

Investor Day

Refocus the brands

Ingo Wilts

Chief Brand Officer

November 15, 2018

Successful launch of **two-brand strategy**



BOSS
HUGO BOSS

HUGO
HUGO BOSS

Addressing two distinct and unique customers



Further sharpening **brand positioning**

BOSS
HUGO BOSS

Clear and
distinct
brand values

—

Product and
marketing

HUGO
HUGO BOSS

BRAND STRATEGY

BOSS



Masculinity/Femininity
Sexiness
Success
Precision
Style



FOR MEN ON THEIR WAY
TO GREATNESS...



FOR WOMEN MAKING
BOLD MOVES...



BOSS DRESSES THE DRIVE

Product



360° marketing



Brand values are reflected
in **product and marketing**

Product



→ Strengthen tailoring heritage

→ Grow Casual- and Athleisurewear

→ Drive product innovation

Brand values are reflected
in **product proposition**

Product

Pursuing three key ambitions

Priority	Observation	Ambition
1 Tailoring heritage	Formalwear market remains challenging	Strengthen the strength
2 Casual- and Athleisurewear	Casualization trend continues	Make the big bigger
3 Innovation	Innovation shapes brand desirability	Challenge the status quo

Product | Tailoring heritage

#1

reason for customers
to buy **BOSS** is the
QUALITY

+15%

Sales growth YOY
Mix & Match



Every **3rd**

BOSS suit sold with
Stretch Tailoring



H U G O B O S S

+50%

Sales growth YOY
Made-to-Measure



Strengthen tailoring heritage
to drive customer value and
brand desirability

Product | Tailoring heritage

#1

Upper premium
wear-to-work brand for
female professionals

**Strengthen
Businesswear**



**Focus on
key categories**



**Intensify brand
collaborations and
capsule development**



Leverage tailoring heritage
by realigning Womenswear
collection set-up

H U G O B O S S

Product | Tailoring heritage

HUGO BOSS

Made in Germany

**Twelve
selected pieces**



**Exclusive
Italian fabrics**



**Toni Garrn and
Daniel Bruehl**



**Capsule strengthens
BOSS DNA of superior tailoring**

Product | Casual- and Athleisurewear



CAGR 2018-2022
double-digit



Exploit potential with
BOSS Casual- and Athleisurewear

Product | Casual- and Athleisurewear

- 1 **Analyze product groups** and customer needs
- 2 **Reorganize collection structure** to minimize overlaps
- 3 **Reallocate resources** for product innovation
- 4 **Free up resources** for capsule collections

-30% ↓

2020 vs 2018

Complexity reduction for
BOSS Casual- and Athleisurewear

Product | Innovation

HUGO BOSS

Functionality



Fabric



Personalization



Sustainability



Driving innovation
to excite customers

Product | Innovation

FUNCTIONALITY

latest technology

customer benefit

HEAT JACKET



Driving innovation
to excite customers

Product | Innovation

FABRIC

new product performance
changing customer demand

WASHABLE SUIT



Driving innovation
to excite customers

Product | Innovation

PERSONALIZATION

high-end tailoring
individual product offering



Driving innovation
to excite customers

SUSTAINABILITY

innovation in product and processes
changing customer demand



MEMBER OF
Dow Jones
Sustainability Indices
In Collaboration with RobecoSAM

Driving innovation
to excite customers

360° marketing



→ 360° marketing

Brand values are reflected
in **marketing approach**

360° marketing

Campaign “The Next BOSS”



