

BURBERRY

IN A SNAPSHOT

FY24 FINANCIAL PERFORMANCE*

Revenue
£2,968m

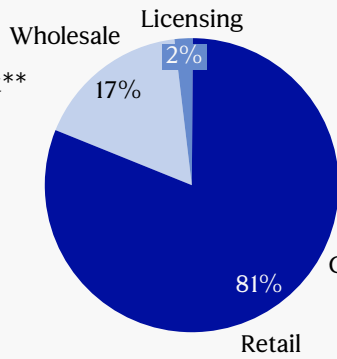
Adjusted operating profit**
£418m

Adjusted operating profit margin** 14.1%

Cash (net of overdrafts and borrowings)
£63m

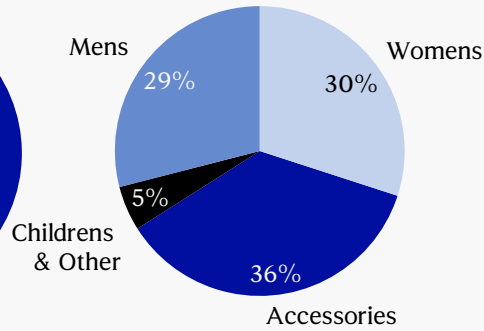
FY24 GROUP REVENUE

BY CHANNEL

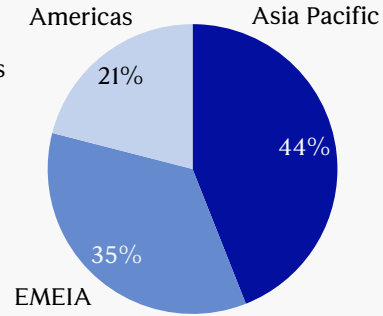


FY24 RETAIL/WHOLESALE REVENUE

BY PRODUCT



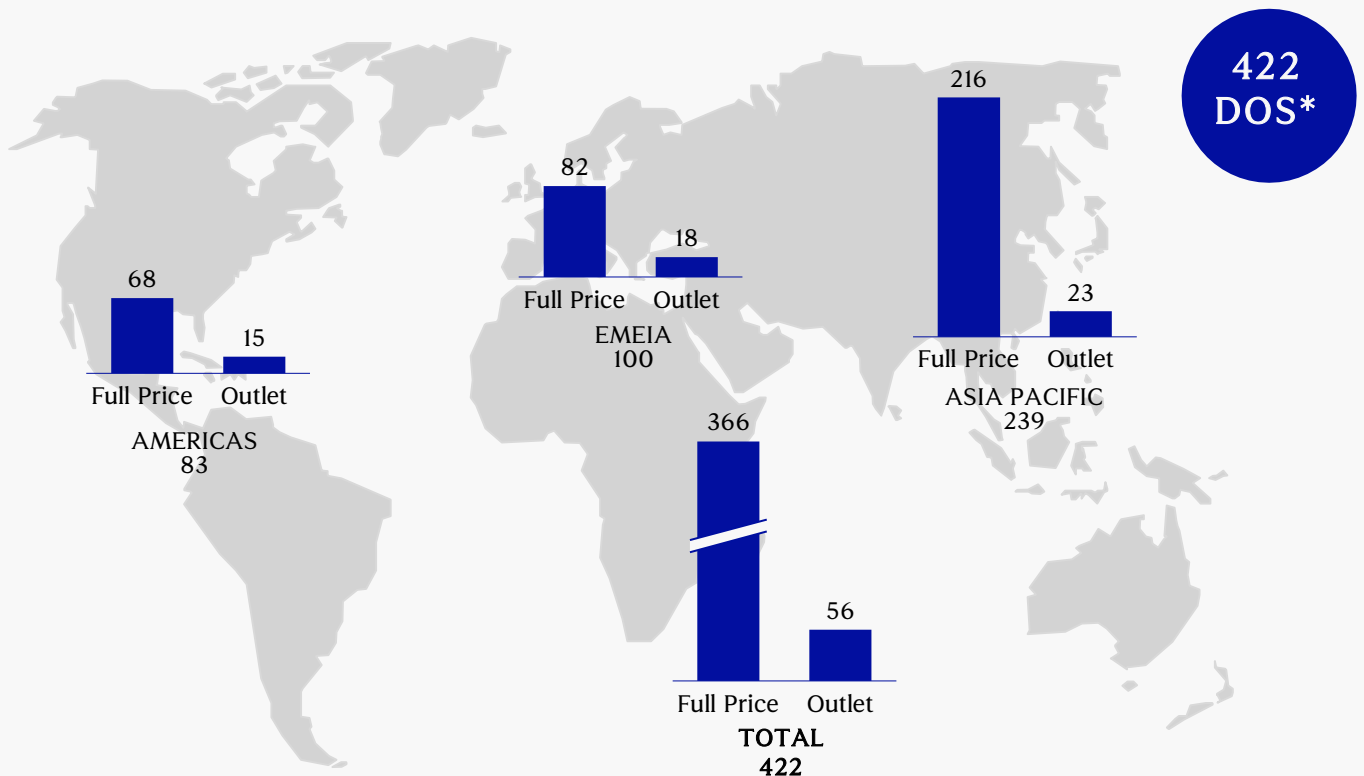
BY REGION



