

# FINANCIAL STATEMENTS

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# STATEMENT OF DIRECTORS' RESPONSIBILITIES

The Directors are responsible for preparing the Annual Report, the Directors' Remuneration Report and the financial statements in accordance with applicable laws and regulations.

Company law requires the Directors to prepare financial statements for each financial year. Under that law the Directors have prepared the Group consolidated financial statements in accordance with the UK-adopted International Accounting Standards and the Company financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards, comprising FRS 101 'Reduced Disclosure Framework' and applicable law). Under company law the Directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the Group and the Company and of the profit or loss of the Group and the Company for that year. In preparing these financial statements the Directors are required to:

- select suitable accounting policies and then apply them consistently;
- state whether applicable UK-adopted International Accounting Standards have been followed for the Group financial statements and United Kingdom Accounting Standards, comprising FRS 101, have been followed for the Company financial statements, subject to any material departures disclosed and explained in the Group and parent Company financial statements respectively;
- make judgements and accounting estimates that are reasonable and prudent;
- present information, including accounting policies, in a manner that provides relevant, reliable, comparable and understandable information; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Group and Company will continue in business.

The Directors are responsible for keeping adequate accounting records that are sufficient to show and explain the Group and Company's transactions and disclose with reasonable accuracy at any time the financial position of the Group and Company and enable them to ensure that the financial statements and the Directors' Remuneration Report comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the Company and the Group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Directors are responsible for the maintenance and integrity of the Company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

The Directors consider that the Annual Report, taken as a whole, is fair, balanced and understandable and provides the information necessary for shareholders to assess the Group and the Company's position and performance, business model and strategy.

Each of the Directors, whose names and functions are listed on pages 157 to 162 confirm that, to the best of their knowledge:

- the Company financial statements, which have been prepared in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards, comprising FRS 101 'Reduced Disclosure Framework', and applicable law), give a true and fair view of the assets, liabilities, financial position and profit of the Company;
- the Group financial statements, which have been prepared in accordance with the UK-adopted International Accounting Standards, give a true and fair view of the assets, liabilities, financial position and profit of the Group; and
- the Strategic Report includes a fair review of the development and performance of the business and the position of the Group and the Company, together with a description of the principal risks and uncertainties that it faces.

These statements were approved by the Board on 14 May 2024 and signed on its behalf by:

[Jonathan Akeroyd](#)  
Chief Executive Officer

# INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF BURBERRY GROUP PLC

## Opinion

In our opinion:

- Burberry Group plc's Group financial statements and Company financial statements (the "financial statements") give a true and fair view of the state of the Group's and of the Company's affairs as at 30 March 2024, and of the Group's profit for the 52-week period then ended;
- the Group financial statements have been properly prepared in accordance with UK-adopted International Accounting Standards;
- the Company financial statements have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- the financial statements have been prepared in accordance with the requirements of the Companies Act 2006.

We have audited the financial statements of Burberry Group plc (the 'Company') and its subsidiaries (the 'Group') for the 52-week period ended 30 March 2024 which comprise:

Group	Company
Balance sheet as at 30 March 2024	Balance sheet as at 30 March 2024
Income statement for the 52-week period then ended	Statement of changes in equity for the 52-week period then ended
Statement of comprehensive income for the 52-week period then ended	Related notes A to M to the financial statements, including a summary of material accounting policies
Statement of changes in equity for the 52-week period then ended	
Statement of cash flows for the 52-week period then ended	
Related notes 1 to 32 to the financial statements, including a summary of material accounting policies	

The financial reporting framework that has been applied in the preparation of the Group financial statements is applicable law and UK-adopted International Accounting Standards. The financial reporting framework that has been applied in the preparation of the Company financial statements is applicable law and United Kingdom Accounting Standards, including FRS 101 "Reduced Disclosure Framework" (United Kingdom Generally Accepted Accounting Practice).

## Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

## Independence

We are independent of the Group and Company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard as applied to listed public interest entities, and we have fulfilled our other ethical responsibilities in accordance with these requirements.

The non-audit services prohibited by the FRC's Ethical Standard were not provided to the Group or the Company and we remain independent of the Group and the Company in conducting the audit.

## Conclusions relating to going concern

In auditing the financial statements, we have concluded that the directors' use of the going concern basis of accounting in the preparation of the financial statements is appropriate. Our evaluation of the directors' assessment of the Group and Company's ability to continue to adopt the going concern basis of accounting included:

- In conjunction with our walkthrough of the Group's financial statement close process, we confirmed our understanding of management's going concern assessment process and engaged with management early to understand and assess the key assumptions made in their assessment.
- We checked the logic and arithmetical integrity of management's going concern model that includes the cash forecasts for the going concern assessment period covering the period up to 27 September 2025.
- We considered the appropriateness of the revenue and operating expense assumptions used to calculate the cash forecasts under base case and severe but plausible case scenarios. In light of challenging trading conditions, we specifically challenged management's plausible downside case scenario to assess if it was sufficiently severe for the going concern assessment.
- We reviewed the Group's debt agreements for any conditions precedent outside of management's control and also reviewed forecast compliance with covenant requirements in either the base or severe but plausible downside case scenarios during the going concern assessment period.
- We agreed the 30 March 2024 cash and cash equivalents balance included in the going concern assessment to the Group's year end cash and cash equivalents balance.
- We assessed the reasonableness of the cashflow forecasts included in the going concern assessment by analysing management's historical forecasting accuracy and understanding the potential impact of principal risks such as geopolitical instability, global consumer demand and the impact of climate change reflected in the forecasts.
- We evaluated the key assumptions by searching for contrary evidence to challenge these assumptions, including third party sector forecasts and analyst expectations. Further, we tested these assumptions for consistency with the budget approved by the Board.
- We also challenged the measurement and completeness of the downside scenario modelled by management, whether the risks considered are sufficiently severe, and how these compare with the principal risks and uncertainties of the Group.
- We considered the mitigating factors available and not included in the severe but plausible downside scenario that are within control of the Group. This included review of the Group's non-operating cash outflows and evaluating the Group's ability to control these outflows as mitigating actions if required.
- We reviewed the borrowings of the Group and noted that management include the repayment of the sustainability bond without refinancing in the severe but plausible scenario as the bond is repayable within the going concern period.
- We considered whether the Group's forecasts in the going concern assessment were consistent with other forecasts used by the Group in its accounting estimates, including goodwill impairment, retail store impairment and deferred tax asset recognition.
- We performed reverse stress testing to identify the magnitude of decline in revenue that would lead to the Group utilising all liquidity during the going concern assessment period and we have considered the likelihood of such a decline.
- We reviewed activity in the subsequent events period to assess for contrary indicators.
- We reviewed the Group's going concern disclosures included in the Annual Report to assess that they were accurate, sufficiently detailed and in conformity with the reporting standards.

We observe that in management's base case and severe but plausible downside scenario, there is headroom without taking the benefit of identified mitigations.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the Group and Company's ability to continue as a going concern for a period up to 27 September 2025.

In relation to the Group and Company's reporting on how they have applied the UK Corporate Governance Code, we have nothing material to add or draw attention to in relation to the Directors' statement in the financial statements about whether the Directors considered it appropriate to adopt the going concern basis of accounting.

Our responsibilities and the responsibilities of the Directors with respect to going concern are described in the relevant sections of this report. However, because not all future events or conditions can be predicted, this statement is not a guarantee as to the Group and the Company's ability to continue as a going concern.

## Overview of our audit approach

<b>Audit scope</b>	<p>We performed an audit of the complete financial information of four components and audit procedures on specific balances for a further four components.</p> <p>The components where we performed full or specific audit procedures accounted for 79% of profit before tax (on an absolute basis), 77% of Revenue and 75% of Total assets.</p>
<b>Key audit matters</b>	<p>Valuation of finished goods inventory provision.</p> <p>Impairment and impairment reversals of retail store right-of-use assets and related property, plant and equipment.</p> <p>Provision for uncertain tax positions.</p>
<b>Materiality</b>	Overall Group materiality of £19.2m which represents 5% of profit before tax.

## An overview of the scope of the Company and Group audits

### Tailoring the scope

Our assessment of audit risk, our evaluation of materiality and our allocation of performance materiality determine our audit scope for each component within the Group. Taken together, this enables us to form an opinion on the consolidated financial statements. We take into account size, risk profile, the organisation of the Group and effectiveness of Group-wide controls, changes in the business environment, the potential impact of climate change and other factors such as recent internal audit results when assessing the level of work to be performed at each component.