>40m Total reach on Facebook and Instagram within 2 months

360° marketing

360° marketing approach to consistently engage with the BOSS customer



360° marketing

BOSS x Michael Jackson

celebrates a music legend & style icon



360° marketing

HUGO BOSS



Collaborative **campaign “Holiday”**
with Jeremyville

360° marketing

BOSS: California Breeze at the New York Fashion Week



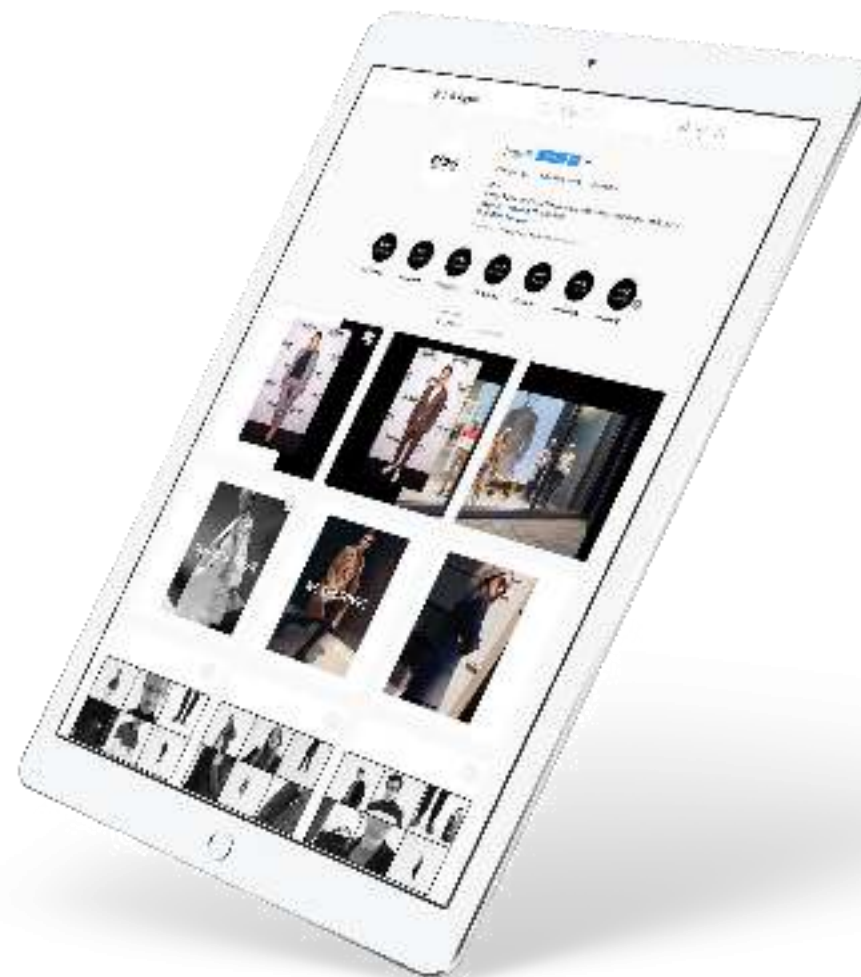
Collection

Front row

360° marketing

Pursuing a holistic marketing approach

of Instagram followers



BRAND STRATEGY

HUGO



WE LIVE IN
THE AGE OF INDIVIDUALITY



PREPARE TO
EMBRACE THE POSSIBLE

The platform of **self-expression**

Globally engaged | Citizens of everywhere

Always curious | The next thing

Authentically expressive | The power of real



Product



Marketing



Brand values are reflected
in product and marketing

Product



→ **Create unconventional authenticity**

→ **Grow Casualwear**

→ **Drive product innovation**

Brand values are reflected
in product proposition

Product

Pursuing **three key ambitions**

Priority	Observation	Ambition
1 Unconventional authenticity	Customer strives for individualization	Strengthen the strength
2 Casualwear	Casualization trend continues	Make the big bigger
3 Innovation	Innovation shapes brand desirability	Challenge the status quo

Product | Unconventional authenticity

Businesswear



Authentic

Unconventional

Casualwear



Innovative

Offering progressive collections
for the “mix-masters”

