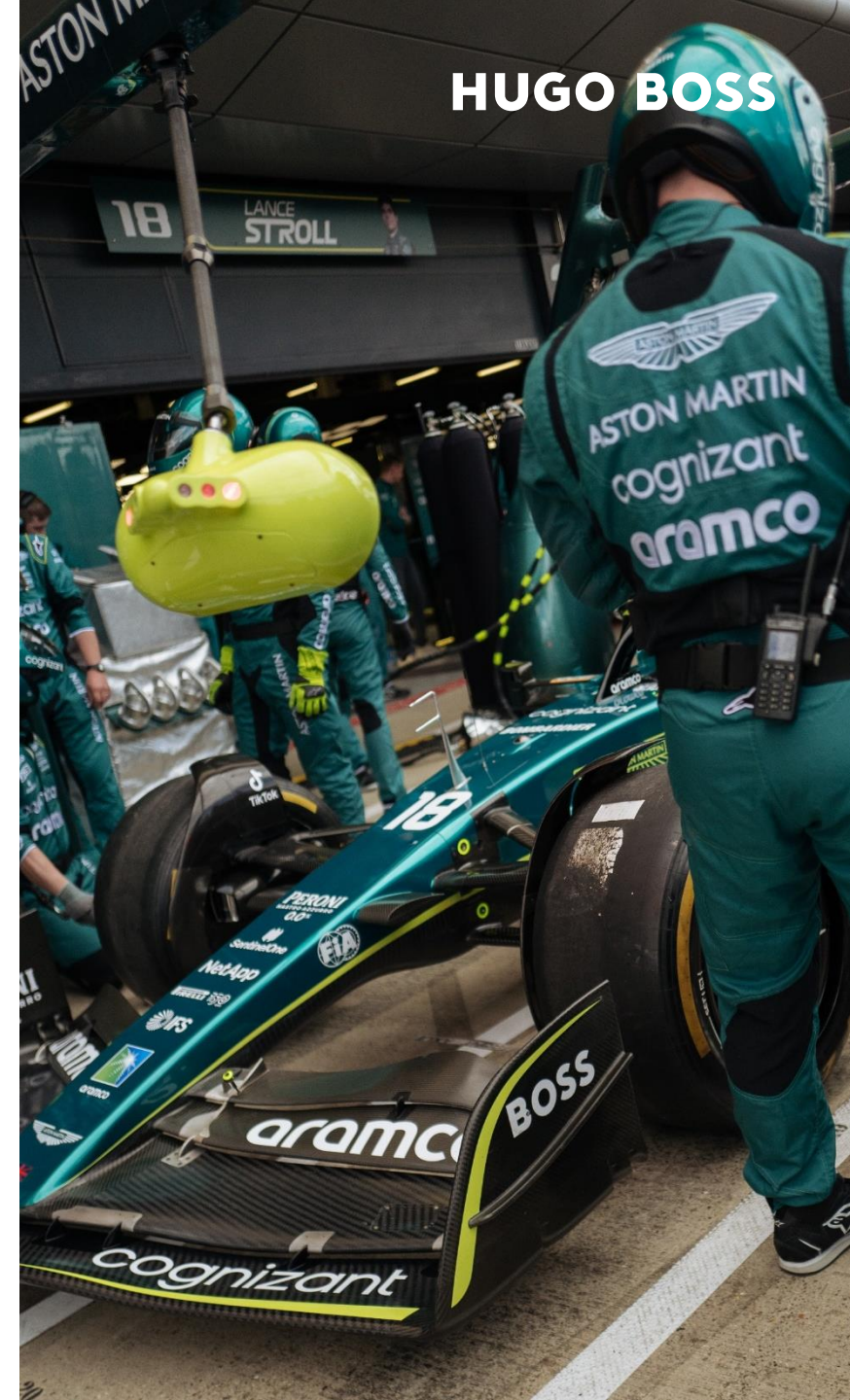
EXECUTION GOVERNANCE
WITH REGULAR UPDATES

03

PROACTIVE, REAL-TIME
PERFORMANCE ALERTS

04

ACCOUNTABILITY &
OWNERSHIP



EMPOWER PEOPLE AND TEAMS

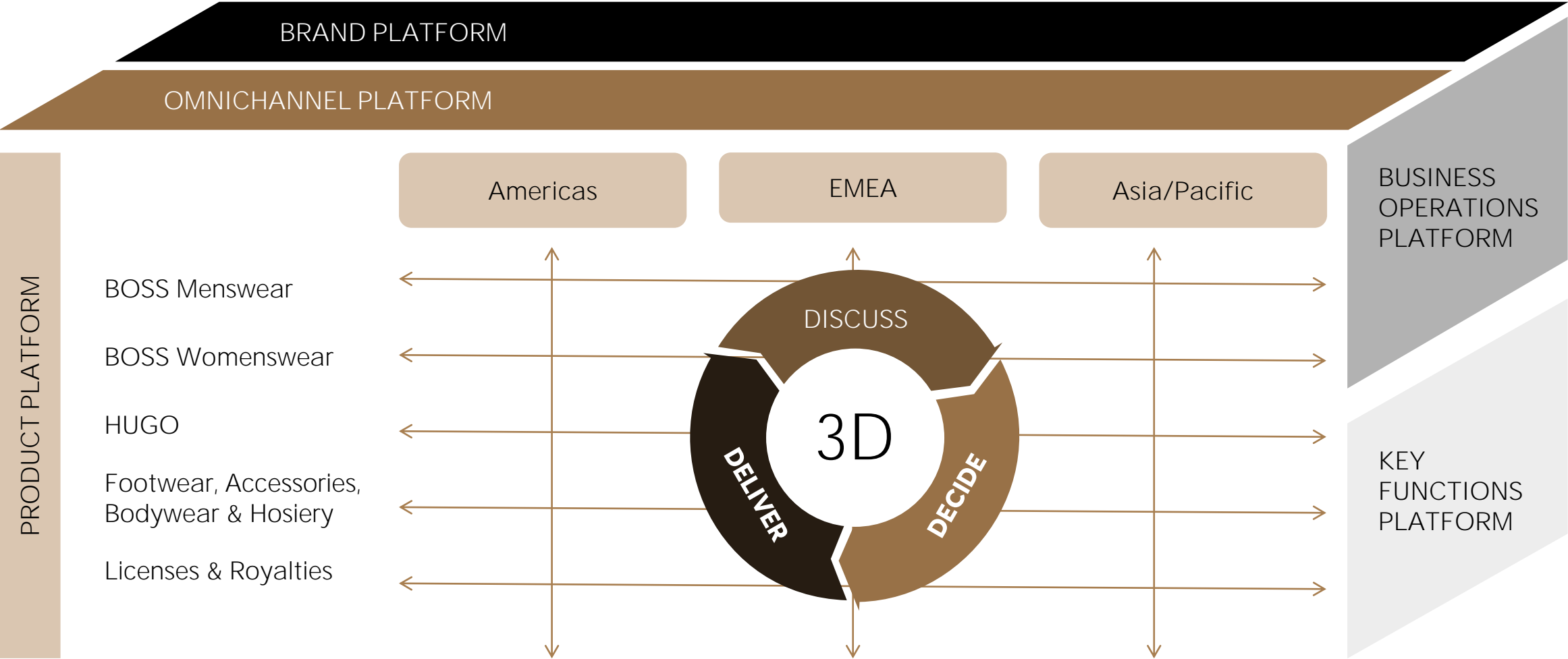
HUGO BOSS





WITH OUR
OPERATING
MODEL
WE HAVE THE
RIGHT SETUP
TO CONTINUE
OUR GROWTH
JOURNEY.

WE HAVE STREAMLINED OUR STRUCTURE BY
IMPLEMENTING A MATRIX ORGANIZATION



OUR NEW GROWTH CULTURE

ENABLES US TO REACH NEW HEIGHTS.

HUGO BOSS



CULTURE

OUR GROWTH CULTURE COMBINES
STRATEGY, VALUES & LEADERSHIP MINDSET



BOOSTING A CULTURE OF TRUST.



INCLUSIVE COMPANY CULTURE AS A SOURCE OF CREATIVITY, STRENGTH, AND INNOVATION

DIVERSITY, EQUITY & INCLUSION IS A
FUNDAMENTAL ELEMENT OF OUR CORPORATE CULTURE.

131

NATIONALITIES
WORLDWIDE

4

GENERATIONS OF
EMPLOYEES

50%

LEADERSHIP
POSITIONS
HELD BY WOMEN



CLAIM 5 IS BROUGHT TO LIVE BY OUR
PASSIONATE PEOPLE AND TEAMS

OUR KEY TO
SUCCESS:

WE HAVE FANS,
NOT JUST
EMPLOYEES



CLOSING REMARKS

HUGO BOSS



WITH CLAIM 5
WE HAVE
IMPLEMENTED
THE RIGHT STRATEGY
AT THE RIGHT TIME.