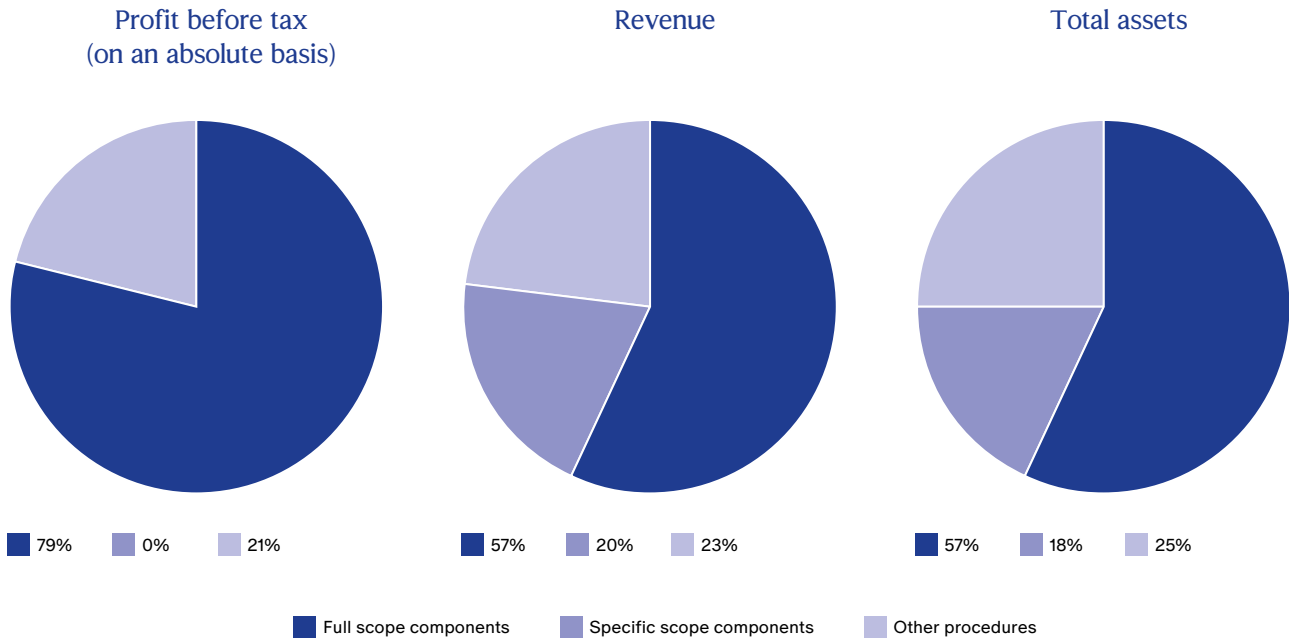
In assessing the risk of material misstatement to the Group financial statements, and to ensure we had adequate quantitative coverage of significant accounts in the financial statements, we selected eight components covering entities within the United Kingdom, Mainland China, Japan, South Korea, the United States and Hong Kong S.A.R., China, which represent the principal business units within the Group.

Of the eight components selected, we performed an audit of the complete financial information of four components ("full scope components") which were selected based on their size or risk characteristics. For the remaining four components ("specific scope components"), we performed audit procedures on specific accounts within that component that we considered had the potential for the greatest impact on the significant accounts in the financial statements either because of the size of these accounts or their risk profile.

The reporting components where we performed audit procedures accounted for 79% of the Group's profit before tax (on an absolute basis) (2023: 91% of the Group's profit before tax on an absolute basis), 77% (2023: 78%) of the Group's revenue and 75% (2023: 80%) of the Group's total assets. For the current year, the full scope components contributed 79% of the Group's profit before tax (on an absolute basis) (2023: 91% of Group's profit before tax on an absolute basis), 57% (2023: 74%) of the Group's revenue and 57% (2023: 77%) of the Group's total assets. The specific scope components contributed 20% (2023: 4%) of the Group's revenue and 18% (2023: 3%) of the Group's total assets. The audit scope of these components may not have included testing of all significant accounts of the component but will have contributed to the coverage of significant accounts tested for the Group.

Of the remaining components that together represent 21% of the Group's profit before tax (on an absolute basis) (2023: 9% of adjusted profit before tax on an absolute basis), none are individually greater than 4% (2023: 5%) of the Group's profit before tax (on an absolute basis). For these components, we performed other procedures, including analytical review procedures, testing of consolidation journals and intercompany eliminations and foreign currency translation recalculations to respond to any potential risks of material misstatement to the Group financial statements.

The charts below illustrate the coverage obtained from the work performed by our audit teams.



**Changes from the prior year**

We decreased the number of full scope components from six to four in the current year and increased the number of specific scope components from two to four. This reflects the change in contribution to the Group’s results across these entities and that a greater number of procedures are directly performed by the primary audit team.

**Involvement with component teams**

In establishing our overall approach to the Group audit, we determined the type of work that needed to be undertaken at each of the components by us, as the Group audit engagement team, or by component auditors from other EY global network firms operating under our instruction. Of the four full scope components, audit procedures were performed on three of these directly by the Group audit team. For the one full scope and three specific scope components, where the work was performed by component auditors, we determined the appropriate level of involvement to enable us to determine that sufficient audit evidence had been obtained as a basis for our opinion on the Group as a whole.

The Group audit team followed a programme of planned physical visits to the component teams in Mainland China and Hong Kong S.A.R., China, and virtual site visits for the component teams in South Korea and Japan. The virtual visits involved video calls with local management, including members of supply chain and marketing teams depending on the component, and with the local EY component teams. These visits were designed to ensure that the Senior Statutory Auditor, physically or virtually, visited all those full and specific scope audit locations not audited by the Group audit team at least once during the year. During all of these physical and virtual visits, we held discussions on the audit approach and understood any issues arising from their work and were responsible for the scope and direction of the audit process. We reviewed the component team’s working papers to validate that the required procedures had been performed to the appropriate quality. We also virtually attended year end closing meetings at all components and interacted regularly with the component teams throughout the year.

As the Group audit team, we performed the audit for the components in the United Kingdom and the United States. We also met in person where possible, or virtually, with local management for these components. This, together with the additional procedures performed at Group level, gave us appropriate evidence for our opinion on the Group financial statements.

## Climate change

Stakeholders are increasingly interested in how climate change will impact the Group. The Group has determined that the most significant future impacts from climate change on its operations will be from climate transition risks, specifically market risks associated with changing consumer preferences in a lower carbon economy. These are explained on pages 66 to 79 in the required Task Force On Climate Related Financial Disclosures, and on pages 85 to 90 in the principal risks and uncertainties. The Group has also explained their climate commitments on pages 30 to 33. All of these disclosures form part of the "Other information," rather than the audited financial statements. Our procedures on these unaudited disclosures therefore consisted solely of considering whether they are materially inconsistent with the financial statements, or our knowledge obtained in the course of the audit or otherwise appear to be materially misstated, in line with our responsibilities on "Other information".

In planning and performing our audit, we assessed the potential impacts of climate change on the Group's business and any consequential material impact on its financial statements.

The Group has explained in their Basis of Preparation note how they have reflected the impact of climate change in their financial statements, including how this aligns with their commitments in their sustainability strategy. There are no significant judgements or estimates relating to climate change.

Our audit effort in considering the impact of climate change on the financial statements was focused on evaluating management's assessment of the impact of climate risk and their climate commitments, specifically on the finished goods inventory provision, impairment of retail store right-of-use assets and related property, plant and equipment and going concern. We have assessed whether these risks have been appropriately reflected in asset values, where values are determined through modelling future cash flows, this primarily being impairment assessments following the requirements of UK-adopted International Accounting Standards. As part of this evaluation, we performed our own risk assessment, supported by our climate change internal specialists and senior members of the audit team. This included meetings with the Group's Sustainability and Group Financial Reporting teams, a specific climate change risk workshop and a review of peer disclosures and sector guidance on climate change to determine the risks of material misstatement in the financial statements from climate change which needed to be considered in our audit.

We also challenged the Directors' considerations of climate change risks in their assessment of going concern and viability and associated disclosures. Where considerations of climate change were relevant to our assessment of going concern, these are described above.

Based on our work, whilst we have not identified the impact of climate change on the financial statements to be a standalone key audit matter, we have considered the impact on the following key audit matters: valuation of finished goods inventory provision; and impairment and impairment reversals of retail store right-of-use assets and related property, plant and equipment. Details of the impact, our procedures and findings are included in our explanation of key audit matters below.

## Key audit matters

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the financial statements of the current period, and include the most significant assessed risks of material misstatement (whether or not due to fraud) that we identified. These matters included those which had the greatest effect on: the overall audit strategy, the allocation of resources in the audit and directing the efforts of the engagement team. These matters were addressed in the context of our audit of the financial statements as a whole, and in our opinion thereon, and we do not provide a separate opinion on these matters.

Risk	Our response to the risk	Key observations communicated to the Audit Committee
<p><b>Valuation of finished goods inventory provision</b></p> <p>As described in the Audit Committee Report (page 118), Accounting Policies (page 168), and Note 17 of the Consolidated Financial Statements (page 189), management raises a finished goods inventory provision to reflect where the expected net realisable value is lower than the carrying value of finished goods inventory at the balance sheet date. The Group has £73m of inventory provisions, representing 12.6% of the gross value of inventory of £580m as at 30 March 2024. Of the net inventory of £507m, £475m relates to finished goods.</p> <p>The Group determines the inventory provision considering the aging of inventory by season, identifying problem inventory and considering historical loss rates, and future sales forecasts and the expected channel by which the inventory will be exited. This process is inherently judgmental and there is therefore potential for management bias in relation to its allocation of inventory to certain sales channels as well as in relation to future sales forecasts.</p>	<p>The Group audit team, full scope components teams and specific scope component team performed the audit procedures over the Group's inventory valuation. The principal procedures performed are described below.</p> <p>We performed a walkthrough of the inventory provisioning process, and identified and understood the design of key controls.</p> <p>We evaluated the appropriateness of the Group's inventory provisioning policy. We assessed the inventory provisioning model for each component for consistency with the Group's accounting policy.</p> <p>We tested the integrity and accuracy of the provisioning model and inputs (such as loss rates, seasonality and categorisation of inventory), considering the source of information being used by management.</p> <p>Applying professional scepticism and in light of recent trading conditions, we performed sensitivity analysis on management's expected sell through and loss rates of inventory.</p> <p>We used inventory movement data for the current year and analysed it to consider the inventory composition by season and product type. We used this data to develop an expectation and challenged management on any outliers identified.</p> <p>We understood the planned sales channels and exit routes for problem stock and challenged whether these were consistent with prior periods, the overall sales profile of the Group and the Board-approved forecasts used elsewhere across the Group. We considered whether there was any evidence of management bias in the exit routes and future sales forecasts used.</p> <p>We performed analytical procedures around key assumptions and corroborated to our work performed across other accounts to identify and consider whether any contrary evidence existed.</p> <p>We also used data to corroborate explanations from management and to identify any contrary evidence related to the assumptions used by management in identifying slow-moving inventory or determining exit routes. We performed sensitivity analysis to assess the significance and risk of changed assumptions on the provision, primarily being the sell through, exit route and loss rates applied. This included considering the potential impact climate change may have on inventory provisioning.</p> <p>We reviewed disclosures in the financial statements for appropriateness.</p>	<p>We are satisfied the finished goods inventory provisions are appropriate and the Group's disclosures are appropriate.</p>