Product | Casualwear

HUGO BOSS



HUGO REVERSED offers
personalized premium fashion

DIGITAL

HUGO Bits and Bytes collection

reduction of lead times
&
no samples



Successful launch of **digitally
developed HUGO** collection

Marketing

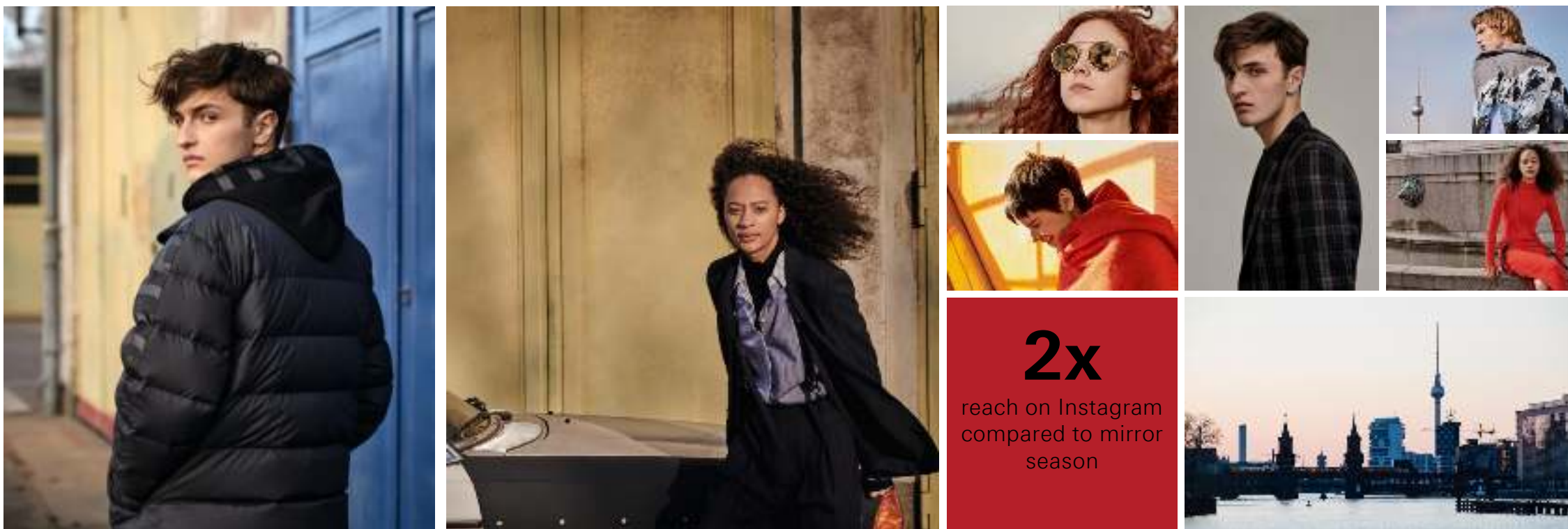


→ Marketing

Brand values are reflected
in **marketing approach**

Marketing

HUGO campaign “Welcome to Berlin”



Marketing

Marketing initiatives aim at connecting with the HUGO customer



Social



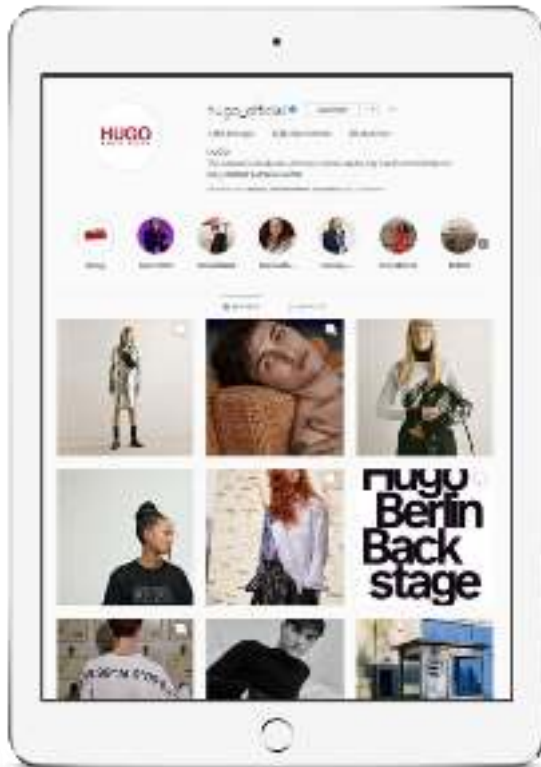
Pop-up stores



Fashion show

Marketing

Co-creation with followers on social media



Marketing

HUGO collaborates...

