

**HUGO BOSS**

HUGO BOSS

# TRANSFORMING FINANCE LIKE A BOSS

ACCOUNTING SUMMIT  
21 SEPTEMBER 2023





**KATHARINA HERZOG**  
SVP Group Finance & Tax  
HUGO BOSS AG



**ESTHER BERGHÄUSER**  
Finance Business Partner  
HUGO BOSS AG

MEET  
YOUR  
SPEAKERS



# DNA OF SUCCESS & STYLE

## PIONEERS IN FASHION



1972

Holy Brothers



1972

Motor-sports



1976

Enter USA



1993

HUGO



2000

BOSS Women



2003

Sailing



2021

Claim 5 Strategy



2022

Personalities

# HUGO BOSS AT A GLANCE | 2022

3.7

EUR BILLION  
SALES

335

EUR MILLION  
EBIT

9.2%

EBIT  
MARGIN

166

EUR MILLION  
FREE CASH  
FLOW

132

COUNTRIES

~ 17,000

EMPLOYEES

~20%

SHARE OF  
DIGITAL SALES

7,400

POINTS  
OF SALE



# 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



# CLAIM 5

## OUR WINNING FORMULA

WHY

CONSUMER FIRST

1

2

3

4

5

WHAT

BOOST  
BRANDS

PRODUCT  
IS KEY

LEAD IN  
DIGITAL

DRIVE OMNICHANNEL

ORGANIZE  
FOR GROWTH

SUSTAINABLE THROUGHOUT

HOW

RIGOROUS EXECUTION

EMPOWER PEOPLE AND TEAMS









# FASHION



# FINANCE



# FINANCE & TAX NEXT OUR GAME PLAN

1

BOOSTING OUR  
FINANCE BRAND  
SHOWCASING  
WHAT WE DO

2

PRODUCT IS KEY  
TRANSFORMING  
CUSTOMERS  
INTO FANS

3

LEAD IN DIGITAL  
EMBRACING  
TECHNOLOGY & BE  
FUTURE READY

4

ORGANIZE FOR  
GROWTH  
SUPPORT STRATEGIC  
NEEDS



# BOOSTING OUR FINANCE BRAND PROUDLY SHOWCASE & COMMUNICATE WHAT WE DO

1

APPLY  
CONSISTENT &  
UNIQUE BRANDING

2

INVEST  
COMMUNICATION CHANNELS

3

BUILD  
CONNECTIONS  
THROUGH EVENTS



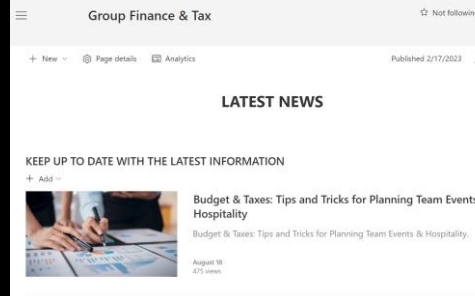
**Katharina Herzog** (she/her) • 1st  
 Passionate BOSS woman | Experienced Finance leader | Tech enthusias...  
 5mo • Edited •

READY FOR TAKE-OFF? JOIN US TO START YOUR CAREER IN GROUP ACCOUNTING.

...see more



## THE GUARDIANS OF ACCOUNTING GOVERNANCE.



HUGO BOSS



### INVOICETRACK EXCITING INVOICE APPROVAL TOOL

Dear colleagues,

We are ready to launch INVOICETRACK at HUGO BOSS AG and our Austrian branch in the upcoming weeks.

INVOICETRACK is a completely new, state-of-the-art workflow solution for processing supplier invoices and is an important element in our joint vision and ambition to be the leading premium tech-driven fashion platform worldwide.

As a thriving global company with increasing sourcing and sales activities, we need a DIGITAL, SMART, and more USER-FRIENDLY way to handle the growing volume of supplier invoices.

This is what INVOICETRACK will deliver.

HUGO BOSS

### INVENTORY DEVALUATION INTRODUCING A NEW SEASONAL METHODOLOGY

Dear colleagues,

We are always striving to simplify and streamline our processes. Therefore, we are pleased to announce that a **new seasonal methodology for inventory devaluation** will be introduced as of **Q1 2023** closing.