*Financial information is presented at reported exchange rates

**Adjusted operating profit is an alternative performance measure. For details of Burberry's reported results and alternative performance measures please see page 27-28 of the FY24 Annual Report and Accounts.

EXTENSIVE LUXURY DISTRIBUTION FOOTPRINT



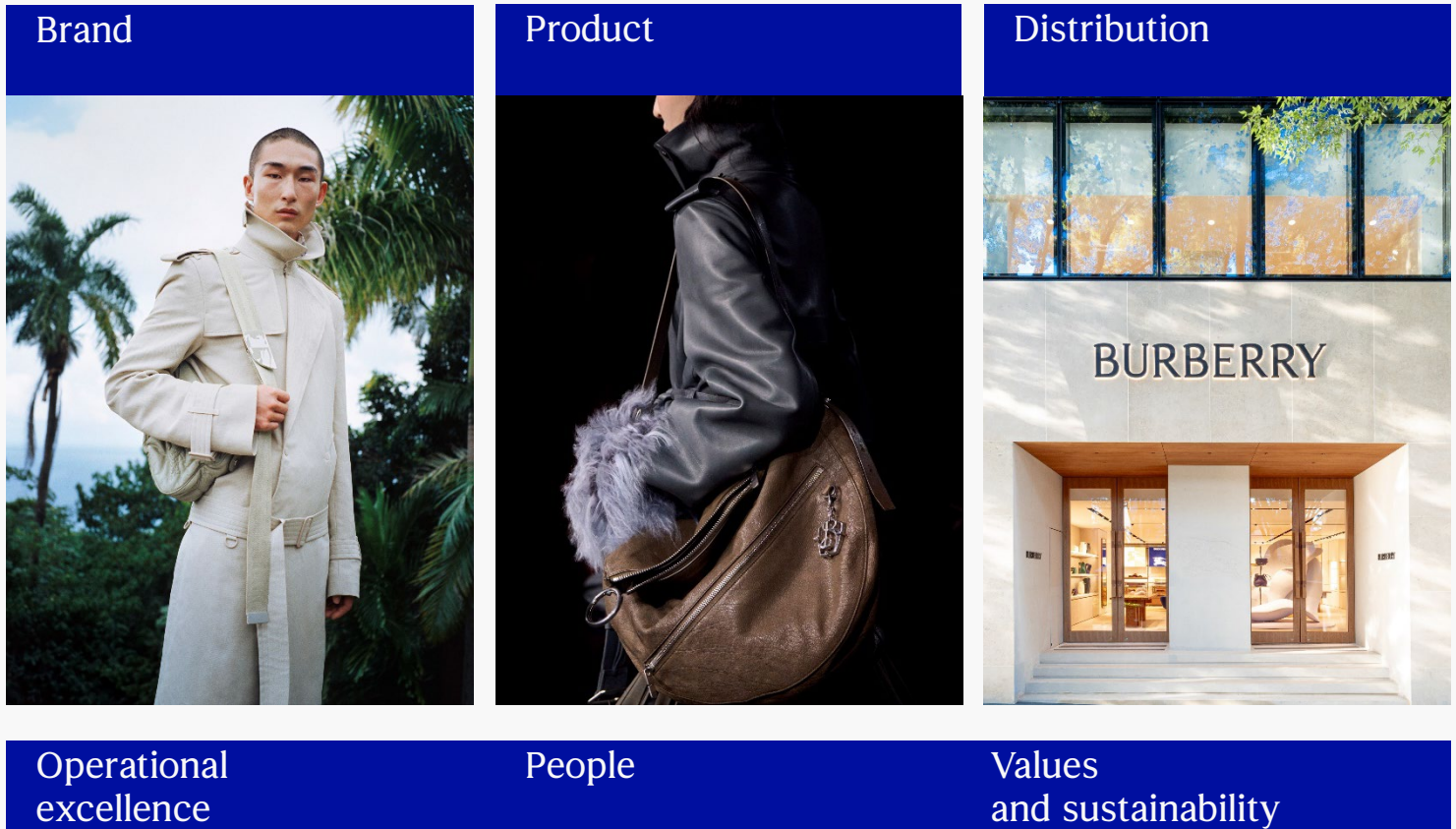
Note: Full Price stores consist of 227 Mainline and 139 Concession stores as of 30 March 2024.