## Key audit matters continued

Risk	Our response to the risk	Key observations communicated to the Audit Committee
<p><b>Impairment and impairment reversals of retail store right-of-use assets and related property, plant and equipment</b></p> <p>As described in the Audit Committee Report (page 118), Accounting Policies (page 168), and Notes 13 and 14 of the Consolidated Financial Statements (pages 186 to 187), management assess the retail store right-of-use assets and related property, plant and equipment for impairment charges and reversals of previous impairment charges. The Group has £1,013m of right-of-use assets and £406m of property, plant and equipment as at 30 March 2024.</p> <p>In the 52 weeks to 30 March 2024 there was a net impairment charge of £14m.</p> <p>There is judgement and estimation uncertainty involved in determining the store forecast cash flows to measure impairment charges and reversals, in particular, the revenue growth and profit margin assumptions in light of the current challenging market conditions.</p>	<p>Our procedures on the carrying value of retail store right-of-use assets and related property, plant and equipment were performed centrally by the Group team.</p> <p>Our procedures included, among others, performing a walkthrough of the retail store impairment process and evaluating the design of controls.</p> <p>We reviewed and challenged the appropriateness of the Group's impairment policy.</p> <p>We also reviewed board minutes and met with regional commercial finance teams and general counsel to determine if any contrary evidence existed in relation to the future plans for stores.</p> <p>Management considered whether indicators of impairment charges or reversals were present for the Group's retail store portfolio based on the Group's latest forecast. We assessed the completeness of the factors considered and assessed the accuracy of the forecasted information in conjunction with our testing of the Group's forecasts further outlined below.</p> <p>For the stores identified with indicators of impairment charge or reversal, the Group prepared value-in-use impairment models. Our procedures over the value-in-use calculations included:</p> <ul style="list-style-type: none"> <li>• Assessing the methodology against the requirements of IAS 36 Impairment of Assets;</li> <li>• Testing the integrity of the model and data inputs used back to source data, for example agreeing store right-of-use asset and related property, plant and equipment values back to accounting records;</li> <li>• Involving our valuations specialists to assess the appropriateness of the discount rate used;</li> <li>• Challenging assumptions used in cash flow forecasts such as revenue growth and margin assumptions against historical results, and third-party luxury sector forecasts;</li> <li>• Performing sensitivity analysis on key assumptions and stress testing calculations for stores most at risk of impairment;</li> <li>• Challenging whether cash flow forecasts adequately factored in known costs associated with physical and transition climate-related risks and any cashflows required to meet Burberry's publicly stated climate commitments; and</li> <li>• Assessing the disclosures in the financial statements, including the requirement to disclose sensitivities where a reasonably possible change in a key assumption would result in a material change to the impairment charge or reversal recorded. We tested management's sensitivity analysis and re-calculated the sensitivities disclosed as a result of changing revenue assumptions.</li> </ul>	<p>We are satisfied that the consideration of indicators of impairment, value-in-use impairment model methodology, significant underlying assumptions and judgements applied are reasonable and support management's conclusion to recognise a net impairment charge totalling £14m against the retail store right-of-use assets and related property, plant and equipment.</p> <p>We are also satisfied with the disclosure and classification of the impairment charges.</p>

## Key audit matters continued

Risk	Our response to the risk	Key observations communicated to the Audit Committee
<p><b>Provision for uncertain tax positions</b></p> <p>As described in the Audit Committee Report (page 118), Accounting Policies (page 168), and Note 9 of the Consolidated Financial Statements (page 181 to 182), the Group is subject to tax regulation in multiple jurisdictions and the centralised operating structure of the Group requires management to exercise judgement in making determinations as to the amount of tax that is payable.</p> <p>The Group is subject to tax authority audits and has a number of open tax enquiries in multiple jurisdictions at any point in time.</p> <p>As a result, the Group has recognised a number of provisions against uncertain tax positions, the valuation of which requires significant assumptions and judgement. We focused on this area due to the complexity, subjectivity, quantification of the provision and the judgement around the trigger for recognition or release impacting the provision and the effective tax rate.</p>	<p>Our procedures on the uncertain tax position provisions were performed centrally by the Group team, supported by subject matter specialists and supported by overseas teams with expertise in local tax regulations where appropriate.</p> <p>Our procedures included:</p> <ul style="list-style-type: none"> <li>• Performing a walkthrough of the tax provisioning process and identifying key controls. We also evaluated the appropriateness of the Group’s transfer pricing and uncertain tax provisioning policies;</li> <li>• Meeting with tax management to understand the Group’s cross-border transactions, status of all significant matters, including those provided for, and any changes to management’s judgements in the year;</li> <li>• Reading correspondence with tax authorities and external advisors to inform our assessment of recorded estimates and evaluate the completeness of the provisions recorded, directly engaging with external advisors where appropriate. For the most material case, we met external advisors to understand the key judgements in the case, and utilised relevant internal specialists. We requested, received, and reviewed a letter directly obtained from management’s external legal counsel;</li> <li>• Independently assessing management’s significant assumptions and judgements to record or release provisions following tax audits, settlements and the expiry of statute of limitations;</li> <li>• Testing the accuracy of the calculation of the year end provisions by inspecting underlying documentation and supporting schedules; and</li> <li>• Evaluating the adequacy of tax disclosures.</li> </ul>	<p>We are satisfied that management’s judgements in relation to the extent of provisions for uncertain tax positions are appropriate. We are also satisfied that the tax disclosures are appropriate.</p>

## Our application of materiality

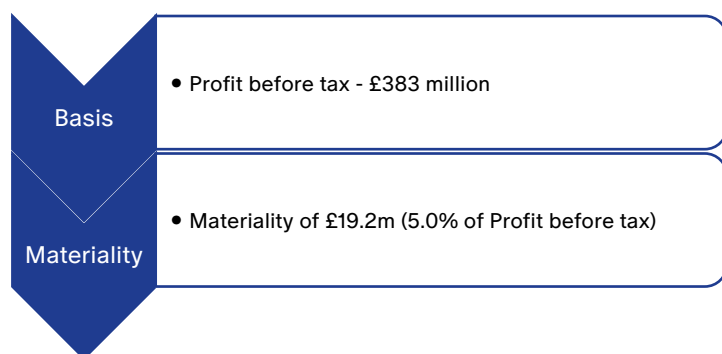
We apply the concept of materiality in planning and performing the audit, in evaluating the effect of identified misstatements on the audit and in forming our audit opinion.

### Materiality

The magnitude of an omission or misstatement that, individually or in the aggregate, could reasonably be expected to influence the economic decisions of the users of the financial statements. Materiality provides a basis for determining the nature and extent of our audit procedures.

We determined materiality for the Group to be £19.2 million (2023: £30 million), which is 5.0% (2023: 4.7%) of profit before tax. We believe that profit before tax provides us with the most relevant performance measure for the stakeholders of the Group, hence it has been selected as the benchmark.

We determined materiality for the Company to be £22.3 million (2023: £21.5 million), which is 1% (2023: 1%) of total assets. For any Company balances that are consolidated into the Group financial statements, an allocation of Group performance materiality was used.



## Materiality continued

During the course of our audit, we reassessed initial materiality based on forecasts provided by management. Our final assessment reflected the actual reported performance for the period.

## Performance materiality

The application of materiality at the individual account or balance level. It is set at an amount to reduce to an appropriately low level the probability that the aggregate of uncorrected and undetected misstatements exceeds materiality.

On the basis of our risk assessments, together with our assessment of the Group's overall control environment, our judgement was that performance materiality was 75% (2023: 75%) of our planning materiality, namely £14.4m (2023: £22.5m). We have set performance materiality at this percentage due to our assessment of the Group's overall control environment and the likelihood of undetected misstatements.

Audit work at component locations for the purpose of obtaining audit coverage over significant financial statement accounts is undertaken based on a percentage of total performance materiality. The performance materiality set for each component is based on the relative scale and risk of the component to the Group as a whole and our assessment of the risk of misstatement at that component. In the current year, the range of performance materiality allocated to components was £3m to £13m (2023: £4m to £20m).

## Reporting threshold

An amount below which identified misstatements are considered as being clearly trivial.

We agreed with the Audit Committee that we would report to them all uncorrected audit differences in excess of £1.0m (2023: £1.5m), which is set at 5% of planning materiality, as well as differences below that threshold that, in our view, warranted reporting on qualitative grounds.

We evaluate any uncorrected misstatements against both the quantitative measures of materiality discussed above and in light of other relevant qualitative considerations in forming our opinion.

## Other information

The other information comprises the information included in the annual report set out on pages 2 to 146, including Strategic Report and Corporate Governance Statement, other than the financial statements and our auditor's report thereon. The directors are responsible for the other information contained within the annual report.

Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in this report, we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of the other information, we are required to report that fact.

We have nothing to report in this regard.

## Opinions on other matters prescribed by the Companies Act 2006

In our opinion, the part of the directors' remuneration report to be audited has been properly prepared in accordance with the Companies Act 2006.