#iamHUGO



HUGO BOSS

...and inspires influencers



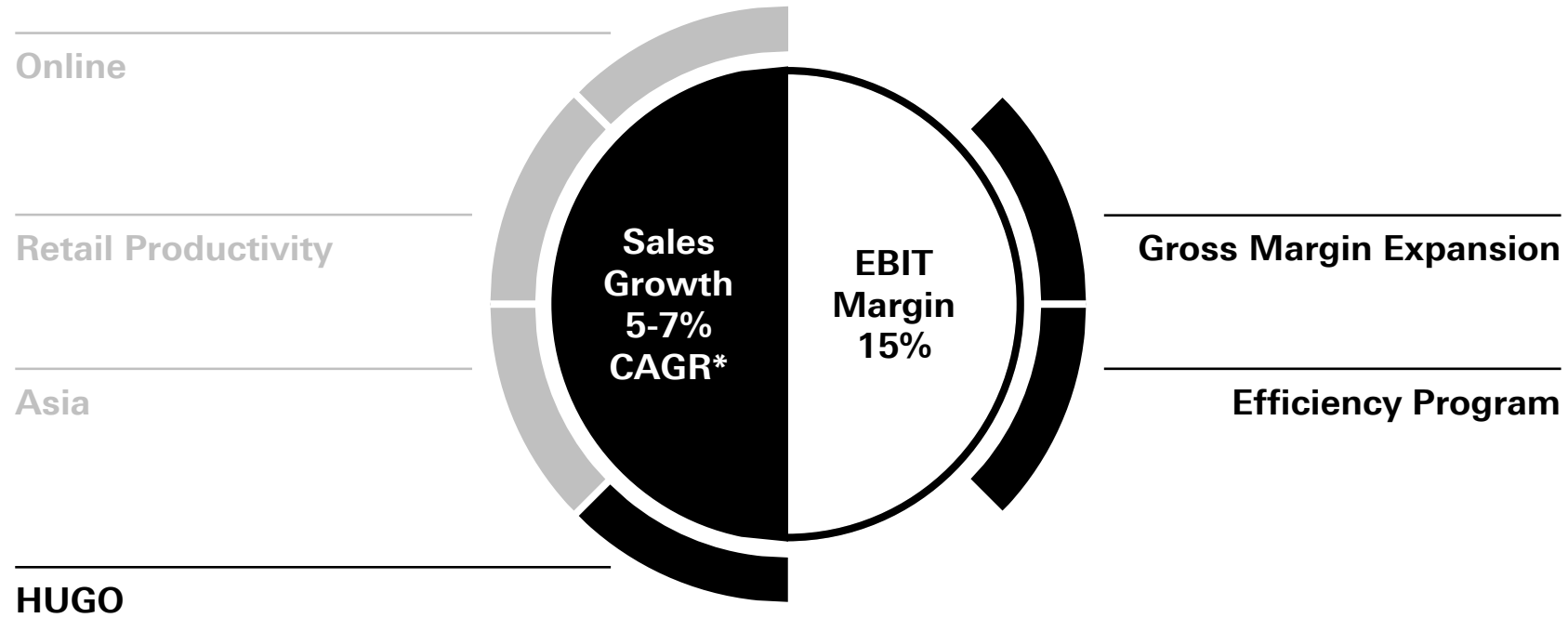
Marketing

Fashion show in Berlin creates buzz for HUGO



Collection

Front row



Key drivers of **sales growth** and
EBIT margin expansion

* = currency-adjusted