*Directly operated stores. Footprint also has 33 franchise stores; 9 Asia Pacific and 24 EMEA as of 30 March 2024.

OUR STRATEGY

Our vision is to realise Burberry’s potential as the Modern British Luxury brand. We have a clear strategy to achieve this across brand, product and distribution, supported by operational excellence, people and talent, and values and sustainability.

Modern British Luxury



Our ambition is to grow annual revenue to £4 billion. Underpinning this, we have set targets to double our leather goods sales, more than double shoe sales, double women’s ready-to-wear and grow outerwear by 1.5 times. We also aim to improve store productivity to £25,000 per square metre per annum, and double e-commerce sales, to reach ~15% retail penetration.

FY24 PROGRESS

Brand	Product	Distribution
<p>Refocused storytelling and improved brand perception</p> <p>Double-digit growth in Elite customer number and spend</p>	<p>Elevated aesthetic and quality of seasonal offer</p> <p>Begun to reinvigorate larger, core collections</p>	<p>Strengthened distribution network</p> <p>More than 50% of stores now new or refurbished</p>
<p>Operations</p> <p>Reconfigured supply chain to new creative vision</p> <p>Improved product availability for core product and strengthened manufacturing capabilities</p> <p>Continued delivery against sustainability roadmap</p>		
<p>People</p> <p>Focussed efforts on leadership values and talent engagement</p>		

FY25 PRIORITIES

- Refine brand expression and increase product focus in storytelling
- Build out full product offer, ensuring balance between seasonal and core collections
- Enhance retail store experience, focus on conversion and elevate online experience
- Improve operational delivery, drive cost efficiencies, and advance sustainability agenda

ESG | BURBERRY BEYOND STRATEGIC PRIORITIES

Our Responsibility strategy, Burberry Beyond, focuses on the four pillars of Product, Planet, People and Communities. We set 12 targets across these pillars to embed responsible business practices and build on our ongoing commitments.

PRIORITY AREAS

TARGETS

PRODUCT: RESPONSIBLE CRAFTSMANSHIP

- 100% of key raw materials in our products to be certified or responsibly sourced by FY 2029/30 (as defined in our Sustainable Raw Materials Portfolio)
- Embed circular business models and evolve our aftercare offer
- Eliminate plastic from consumer packaging by FY 2025/26. Eliminate unnecessary plastic used in operational packaging and maximise recycled content by FY 2029/2030

PLANET: CLIMATE POSITIVE

- SBTi approved targets to reduce absolute scope 1, 2 and 3 greenhouse gas (GHG) emissions and reach net zero GHG emissions by FY 2039/2040
- Extend sustainable manufacturing initiatives within our own sites and across our supply chain, covering chemicals management, water and waste
- Contribute to sustainable management of natural forests and support zero deforestation across our products and supply chain by FY 2025/26