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the strategic report and the directors' report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the directors' report have been prepared in accordance with applicable legal requirements.

## Matters on which we are required to report by exception

In the light of the knowledge and understanding of the Group and the Company and its environment obtained in the course of the audit, we have not identified material misstatements in the strategic report or the directors' report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept by the Company, or returns adequate for our audit have not been received from branches not visited by us; or
- the Company financial statements and the part of the Directors' Remuneration Report to be audited are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

## Corporate Governance Statement

We have reviewed the directors' statement in relation to going concern, longer-term viability and that part of the Corporate Governance Statement relating to the Group and Company's compliance with the provisions of the UK Corporate Governance Code specified for our review by the Listing Rules.

Based on the work undertaken as part of our audit, we have concluded that each of the following elements of the Corporate Governance Statement is materially consistent with the financial statements or our knowledge obtained during the audit:

- Directors' statement with regards to the appropriateness of adopting the going concern basis of accounting and any material uncertainties identified set out on page 144;
- Directors' explanation as to its assessment of the Company's prospects, the period this assessment covers and why the period is appropriate set out on page 91;
- Director's statement on whether it has a reasonable expectation that the Group will be able to continue in operation and meets its liabilities set out on page 93;
- Directors' statement on fair, balanced and understandable (FBU) set out on page 148;
- Board's confirmation that it has carried out a robust assessment of the emerging and principal risks set out on page 123;
- The section of the annual report that describes the review of the effectiveness of risk management and internal control systems set out on page 123; and
- The section describing the work of the audit committee set out on pages 118 to 121.

## Responsibilities of directors

As explained more fully in the Directors' Responsibilities Statement set out on page 148, the directors are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the directors determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the directors are responsible for assessing the Group and Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the Group or the Company or to cease operations, or have no realistic alternative but to do so.

## Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

## Explanation as to what extent the audit was considered capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect irregularities, including fraud. The risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery or intentional misrepresentations, or through collusion. The extent to which our procedures are capable of detecting irregularities, including fraud, is detailed below.

However, the primary responsibility for the prevention and detection of fraud rests with both those charged with governance of the Company and management. Our approach included the following:

- We obtained an understanding of the legal and regulatory frameworks that are applicable to the Group, and determined that the most significant frameworks which are directly relevant to specific assertions in the financial statements are those that relate to the reporting framework (UK adopted International Accounting Standards, UK GAAP, the Companies Act 2006 and the UK Corporate Governance Code) and the relevant tax laws and regulations in the jurisdictions in which the Group operates. In addition, we concluded that there are certain significant laws and regulations which may have an effect on the determination of the amounts and disclosures in the financial statements, being the Listing Rules of the UK Listing Authority, and those laws and regulations relating to health and safety, employees, environmental, social and anti-bribery and corruption practices.
- We understood how the Group is complying with those frameworks by making enquiries of management, including internal audit, those responsible for legal and compliance procedures, and the company secretary. We corroborated our enquiries through our review of Board minutes and papers provided to the Audit Committee, and observation in Audit Committee meetings, as well as consideration of the results of our audit procedures across the Group.

## Explanation as to what extent the audit was considered capable of detecting irregularities, including fraud continued

- We assessed the susceptibility of the Group's financial statements to material misstatement, including how fraud might occur, and met with finance and operational management from various parts of the business to understand where it considered there was susceptibility to fraud. We also considered the current challenging trading conditions and performance targets and their potential to influence management to manage earnings or influence the perceptions of analysts. We have determined there is a risk of fraud associated to finished goods inventory provisions and a risk of management override in manual revenue journals that do not follow the expected process. We considered the policies, processes and controls that the Group has established to address the risks identified, including the design of controls over finished goods inventory provisions and each significant revenue stream. We also considered the controls that the Group has that otherwise prevent, deter and detect fraud, and how senior management monitors these controls. We performed audit procedures to address each identified fraud risk. These procedures were designed to provide reasonable assurance that the financial statements as a whole are free from material misstatement due to fraud or error.
- Based on this understanding, we designed our audit procedures to identify non-compliance with such laws and regulations, including providing specific instructions to full and specific scope component teams and, where necessary, using relevant specialists. Our procedures included journal entries testing, with a focus on manual journal entries, consolidation journal entries and journal entries indicating large or unusual transactions using data analytics. We based this testing on our understanding of the business, enquiries of management, including internal audit, legal and other advisors, the company secretary and reading relevant reports. We performed specific searches derived from forensic investigations experience and leveraged our data analytics platform in performing our testing. We have also reviewed the whistleblowing reports issued during the year. Any instances of non-compliance with laws and regulations identified that might have an impact on components were communicated to the component audit teams and considered in our audit approach, if applicable.
- In addition, we completed procedures to conclude on the compliance of the disclosures in the Annual Report and Accounts with all applicable requirements.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at <https://www.frc.org.uk/auditorsresponsibilities>. This description forms part of our auditor's report.

## Other matters we are required to address

- Following the recommendation from the audit committee, we were appointed by the Company at its annual general meeting on 15 July 2020 to audit the financial statements for the Company for the period ending 27 March 2021, and subsequent financial periods. The period of total uninterrupted engagement including previous renewals and reappointments is four years, covering the period ending 30 March 2024.
- The audit opinion is consistent with the additional report to the audit committee.

## Use of our report

This report is made solely to the Company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the Company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Company and the Company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Michael Rudberg (Senior statutory auditor)  
for and on behalf of Ernst & Young LLP, Statutory Auditor  
London

14 May 2024

# GROUP INCOME STATEMENT

	Note	52 weeks to 30 March 2024 £m	52 weeks to 1 April 2023 £m
Revenue	3	2,968	3,094
Cost of sales		(959)	(911)
<b>Gross profit</b>		<b>2,009</b>	<b>2,183</b>
Operating expenses		(1,604)	(1,572)
Other operating income		13	46
<b>Net operating expenses</b>	4	<b>(1,591)</b>	<b>(1,526)</b>
<b>Operating profit</b>		<b>418</b>	<b>657</b>
<b>Financing</b>			
Finance income		31	21
Finance expense		(66)	(42)
Other financing charge		–	(2)
<b>Net finance expense</b>	8	<b>(35)</b>	<b>(23)</b>
<b>Profit before taxation</b>	5	<b>383</b>	<b>634</b>
Taxation	9	(112)	(142)
<b>Profit for the year</b>		<b>271</b>	<b>492</b>
<b>Attributable to:</b>			
Owners of the Company		270	490
Non-controlling interest		1	2
<b>Profit for the year</b>		<b>271</b>	<b>492</b>
<b>Earnings per share</b>			
Basic	10	74.1p	126.9p
Diluted	10	73.9p	126.3p
		£m	£m
<b>Reconciliation of adjusted profit before taxation:</b>			
Profit before taxation		383	634
Adjusting operating items:			
Cost of sales (income)	6	–	(1)
Net operating expenses (income)	6	–	(22)
Adjusting financing items	6	–	2
<b>Adjusted profit before taxation – non-GAAP measure</b>		<b>383</b>	<b>613</b>
<b>Adjusted earnings per share – non-GAAP measure</b>			
Basic	10	74.1p	123.1p
Diluted	10	73.9p	122.5p
<b>Dividends per share</b>			
Interim	11	18.3p	16.5p
Proposed final (not recognised as a liability at 30 March/1 April)	11	42.7p	44.5p

# GROUP STATEMENT OF COMPREHENSIVE INCOME

	Note	52 weeks to 30 March 2024 £m	52 weeks to 1 April 2023 £m
Profit for the year		271	492
Other comprehensive income <sup>1</sup> :			
Cash flow hedges	25	(3)	1
Foreign currency translation differences	25	(34)	14
Tax on other comprehensive income		1	(1)
Other comprehensive (loss)/income for the year, net of tax		(36)	14
<b>Total comprehensive income for the year</b>		<b>235</b>	<b>506</b>
Total comprehensive income attributable to:			
Owners of the Company		234	504
Non-controlling interest		1	2
		<b>235</b>	<b>506</b>

1. All items included in other comprehensive income may subsequently be reclassified to profit and loss in a future period.

# GROUP BALANCE SHEET

	Note	As at 30 March 2024 £m	As at 1 April 2023 £m
<b>ASSETS</b>			
<b>Non-current assets</b>			
Intangible assets	12	267	248
Property, plant and equipment	13	406	376
Right-of-use assets	14	1,013	950
Deferred tax assets	15	208	197
Trade and other receivables	16	52	52
		<b>1,946</b>	<b>1,823</b>
<b>Current assets</b>			
Inventories	17	507	447
Trade and other receivables	16	340	307
Derivative financial assets	18	2	7
Income tax receivables		122	76
Cash and cash equivalents	19	441	1,026
Assets held for sale	13	12	–
		<b>1,424</b>	<b>1,863</b>
<b>Total assets</b>		<b>3,370</b>	<b>3,686</b>
<b>LIABILITIES</b>			
<b>Non-current liabilities</b>			
Trade and other payables	20	(63)	(77)
Lease liabilities	21	(959)	(902)
Borrowings	24	(299)	(298)
Deferred tax liabilities	15	(1)	(1)
Provisions for other liabilities and charges	22	(37)	(40)
		<b>(1,359)</b>	<b>(1,318)</b>
<b>Current liabilities</b>			
Trade and other payables	20	(439)	(477)
Bank overdrafts	23	(79)	(65)
Lease liabilities	21	(229)	(221)
Derivative financial liabilities	18	(4)	(1)
Income tax liabilities		(86)	(43)
Provisions for other liabilities and charges	22	(20)	(22)
		<b>(857)</b>	<b>(829)</b>
<b>Total liabilities</b>		<b>(2,216)</b>	<b>(2,147)</b>
<b>Net assets</b>		<b>1,154</b>	<b>1,539</b>
<b>EQUITY</b>			
<b>Capital and reserves attributable to owners of the Company</b>			
Ordinary share capital	25	–	–
Share premium account		231	230
Capital reserve	25	41	41
Hedging reserve	25	2	4
Foreign currency translation reserve	25	198	232
Retained earnings		675	1,026
<b>Equity attributable to owners of the Company</b>		<b>1,147</b>	<b>1,533</b>
<b>Non-controlling interest in equity</b>		<b>7</b>	<b>6</b>
<b>Total equity</b>		<b>1,154</b>	<b>1,539</b>