CLAIM 5
OUR WINNING FORMULA

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

CLAIM 5 STRATEGY

SIGNIFICANT
STRATEGIC
PROGRESS
ACROSS
ALL BUSINESS
AREAS

BOSS AND
HUGO
STRONGER
THAN EVER
BEFORE

EXCEPTIONAL
FINANCIAL
RESULTS

STRONG
FOUNDATION
FOR LONG-
TERM SUCCESS

HUGO BOSS



RIGOROUS
EXECUTION
OF CLAIM 5
REMAINS
TOP PRIORITY

CLAIM 5



CLAIM 5

OUR GAME PLAN UNTIL 2025

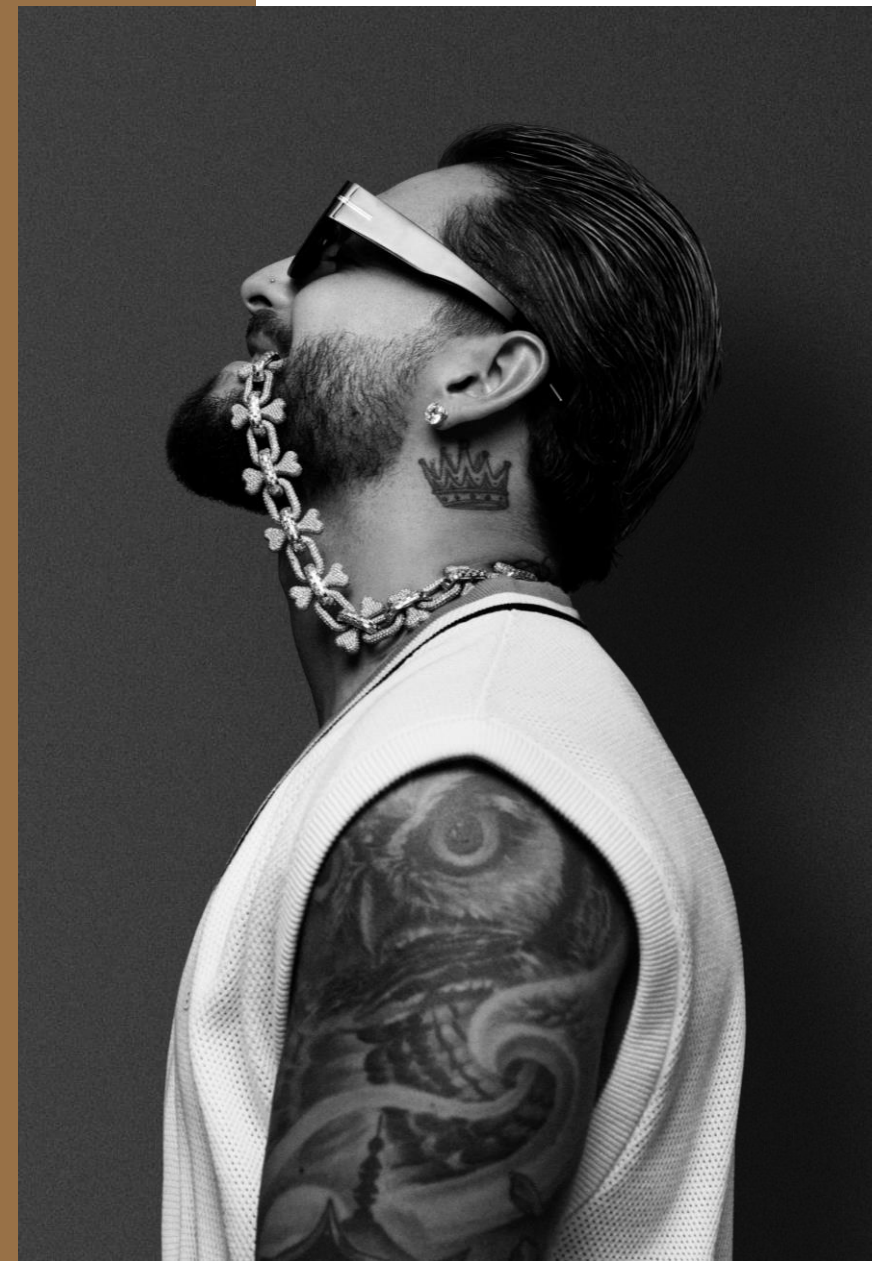
KEEP WINNING
CONSUMERS'
HEARTS
AND MARKET
SHARE

KEEP DRIVING
SUPERIOR
TOP-LINE
GROWTH

KEEP INVESTING
INTO OUR
BUSINESS FOR
LONG-TERM
SUCCESS

KEEP DELIVERING
STRONG
BOTTOM-LINE
IMPROVEMENTS

STRONG
VALUE
CREATION



WE WILL CONTINUE TO
DELIVER ON OUR PROMISE.