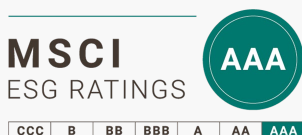
PEOPLE: CHAMPION DE&I AND PEOPLE IN OUR SUPPLY CHAIN

- Establish Burberry as a luxury brand which is inclusive of all
- Aim to increase representation of ethnic minority candidates and ensure recruitment campaigns are gender balanced
- Advance our ethical trading standards across our supply chain, while helping vendors manage their ethical trading programmes
- Extend our Supply Chain Engagement programmes to further advance wellbeing, livelihoods, inclusivity and worker voice across our supply chain

COMMUNITIES: INSPIRE YOUNG PEOPLE

- Positively impact 500,000 people to create better futures, particularly young people through initiatives run by The Burberry Foundation
- Increase volunteering and fundraising opportunities for our global colleagues

RECOGNITION



We rank as a leader, with a AAA rating



We rank as tenth out of 205 companies in the textiles and apparel sector and are rated as Low Risk



We received a disclosure score of 89%, ahead of the sector average of 60%

We ranked in the leadership band (A-) score in the 2023 CDP Climate Change Survey



We are included in the FTSE4Good Index, with a rating of 4.2 out of 5, significantly above the industry average of 2.4

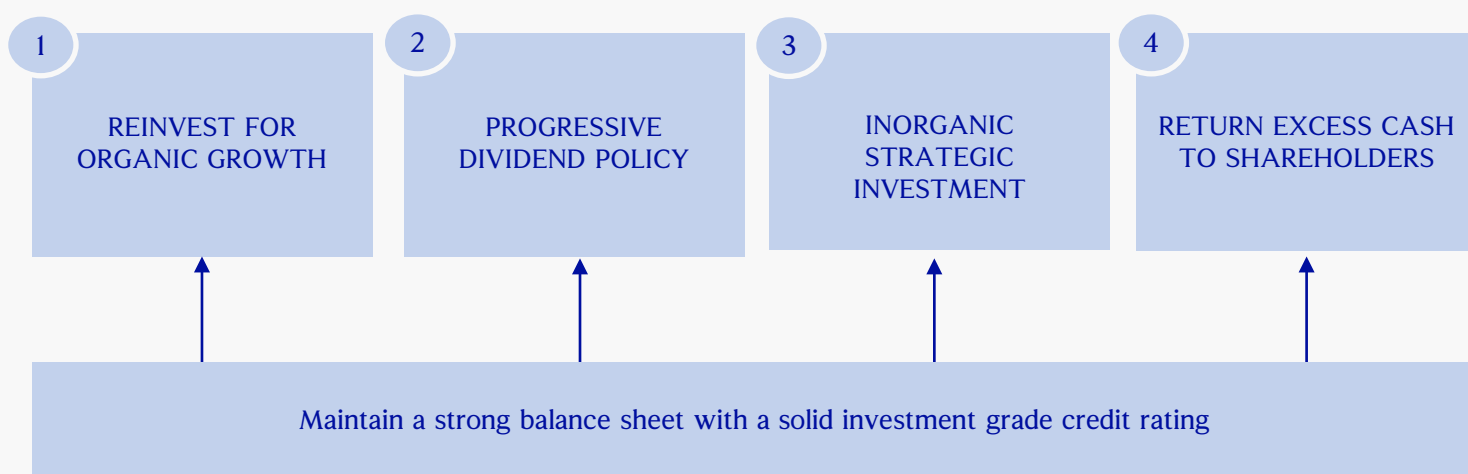
OUR CAPITAL ALLOCATION FRAMEWORK

Our capital allocation framework seeks to maintain an appropriate capital structure for the business and a strong balance sheet with a solid investment grade credit rating – Moody’s Baa2 (stable).

We target Net Debt/adjusted EBITDA to be in the range of 0.5x to 1.0x on a rolling 12 month period.