The consolidated financial statements of Burberry Group plc (registered number 03458224) on pages 148 to 208 were approved and authorised for issue by the Board on 14 May 2024 and signed on its behalf by:

[Jonathan Akeroyd](#)  
Chief Executive Officer



# GROUP STATEMENT OF CHANGES IN EQUITY

	Note	Attributable to owners of the Company			Retained earnings £m	Total £m	Non- controlling interest £m	Total equity £m
		Ordinary share capital £m	Share premium account £m	Other reserves £m				
<b>Balance as at 2 April 2022</b>		–	227	263	1,123	1,613	4	1,617
Profit for the year		–	–	–	490	490	2	492
Other comprehensive income:								
Cash flow hedges	25	–	–	1	–	1	–	1
Foreign currency translation differences	25	–	–	14	–	14	–	14
Tax on other comprehensive income		–	–	(1)	–	(1)	–	(1)
<b>Total comprehensive income for the year</b>		–	–	14	490	504	2	506
Transactions with owners:								
Employee share incentive schemes								
Equity share awards		–	–	–	19	19	–	19
Tax on share awards		–	–	–	2	2	–	2
Exercise of share options		–	3	–	–	3	–	3
Purchase of own shares								
Share buyback		–	–	–	(404)	(404)	–	(404)
Held by ESOP trusts		–	–	–	(1)	(1)	–	(1)
Dividends paid in the year		–	–	–	(203)	(203)	–	(203)
<b>Balance as at 1 April 2023</b>		–	230	277	1,026	1,533	6	1,539
Profit for the year		–	–	–	270	270	1	271
Other comprehensive income:								
Cash flow hedges	25	–	–	(3)	–	(3)	–	(3)
Foreign currency translation differences	25	–	–	(34)	–	(34)	–	(34)
Tax on other comprehensive income		–	–	1	–	1	–	1
<b>Total comprehensive income for the year</b>		–	–	(36)	270	234	1	235
Transactions with owners:								
Employee share incentive schemes								
Equity share awards		–	–	–	16	16	–	16
Tax on share awards		–	–	–	(2)	(2)	–	(2)
Exercise of share options		–	1	–	–	1	–	1
Purchase of own shares								
Share buyback		–	–	–	(402)	(402)	–	(402)
Dividends paid in the year		–	–	–	(233)	(233)	–	(233)
<b>Balance as at 30 March 2024</b>		–	231	241	675	1,147	7	1,154

# GROUP STATEMENT OF CASH FLOWS

	Note	52 weeks to 30 March 2024 £m	52 weeks to 1 April 2023 £m
<b>Cash flows from operating activities</b>			
Profit before taxation		383	634
Adjustments to reconcile profit before taxation to net cash flows:			
Amortisation of intangible assets	12	42	37
Depreciation of property, plant and equipment	13	103	95
Depreciation of right-of-use assets	14	234	212
COVID-19-related rent concessions		–	(13)
Net impairment charge of property, plant and equipment	13	5	2
Net impairment charge of right-of-use assets	14	9	2
Loss/(gain) on disposal of intangible assets and property, plant and equipment		3	(19)
Gain on modification of right-of-use assets		(4)	(2)
Loss/(gain) on derivative instruments		5	(2)
Charge in respect of employee share incentive schemes		16	19
Net finance expense		35	23
Working capital changes:			
Increase in inventories		(57)	(10)
Increase in receivables		(32)	(17)
Decrease in payables and provisions		(77)	(49)
Cash generated from operating activities		665	912
Interest received		32	18
Interest paid		(52)	(40)
Taxation paid		(139)	(140)
<b>Net cash generated from operating activities</b>		<b>506</b>	<b>750</b>
<b>Cash flows from investing activities</b>			
Purchase of property, plant and equipment		(158)	(136)
Purchase of intangible assets		(50)	(43)
Proceeds from sale of property, plant and equipment		–	32
Initial direct costs of right-of-use assets		(4)	–
Payment in respect of acquisition of subsidiary		(19)	–
<b>Net cash outflow from investing activities</b>		<b>(231)</b>	<b>(147)</b>
<b>Cash flows from financing activities</b>			
Dividends paid in the year	11	(233)	(203)
Payment of deferred consideration for acquisition of non-controlling interest	20	–	(6)
Payment of lease principal	21	(231)	(210)
Issue of ordinary share capital		1	3
Purchase of own shares through share buyback	25	(400)	(400)
Purchase of own shares through share buyback – stamp duty and fees	25	(2)	(4)
Purchase of own shares by ESOP trusts		–	(1)
<b>Net cash outflow from financing activities</b>		<b>(865)</b>	<b>(821)</b>
<b>Net decrease in cash net of overdrafts</b>		<b>(590)</b>	<b>(218)</b>
Effect of exchange rate changes		(9)	2
Cash net of overdrafts at beginning of year		961	1,177
<b>Cash net of overdrafts</b>		<b>362</b>	<b>961</b>
<b>Cash and cash equivalents</b>			
	Note	As at 30 March 2024 £m	As at 1 April 2023 £m
Cash and cash equivalents	19	441	1,026
Bank overdrafts	23	(79)	(65)
<b>Cash net of overdrafts</b>		<b>362</b>	<b>961</b>

## 1. Basis of preparation

Burberry Group plc and its subsidiaries (the Group) is a global luxury goods manufacturer, retailer and wholesaler. The Group also licenses third parties to manufacture and distribute products using the 'Burberry' trademarks. All of the companies which comprise the Group are controlled by Burberry Group plc (the Company) directly or indirectly.

The consolidated financial statements of the Group have been prepared in accordance with the requirements of the Companies Act 2006 and UK-adopted International Accounting Standards (IFRS). These consolidated financial statements have been prepared under the historical cost convention, except as modified by the revaluation of certain financial assets and financial liabilities at fair value through profit or loss.

The consolidated financial statements are presented in £m. Financial ratios are calculated using unrounded numbers.

### Consideration of climate-related matters

The Group has performed a climate-related scenario analysis as required by the Task Force on Climate-Related Financial Disclosures. This scenario analysis takes into consideration different climate-related scenarios, including a 2°C or lower scenario. Based on this scenario analysis, consideration has been given to the impact of climate-related risks on management's judgements and estimates, including inventory provisions and the impairment of property, plant and equipment and right-of-use assets.

The incurred costs and investments associated with our sustainability strategy are reflected in the Group's financial statements, including within inventories, property, plant and equipment, and operating profit.

The impact of climate-related risks on the consolidated financial statements for the 52 weeks to 30 March 2024 is not material. This is due to the time horizons in which physical risks are expected to be most significant not aligning to the useful lives of our assets and the investments we continue to make to mitigate market and policy risks.

The committed future financial investments associated with our sustainability strategy are included within our budget and three-year forward-looking financial plans. These financial plans have been used to support our impairment reviews and going concern and viability assessment. Future plans may incur additional investment on research and development, higher expenditure on raw materials and other as yet unidentified costs.

### Going concern

In considering the appropriateness of adopting the going concern basis in preparing the financial statements, the Directors have assessed the potential cash generation of the Group. This assessment for any indicators that the going concern basis of preparation is not appropriate covers the period from the date of signing the financial statements up to 27 September 2025.

The scenarios considered by the Directors include a severe but plausible downside scenario reflecting the Group's base plan adjusted for severe but plausible impacts from the Group's principal risks. This central planning scenario is informed by a comprehensive review of the macroeconomic scenarios using third-party projections of macroeconomic data for the luxury fashion industry. The Group's central planning scenario reflects a balanced projection aligned to the Group's strategy, a balanced assumption for economic uncertainty and capital expenditure and dividends in line with the Group's capital allocation framework.

As a sensitivity, this central planning scenario has been flexed to reflect the aggregation of severe impacts arising linked to our principal risks which in total represents a 13% downgrade to revenues in the 18 month period to September 2025, in comparison to the base case, as well as the associated consequences for EBITDA and cash. Management consider this represents a severe but plausible downside scenario appropriate for assessing going concern.

The severe but plausible downside modelled the following risks occurring simultaneously:

- A severe impact arising from a more severe and prolonged reduction in the GDP growth assumptions across the markets in which we operate, combined with a reduction to our global consumer demand arising from a change in consumer preference compared to our central planning scenario
- An increase in geopolitical tension which reduces GDP growth assumptions compared to the central planning model
- A significant reputational incident such as negative sentiment propagated through social media
- The impact of a business interruption event, resulting in a two week interruption arising from the supply chain impact, and interruption to one of our channels
- The occurrence of a one-time physical risk relating to climate change in FY 2024/25 and the materialisation of a severe but plausible ongoing market risk relating to climate change in line with a scenario reflecting a 2°C global temperature increase compared to pre-industrial levels
- The payment of a settlement arising from a regulatory or compliance-related matter
- A short-term impact of a 10% weakening in a key non-sterling currency for the Group before it is recovered through price adjustment
- Repayment of Sustainability Bond without raising new finance

## 1. Basis of preparation continued

### Going concern continued

Further mitigating actions within management control would be available under this scenario, including working capital reduction measures and limiting capital expenditure, but these were not incorporated into the downside modelling.