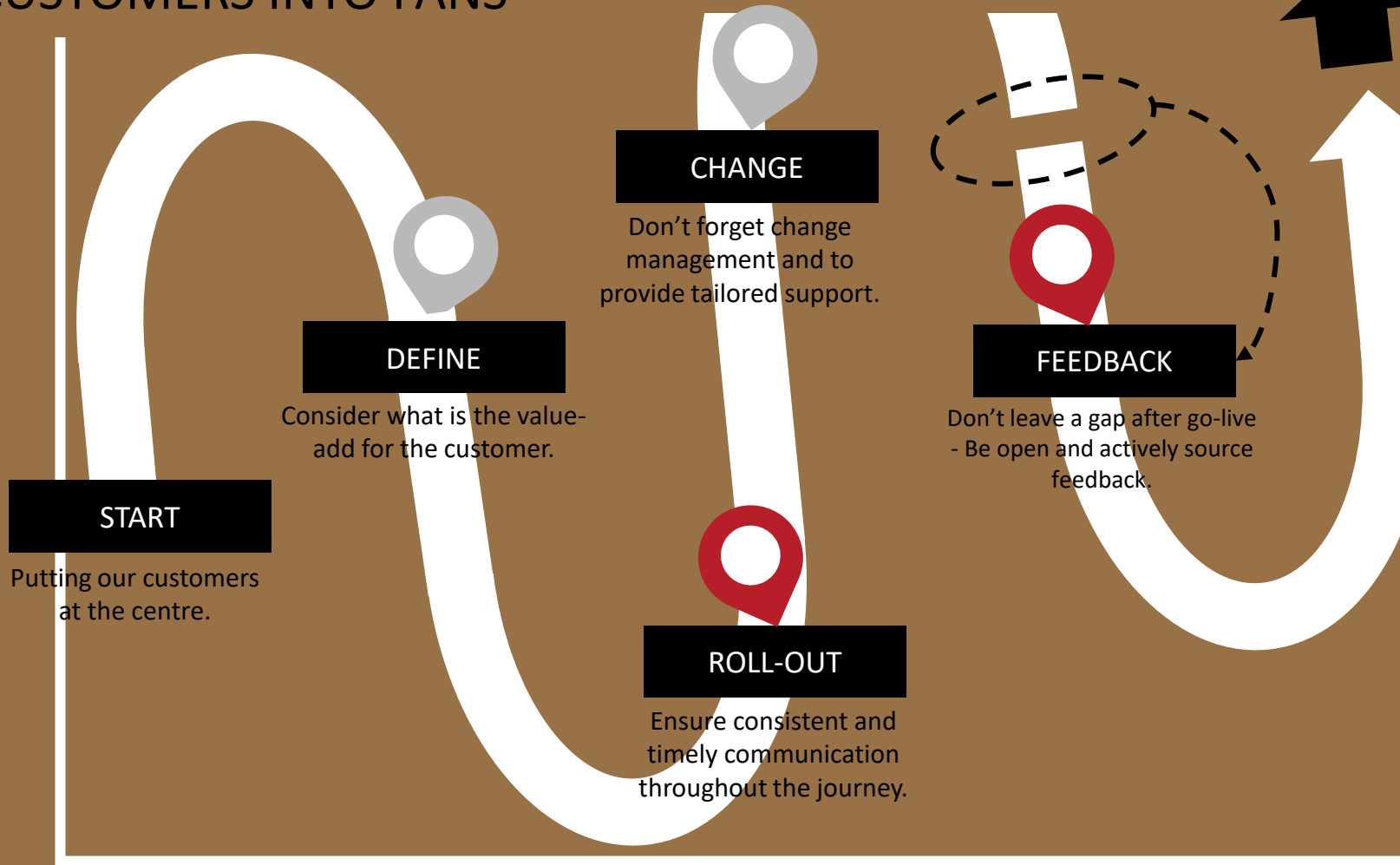
With the introduction of "Balanced Timing", we identified this as the perfect moment to make a change. As a result, we will be transitioning away from the current 3 x method approach (Range of Coverage, Movement Rate and Net Realizable Value).

**WHY DO WE NEED A CHANGE?**

- COMPLEXITY:** Although we all enjoy working on a challenge, the current methodology is too complex and can be simplified.
- LACK OF TRANSPARENCY:** Due to the complexity, the calculation lacks transparency. This makes it difficult to analyze and explain.
- VOLATILITY:** The current methodology also leads to volatile results as it is based on a backward looking calculation.



# PRODUCT IS KEY DELIVER QUALITY AND TRANSFORM CUSTOMERS INTO FANS



# LEADING IN DIGITAL

## EMBRACE TECHNOLOGY, BE FUTURE-ORIENTED AND TRANSFORM THE WAY WE WORK



INTERNATIONAL  
DIGITAL FINANCE  
COMMUNITY

01

Global collaboration to collaborate  
on adoption  
of tech innovation

COMMUNITY  
MEMBERS

16

Digital champions from  
different hub locations

TECHNOLOGY  
EXPLORED

03

Categories of tech  
innovation

#TECHDRIVEN  
FINANCE

04

Citizen Developers from  
Group Finance & Tax

We will explore different types of  
technologies such as Analytics,  
Automation and Generative AI.