Burberry has a progressive dividend policy, whereby the absolute amount of dividend per share will remain stable or increase on a full-year basis, broadly targeting a pay-out of around 50% of adjusted earnings per share at reported rates. The interim dividend pay-out is 30% of the absolute value of the prior year full-year dividend.

OUR CAPITAL ALLOCATION FRAMEWORK

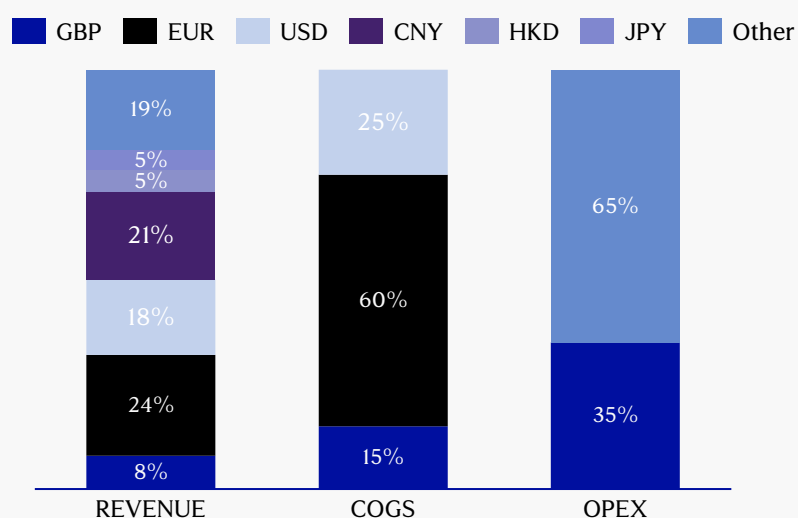


For details of each priority of the framework, please see page 29 of the FY24 Annual Report and Accounts.

FOREIGN EXCHANGE

Exchange rates	Effective forecast rates FY24	Actual effective exchange rates
£1=	25 April 2024	FY24
Euro	1.17	1.16
US Dollar	1.25	1.26
Chinese Renminbi	9.06	9.01
Hong Kong Dollar	9.80	9.84
Korean Won	1,720	1,657
Japanese Yen	195	182

SIMPLIFIED VIEW OF BURBERRY'S FX EXPOSURES IN FY24



*Other opex includes CNY, USD, EUR, HKD, KRW, JPY.

In FY24, a +/-5% move in GBP would have resulted in around a +/-£50m impact on adjusted operating profit

BURBERRY

CEO and CFO



JONATHAN AKEROYD, CEO

Jonathan is an experienced leader with a strong track record of building luxury brands and driving profitable growth. He has extensive experience across the fashion and luxury goods sector, with a focus on brand and product elevation, strategic development and global expansion. Prior to joining Burberry as Chief Executive Officer in March 2022, Jonathan was Chief Executive of Gianni Versace SpA where he reorganised and accelerated growth at the Italian fashion house, building on the brand's rich heritage to elevate product, communications and the customer experience. As President and Chief Executive Officer of Alexander McQueen between 2004 and 2016, he laid the foundation for global expansion of the British luxury brand, successfully steering the company's growth and strategic development. Jonathan's earlier career included a number of senior roles at London-based luxury department store Harrods.



KATE FERRY, CFO

Kate joined Burberry in July 2023 and became a member of Burberry's Board and Executive Committee, reporting to CEO Jonathan Akeroyd. Prior to joining Burberry Kate was Chief Financial Officer of McLaren Group where she oversaw financial strategy and investor relations and supported the broader strategic development of the company. Previously to McLaren, Kate was Group Chief Financial Officer of TalkTalk Telecom Group PLC (2017 to 2021). She is also currently a non-executive director and Chair of the audit committee of Greggs plc.

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- BURBERRY, the Equestrian Knight Device, the Burberry Check and the Thomas Burberry Monogram and Print are trademarks belonging to Burberry which are registered and enforced worldwide.
- All metrics and commentary in this presentation are at reported FX and exclude adjusting items unless stated otherwise.
- Details of Burberry Alternative Performance Measures are set out on page 27-28 of the FY24 Annual Report and Accounts.
- Certain financial data within this presentation have been rounded.