The Directors have also considered the Group's current liquidity and available facilities. As at 30 March 2024, the Group Balance Sheet reflects cash net of overdrafts of £362 million. In addition, the Group has access to a £300 million revolving credit facility which matures in July 2026, which is currently undrawn. The £300 million sustainability bond matures within the going concern period on 21 September 2025 and the revolving credit facility is considered to be available to be drawn within the severe but plausible scenario in order to settle this repayment.

The Group is in compliance with the covenants for the revolving credit facility, and the borrowings raised via the sustainability bond are not subject to covenants. Details of cash, overdrafts, borrowings and facilities are set out in notes 19, 23 and 24 respectively of these financial statements. Whilst outside of the going concern assessment period, the Group have considered renewal of the revolving credit facility ahead of maturity in July 2026 and are confident that this will be available.

In all the scenarios assessed, taking into account current liquidity and available resources and before the inclusion of any mitigating actions within management control, the Group was able to maintain sufficient liquidity to continue trading through the going concern period up to 27 September 2025. On the basis of the assessment performed, the Directors consider it is appropriate to continue to adopt the going concern basis in preparing the consolidated financial statements for the 52 weeks ended 30 March 2024.

### New standards, amendments and interpretations adopted in the period

A number of new amendments to standards are effective for the financial period commencing 2 April 2023 but they do not have a material impact on the financial statements of the Group. Refer to note 9 and note 15 for further details on the impact of adoption of amendments to IAS 12 Income taxes.

### Standards not yet adopted

Certain new accounting standards and amendments to standards have been published that are not mandatory for the 52 weeks to 30 March 2024 and have not been early adopted by the Group. These standards are not expected to have a material impact on the entity in the current or future reporting periods and on foreseeable future transactions, apart from IFRS 18 Presentation and Disclosure in Financial Statements. IFRS 18, which is effective for reporting periods beginning on or after 1 January 2027, replaces IAS 1 Presentation of Financial Statements and is expected to impact the presentation of the Group's primary financial statements. The amendment was issued on 9 April 2024 and the impact will be communicated in future periods following an assessment by the Group.

### Basis of consolidation

The Group's annual financial statements comprise those of Burberry Group plc (the Company) and its subsidiaries, presented as a single economic entity. The results of the subsidiaries are prepared for the same reporting year as the Company, using consistent accounting policies across the Group.

The financial year is the 52 weeks ended 30 March 2024 (last year: 52 weeks ended 1 April 2023).

Subsidiaries are all entities (including special purpose entities) over which the Group has control. The Group controls an entity when the Group is exposed to, or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its power over the entity. Subsidiaries are fully consolidated from the date on which control is transferred to the Group and cease to be consolidated from the date on which control is transferred out of the Group. Where there is a loss of control of a subsidiary, the consolidated financial statements include the results for the portion of the reporting period during which the Group had control. Intra-group transactions, balances and unrealised profits on transactions between Group companies are eliminated in preparing the Group financial statements. The Group treats transactions with non-controlling interests as transactions with equity owners of the Group. For acquisitions of additional interests in subsidiaries from non-controlling interests, the difference between any consideration paid and the relevant share acquired of the carrying value of net assets of the subsidiary is recorded in equity. Gains or losses on disposals of interests in subsidiaries to non-controlling interests are also recorded in equity.

### Key sources of estimation uncertainty

Preparation of the consolidated financial statements in conformity with IFRS requires that management make certain estimates and assumptions that affect the measurement of reported revenues, expenses, assets and liabilities and the disclosure of contingent liabilities.

If in the future such estimates and assumptions, which are based on management's best estimates at the date of the financial statements, deviate from actual circumstances, the original estimates and assumptions will be updated as appropriate in the period in which the circumstances change.

Estimates are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. The key areas where the estimates and assumptions applied have a significant risk of causing a material adjustment to the carrying value of assets and liabilities within the next financial year are discussed below. Further details of the Group's accounting policies in relation to these areas are provided in note 2.

## 1. Basis of preparation continued

### Key sources of estimation uncertainty continued

#### Impairment, or reversals of impairment, of property, plant and equipment and right-of-use assets

Property, plant and equipment and right-of-use assets are reviewed for impairment if events or changes in circumstances indicate that the carrying amount may not be recoverable. When a review for impairment is conducted, the recoverable amount of an asset or a cash generating unit is determined based on value-in-use calculations prepared using management's best estimates and assumptions at the time. Refer to notes 13 and 14 for further details of retail property, plant and equipment, right-of-use assets and impairment reviews carried out in the period and for sensitivities relating to this key source of estimation uncertainty.

#### Inventory provisioning

The Group purchases, manufactures and sells luxury goods and is subject to changing consumer demands and fashion trends. The recoverability of the cost of inventories is assessed every reporting period, by considering the expected net realisable value of inventory compared to its carrying value. Where the net realisable value is lower than the carrying value, a provision is recorded. When calculating inventory provisions, management considers the nature and condition of the inventory, as well as applying assumptions in respect of anticipated saleability of finished goods and future usage of raw materials. Refer to note 17 for further details of the carrying value of inventory and inventory provisions and for sensitivities relating to this key source of estimation uncertainty.

#### Uncertain tax positions

In common with many multinational companies, the Group faces tax audits in jurisdictions around the world in relation to intragroup transactions between associated entities within the Group. These tax audits are often subject to inter-government negotiations. The matters under discussion are often complex and can take many years to resolve.

Tax liabilities are recorded based on management's estimate of either the most likely amount or the expected value amount depending on which method is expected to better reflect the resolution of the uncertainty. Given the inherent uncertainty in assessing tax outcomes, the Group could, in future periods, experience adjustments to these tax liabilities that have a material positive or negative effect on the Group's results for a particular period.

Refer to note 9 for further details of management estimates surrounding the outcome of all matters under dispute or negotiation between governments in relation to current tax liabilities recognised at 30 March 2024, and for sensitivities relating to this key source of estimation uncertainty.

### Key judgements in applying the Group's accounting policies

Judgements are those decisions made when applying accounting policies which have a significant impact on the amounts recognised in the Group financial statements. Further details of the Group's accounting policies are provided in note 2.

Key judgements that have a significant impact on the amounts recognised in the Group financial statements for the 52 weeks to 30 March 2024 and the 52 weeks to 1 April 2023 are as follows:

Where the Group is a lessee, judgement is required in determining the lease term at initial recognition, and throughout the lease term, where extension or termination options exist. In such instances, all facts and circumstances that may create an economic incentive to exercise an extension option, or not exercise a termination option, have been considered to determine the lease term. Considerations include, but are not limited to, the period assessed by management when approving initial investment, together with costs associated with any termination options or extension options. Extension periods (or periods after termination options) are only included in the lease term if the lease is reasonably certain to be extended (or not terminated). Where the lease term has been extended by assuming an extension option will be recognised, this will result in the initial right-of-use assets and lease liabilities at inception of the lease being greater than if the option was not assumed to be exercised. Likewise, assuming a break option will be exercised will reduce the initial right-of-use assets and lease liabilities.

Refer to note 21 for further details surrounding the judgements regarding the impact of breaks and options on lease liabilities.

## 2. Accounting policies

The material accounting policies of the Group are:

### a) Revenue

The Group obtains revenue from contracts relating to sales of luxury goods to retail and wholesale customers. The Group also obtains revenue through licences issued to third parties to produce and sell goods carrying 'Burberry' trademarks. Retail purchases are paid at time of purchase while wholesale and licensing purchases are paid on short-term credit terms. Revenue is stated excluding Value Added Tax and other sales-related taxes.

#### Retail and wholesale revenue

For retail and wholesale revenue, the primary performance obligation is the transfer of luxury goods to the customer. For retail revenue this is considered to occur when control of the goods passes to the customer. For in-store retail revenue, control transfers when the customer takes possession of the goods in store and pays for the goods. For digital retail revenue, control is considered to transfer when the goods are delivered to the customer. The timing of transfer of control of the goods in wholesale transactions depends upon the terms of trade in the contract. Principally for wholesale revenue, revenue is recognised either when goods are collected by the customer from the Group's premises, or when the Group has delivered the goods to the location specified in the contract. Provision for returns and other allowances are reflected in revenue when revenue from the customer is first recognised. A sales return liability and a corresponding return asset within gross inventory are recognised. Retail customers typically have the right to return product within a limited time frame while wholesale customers typically have the right to return damaged and, under agreement, certain current season products. Returns are initially estimated based on historical levels and adjusted subsequently as returns are incurred.

Some wholesale contracts may require the Group to make payments to the wholesale customer for services directly relating to the sale of the Group's goods, such as the cost of staff handling the Group's goods at the wholesaler. Payments to the customer directly relating to the sale of goods to the customer are recognised as a reduction in revenue, unless in exchange for a distinct good or service. These charges are recognised in revenue at the later of when the sale of the related goods to the customer is recognised or when the customer is paid, or promised to be paid, for the service. Payments to the customer relating to a service which is distinct from the sale of goods to the customer are recognised in operating costs.

The Group sells gift cards and similar products to customers, which can be redeemed for goods, up to the value of the card, at a future date. Revenue relating to gift cards is recognised when the card is redeemed, up to the value of the redemption. Unredeemed amounts on gift cards are classified as contract liabilities. Typically, the Group does not expect to have significant unredeemed amounts arising on its gift cards.