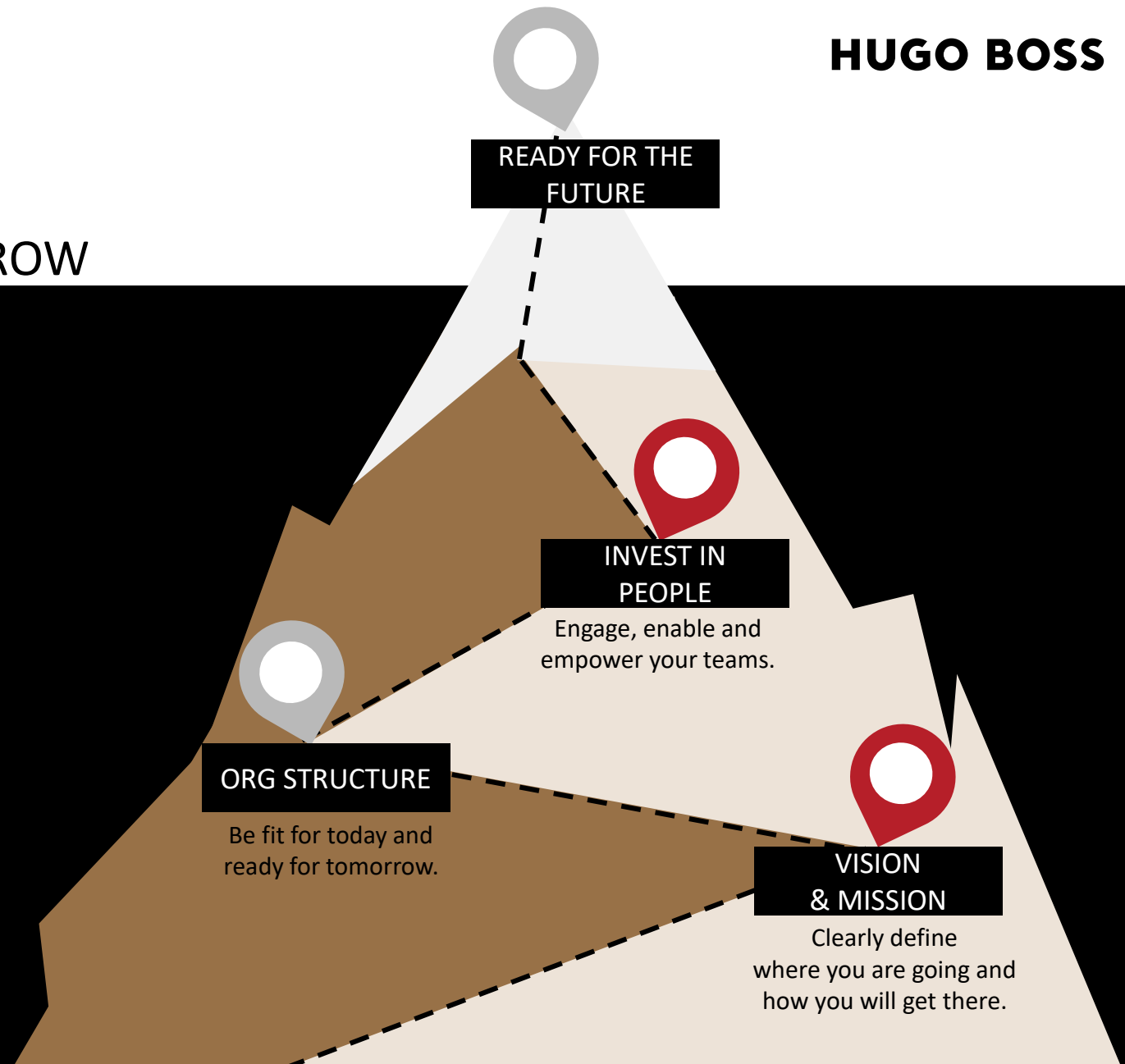


# ORGANIZE FOR GROWTH BE READY TO SUPPORT THE COMPANY AND THE STRATEGIC NEEDS OF TOMORROW

## THE POWER OF A DIVERSE TEAM\*

- 13 Nationalities
- 10 Average years of service
- 4 Generations
- 100% Young at mind

\*Group Finance & Tax (HUGO BOSS AG) data as of July 2023.



# VOICES OF FINANCE







THANK YOU

#BETTERCALLFINANCE  
#LETSTALKABOUTTAX