HUGO BOSS

€5 B

SALES
BY 2025

≥€600 M

EBIT
BY 2025

≥12%

EBIT MARGIN
BY 2025

~ €2.5 B

FREE CASH
FLOW
2021–2025



BECOME THE
LEADING
PREMIUM TECH-
DRIVEN FASHION
PLATFORM.

VISION

MISSION

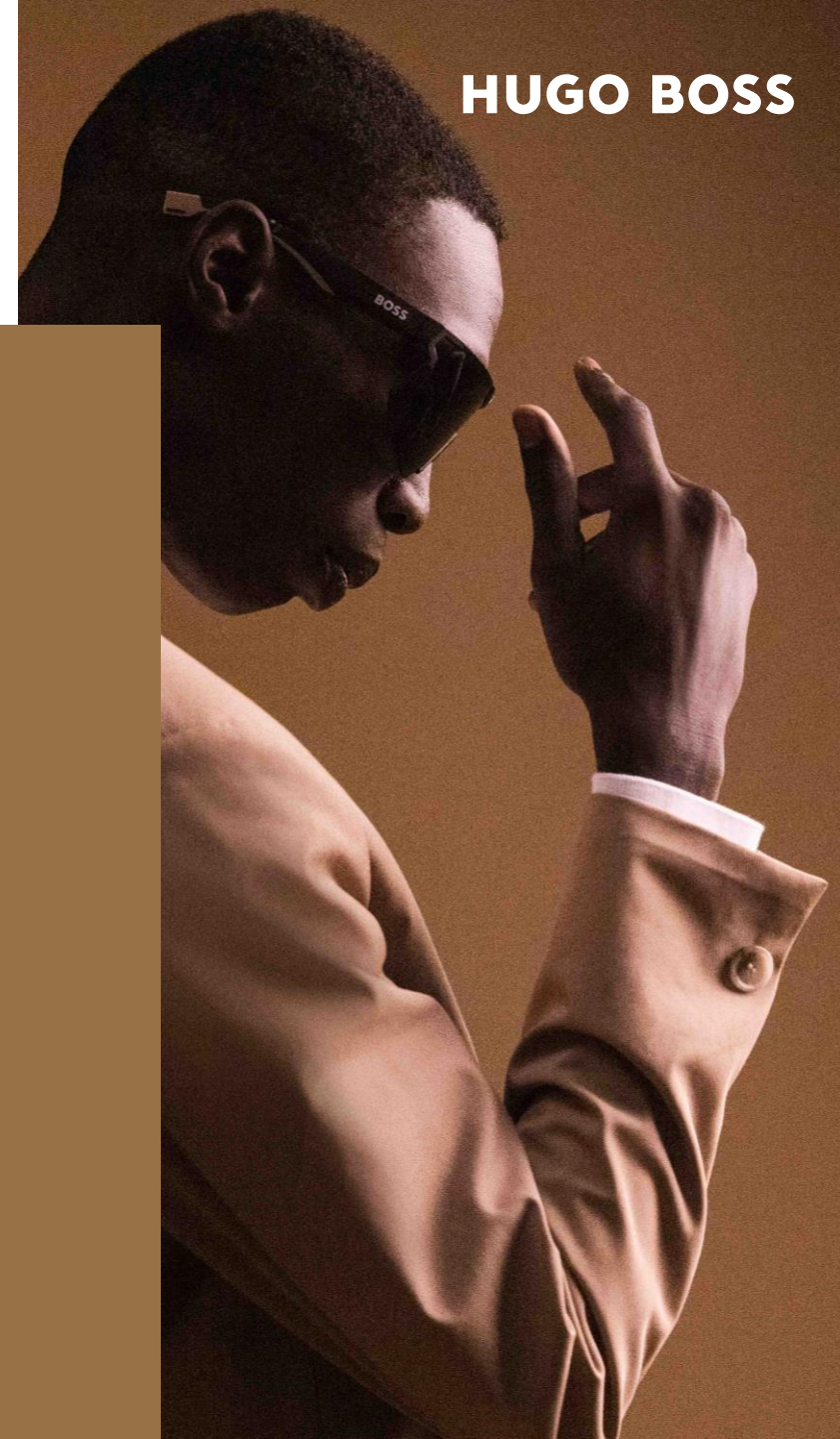
WE LOVE
FASHION,
WE CHANGE
FASHION.

AMBITION

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

BECOME ONE OF
THE TOP 100
GLOBAL BRANDS

HUGO BOSS



IT'S ALL ABOUT
MINDSET
TIMING
ENERGY



BE BOLD
BE HUGO
BE BOSS