#### Licensing revenue

The Group's licences entitle the licensee to access the Group's trademarks over the term of the licence. Hence revenue from licensing is recognised over the term of access to the licence. Royalties receivable under licence agreements are usually based on production or sales volumes and are accrued in revenue as the subsequent production or sale occurs. Any amounts received which have not been recognised in revenue are classified as contract liabilities.

### b) Segment reporting

As required by IFRS 8 Operating Segments, the segmental information presented in the financial statements is reported in a manner consistent with the internal reporting provided to the Chief Operating Decision Maker. The Chief Operating Decision Maker, who is responsible for allocating resources and assessing performance, has been identified as the Board of Directors.

The Group has centralised activities for designing, making and sourcing, which ensure a global product offering is sold through retail and wholesale channels worldwide. Resource allocation and performance is assessed across the whole of the retail/wholesale channel globally. Hence the retail/wholesale channel has been determined to be an operating segment.

Licensed products are manufactured and sold by third-party licensees. As a result, this channel is assessed discretely by the Chief Operating Decision Maker and has been determined to be an operating segment.

The Group presents an analysis of its revenue by channel, by product division and by geographical destination.

### c) Business combinations

The acquisition method of accounting is used to account for the acquisition of subsidiaries by the Group. The cost of an acquisition is measured as the fair value of the assets given, equity instruments issued and liabilities assumed at the date of exchange.

Contingent payments are subsequently remeasured at fair value through the Income Statement. All transaction costs are expensed to the Income Statement. Identifiable assets acquired and liabilities and contingent liabilities assumed in a business combination are measured initially at their fair values at the acquisition date, irrespective of the extent of any non-controlling interest.

Non-controlling interests in subsidiaries are identified separately from the Group's equity, and are initially measured either at fair value or at a value equal to the non-controlling interests' share of the identifiable net assets acquired. The choice of the basis of measurement is an accounting policy choice for each individual business combination. The excess of the cost of acquisition together with the value of any non-controlling interest over the fair value of the identifiable net assets acquired is recorded as goodwill. If the cost of acquisition is less than the fair value of the net assets of the subsidiary acquired, the difference is recognised directly in the Income Statement.

## 2. Accounting policies continued

### d) Share schemes

The Group operates a number of equity-settled share-based compensation schemes under which services are received from employees (including Executive Directors) as consideration for equity instruments of the Company. The cost of the share-based incentives is measured with reference to the fair value of the equity instruments awarded at the date of grant, including share awards and options. Appropriate option pricing models, including Black-Scholes, are used to determine the fair value of the option awards made. The fair value takes into account the impact of any market performance conditions, but the impact of non-market performance conditions is not considered in determining the fair value on the date of grant. Vesting conditions which relate to non-market conditions are allowed for in the assumptions used for the number of share awards or options expected to vest. The estimate of the number of share awards or options expected to vest is revised at each balance sheet date.

In some circumstances, employees may provide services in advance of the grant date. The grant date fair value is estimated for the purposes of recognising the expense during the period between the service commencement period and the grant date.

The cost of the share-based incentives is recognised as an expense over the vesting period of the share awards, or options, with a corresponding increase in equity.

When share awards or options are exercised, they are settled either via issue of new shares in the Company, or through shares held in an Employee Share Option Plan trust or The Burberry Group plc SIP Trust (collectively known as the ESOP trusts), depending on the terms and conditions of the relevant scheme. For new shares issued, the proceeds received from the exercise of share options, net of any directly attributable transaction costs, are credited to share capital and share premium accounts. When ESOP shares are used, any difference between the exercise price and their cost is recognised in retained earnings.

### e) Leases

The Group is both a lessee and lessor of property, plant and equipment. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration. An identified asset may be specifically or implicitly specified. Control exists when the lessee has both the right to direct the use of the identified asset and the right to obtain substantially all of the economic benefits from that use.

#### Lessee accounting

The Group's principal lease arrangements where the Group acts as the lessee are for property, most notably the lease of retail stores, corporate offices and warehouses. Other leases are for office equipment, vehicles, and supply chain equipment. Lease terms are negotiated on an individual basis and contain a wide range of different terms and conditions.

The Group recognises all lease liabilities and the corresponding right-of-use assets on the Balance Sheet, with the exception of certain short-term leases (12 months or less) and leases of low value assets, which are expensed as incurred. Leases and the corresponding right-of-use assets are initially recognised when the Group obtains control of the underlying asset. Leases for new assets are presented as additions to lease liabilities and right-of-use assets.

Lease liabilities are initially measured on a present value basis. Lease liabilities include the net present value of the following lease payments:

- Fixed payments, less any incentives
- Variable lease payments that are based on a future index or rate
- Amounts expected to be payable by the lessee under residual value guarantees and
- The cost of exercising a purchase option if the lessee is reasonably certain to exercise that option

Where the lease contains an extension option or a termination option which is exercisable by the Group, as lessee, an assessment is made as to whether the Group is reasonably certain to exercise the extension option, or not exercise the termination option, considering all relevant facts and circumstances that create an economic incentive. Considerations may include the contractual terms and conditions for the optional periods compared to market rates, costs associated with the termination of the lease and the importance of the underlying asset to the Group's operations.

Variable lease payments dependent upon a future index or rate are measured using the amounts payable at the commencement date until the index or rate is known. Variable lease payments not dependent on an index or rate, including lease payments based on a percentage of turnover, are excluded from the calculation of lease liabilities.

Payments are discounted at the incremental borrowing rate of the lessee, unless the interest rate implicit in the lease can be readily determined.

Right-of-use assets are classified as property or non-property. The Group has elected not to apply the short-term exemption to the property class of right-of-use assets. Where the exemption is applied to the non-property class of right-of-use assets, lease payments are expensed as incurred. The low value asset exemption has been applied to the non-property class of assets where applicable.

## 2. Accounting policies continued

### e) Leases continued

#### Lessee accounting continued

In circumstances where the Group is in possession of a property but there is no executed agreement or other binding obligation in relation to the property, rent is expensed until such time the obligation becomes binding, at which point, a right-of-use asset and lease liability will be recognised prospectively. These lease costs are disclosed as lease in holdover expenses. Refer to notes 5 and 21.

Right-of-use assets are measured at cost comprising the following:

- The amount of the initial measurement of the lease liability
- Any lease payments made at or before the commencement date less any lease incentives received and
- Any initial direct costs incurred in entering into the lease

The Group recognises depreciation of right-of-use assets and interest on lease liabilities in the Income Statement over the lease term. Repayments of lease liabilities are classified separately in the Statement of Cash Flows where the cash payments for the principal portion of the lease liability are presented within financing activities, and cash payments for the interest portion are presented within operating activities. Payments in relation to variable lease payments based on turnover, short-term leases and leases of low value assets which are not included on the Balance Sheet are included within operating expenses.

Modifications to lease agreements, extensions to existing lease agreements and changes to future lease payments relating to existing terms in the contract, including market rent reassessments and index-based changes, are presented as remeasurements of the lease liabilities. The related right-of-use asset is also remeasured. If the modification results in a reduction in scope of the lease, either through shortening the lease term or through disposing of part of the underlying asset, a gain or loss on disposal may arise relating to the difference between the lease liabilities and the right-of-use asset applicable to the reduction in scope.

Right-of-use assets are included in the review for impairment of property, plant and equipment and intangible assets with finite economic lives, if there is an indication that the carrying amount of the cash generating unit may not be recoverable.

#### COVID-19-Related Rent Concessions

The Group accounts for eligible COVID-19 related rent forgiveness as negative variable lease payments. Rent concessions are recognised once a legally binding agreement is made between both parties, by derecognising the portion of the lease liability that has been forgiven and recognising the benefit in the Income Statement. In the prior year, the Group recognised £13 million in COVID-19-related rent concessions in the Income Statement within other operating income. This was presented as an adjusting item (refer to note 6). In the Statement of Cash Flows, the forgiveness results in lower payments of lease principal. The negative variable lease payments in the Income Statement comprise a non-cash item which is adjusted for to calculate cash generated from operating activities. No COVID-19 related rent concessions were recognised in the 52 weeks to 30 March 2024.

### f) Dividend distributions

Dividend distributions to Burberry Group plc's shareholders are recognised as a liability in the period in which the dividend becomes a committed obligation. Final dividends are recognised when they are approved by the shareholders. Interim dividends are recognised when paid.

### g) Pension costs

Eligible employees participate in defined contribution pension schemes, the principal one being in the UK with its assets held in an independently administered fund. The cost of providing these benefits to participating employees is recognised in the Income Statement as they fall due and comprises the amount of contributions from the Group to the schemes.

### h) Intangible assets

#### Goodwill

Goodwill is the excess of the cost of acquisition together with the value of any non-controlling interest, over the fair value of identifiable net assets acquired. Goodwill on acquisition is recorded as an intangible asset. Fair values are attributed to the identifiable assets, liabilities and contingent liabilities that existed at the date of acquisition, reflecting their condition at that date. Adjustments are also made to align the accounting policies of acquired businesses with those of the Group.

Goodwill is assigned an indefinite useful life. Impairment reviews are performed annually, or more frequently if events or changes in circumstances indicate that the carrying value may not be recoverable. Impairment losses recognised on goodwill are not reversed in future periods.



## 2. Accounting policies continued

### h) Intangible assets continued

#### Trademarks, licences and other intangible assets

The cost of securing and renewing trademarks and licences, and the cost of acquiring other intangible assets, is capitalised at purchase price, or fair value if acquired through a business combination, and amortised by equal annual instalments over the period in which benefits are expected to accrue, typically ten years for trademarks, or the term of the licence. The useful life of trademarks and other intangible assets is determined on a case-by-case basis, in accordance with the terms of the underlying agreement and the nature of the asset.

#### Computer software

Computer software costs are capitalised during the development phase at the point at which there is sufficient certainty that the software will deliver future economic benefits to the Group. The cost of acquiring computer software (including licences and separately identifiable development costs) is capitalised as an intangible asset at purchase price, plus any directly attributable cost of preparing that asset for its intended use. Software costs are amortised on a straight-line basis over their estimated useful lives, which may be up to seven years.

### i) Property, plant and equipment

Property, plant and equipment, with the exception of assets in the course of construction, is stated at cost or deemed cost based on historical revalued amounts prior to the adoption of IFRS, less accumulated depreciation and provision to reflect any impairment in value. Assets in the course of construction are stated at cost less any provision for impairment and transferred to completed assets when substantially all of the activities necessary for the asset to be ready for use have occurred. Cost includes the original purchase price of the asset and costs attributable to bringing the asset to its working condition for its intended use.

#### Depreciation

Depreciation of property, plant and equipment is calculated to write off the cost or deemed cost, less residual value, of the assets in equal annual instalments over their estimated useful lives at the following rates:

Type of asset	Category of property, plant and equipment	Useful life
Land	Freehold land and buildings	Not depreciated
Freehold buildings	Freehold land and buildings	Up to 50 years
Leasehold improvements	Leasehold improvements	Over the unexpired term of the lease
Plant and machinery	Fixtures, fittings and equipment	Up to 15 years
Retail fixtures and fittings	Fixtures, fittings and equipment	Up to 5 years
Office fixtures and fittings	Fixtures, fittings and equipment	Up to 5 years
Computer equipment	Fixtures, fittings and equipment	Up to 7 years
Assets in the course of construction	Assets in the course of construction	Not depreciated

#### Profit/loss on disposal of property, plant and equipment and intangible assets

Profits and losses on the disposal of property, plant and equipment and intangible assets represent the difference between the net proceeds and net book value at the date of sale. Disposals are accounted for when the relevant transaction becomes unconditional.

### j) Assets held for sale

Non-current assets are classified as held for sale when their carrying amount is to be recovered principally through a sale transaction rather than through continued use, and a sale within the next 12 months is considered to be highly probable. Assets classified as held for sale cease to be depreciated and they are stated at the lower of carrying amount and fair value less cost to sell.

### k) Impairment of non-financial assets

Assets that have an indefinite useful life are not subject to amortisation and are tested annually for impairment. Assets under construction are also tested annually. Assets that are subject to amortisation or depreciation are reviewed for impairment whenever events or changes in circumstance indicate that the carrying value may not be recoverable. An impairment loss is recognised for the amount by which the carrying value exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less costs to sell and value-in-use. For the purposes of assessing impairment, retail assets are grouped at the lowest levels for which there are separately identifiable cash flows, being individual stores (cash generating units), and goodwill assets are considered at the lowest level being monitored by management. Non-financial assets, other than goodwill, for which an impairment has been previously recognised are reviewed for possible reversal of impairment at each reporting date.

## 2. Accounting policies continued

### l) Inventories

Inventories are stated at the lower of cost and net realisable value. Cost consists of all costs of purchase, costs of conversion, design costs and other costs incurred in bringing the inventories to their first point of sale location and condition. The cost of inventories is determined using a weighted average cost method, taking account of the fashion seasons for which the inventory was offered. Where necessary, provision is made to reduce cost to no more than net realisable value having regard to the nature and condition of inventory, as well as its anticipated utilisation and saleability.

### m) Taxation

Tax expense represents the sum of the current tax expense and the deferred tax charge.

Current tax is based on taxable profit for the year. Taxable profit differs from net profit as reported in the Income Statement because it excludes items of income or expense which are taxable or deductible in other years and it further excludes items which are never taxable or deductible. The Group's liability for current tax is calculated using tax rates which have been enacted or substantively enacted at the balance sheet date.

Deferred tax is recognised, using the liabilities method, on temporary differences arising between the tax bases of assets and liabilities and their carrying amounts in the consolidated financial statements. However, if the temporary difference arises from the initial recognition of an asset or liability in a transaction other than a business combination that at the time of the transaction affects neither accounting nor taxable profit or loss, and does not give rise to equal taxable and deductible temporary differences, no deferred tax will be recognised. Deferred tax is determined using tax rates (and laws) that have been enacted or substantively enacted at the balance sheet date and are expected to apply when the related deferred tax asset is realised or the deferred tax liability is settled.

Deferred tax assets are recognised to the extent that it is probable that future taxable profits will be available against which the temporary differences can be utilised.

Deferred tax is provided on temporary differences arising on investments in subsidiaries, except where the timing of the reversal of the temporary difference is controlled by the Group and it is probable that the temporary difference will not reverse in the foreseeable future.

Deferred tax assets and liabilities are offset when there is a legally enforceable right to offset current tax assets against current tax liabilities and when deferred tax assets and liabilities relate to income taxes levied by the same taxation authority on either the same taxable entities or different taxable entities where there is an intention to settle the balances on a net basis.

### n) Provisions

Provisions are recognised when there is a present legal or constructive obligation as a result of past events, for which it is probable that an outflow of economic benefits will be required to settle the obligation, and where the amount of the obligation can be reliably estimated. When the effect of the time value of money is material, provision amounts are calculated based on the present value of the expenditures expected to be required to settle the obligation. The present value is calculated using forward market interest rates as measured at the balance sheet reporting date, which have been adjusted for risks specific to the future obligation.

### Property obligations

A provision for the present value of future property reinstatement costs is recognised where there is an obligation to return the leased property to its original condition at the end of a lease term. The reinstatement cost at the end of a lease usually arises due to leasehold improvements and modifications carried out by the Group in order to customise the property during tenure of the lease. As a result, the cost of the reinstatement provision is recognised as a component of the cost of the leasehold improvements in property, plant and equipment when these are installed and amortised to the income statement over the expected life of the lease.

### o) Share capital

Ordinary shares are classified as equity. Incremental costs directly attributable to the issue of new shares or options are shown in equity as a deduction, net of tax, from the proceeds.

Where any Group company purchases the Company's equity share capital (treasury shares), the consideration paid, including any directly attributable incremental costs, is deducted from retained earnings. Where such shares are subsequently cancelled, a transfer is made from retained earnings to the capital reserve, equivalent to the nominal value of the shares purchased and subsequently cancelled. Where such shares are subsequently sold or reissued, any consideration received, net of any directly attributable incremental transaction costs and the related income tax effects, is credited to retained earnings up to the value of the consideration originally paid. Any additional consideration received is credited to the share premium account included in equity attributable to owners of the Company.

## 2. Accounting policies continued

### p) Financial instruments

Financial instruments are initially recognised at fair value plus directly attributable transaction costs on the Balance Sheet when the entity becomes a party to the contractual provisions of the instrument. A financial asset is derecognised when the contractual rights to the cash flow expire or substantially all risks and rewards of the asset are transferred. A financial liability is derecognised when the obligation specified in the contract is discharged, cancelled or expired.

At initial recognition, all financial liabilities are stated at fair value. Subsequent to initial recognition, all financial liabilities are stated at amortised cost using the effective interest rate method except for derivatives which are held at fair value and which are classified as fair value through profit and loss, except where they qualify for hedge accounting. Financial assets are classified as either amortised cost or fair value through profit and loss depending on their cash flow characteristics. Assets with cash flows that represent solely payments of principal and interest are measured at amortised cost. The fair value of the Group's financial assets and liabilities held at amortised cost mostly approximate their carrying amount due to the short maturity of these instruments. Where the fair value of any financial asset or liability held at amortised cost is materially different to the book value, the fair value is disclosed.

The Group classifies its instruments in the following categories:

Financial instrument category	Note	Classification	Measurement	Fair value measurement hierarchy <sup>2</sup>
Cash and cash equivalents	19	Amortised cost	Amortised cost	N/A
Cash and cash equivalents	19	Fair value through profit and loss	Fair value through profit and loss	2
Trade and other receivables	16	Amortised cost	Amortised cost	N/A
Trade and other payables	20	Other financial liabilities	Amortised cost	N/A
Borrowings	24	Other financial liabilities	Amortised cost	N/A
Leases	21	Lease liabilities	Amortised cost	N/A
Deferred consideration	20	Fair value through profit and loss	Fair value through profit and loss	3
Forward foreign exchange contracts	18	Fair value through profit and loss	Fair value through profit and loss	2
Forward foreign exchange contracts used for hedging <sup>1</sup>	18	Fair value – hedging instrument	Fair value – hedging instrument <sup>3</sup>	2
Equity swap contracts	18	Fair value through profit and loss	Fair value through profit and loss	2

1. Cash flow hedge and net investment hedge accounting is applied to the extent it is achievable.

2. The fair value measurement hierarchy is only applicable for financial instruments measured at fair value.

3. Forward foreign exchange contracts used for hedging are classified as Fair value – hedging instruments under IFRS 9, however IAS 39 hedge accounting has been applied.

The measurements for financial instruments carried at fair value are categorised into different levels in the fair value hierarchy based on the inputs to the valuation technique used. The different levels are defined as follows:

Level 1: quoted prices (unadjusted) in active markets for identical assets or liabilities that the Group can access at the measurement date.

Level 2: inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly or indirectly.

Level 3: includes unobservable inputs for the asset or liability.

Observable inputs are those which are developed using market data, such as publicly available information about actual events or transactions. The Group has an established framework with respect to measurement of fair values, including Level 3 fair values. The Group regularly reviews any significant inputs which are not derived from observable market data and considers, where available, relevant third-party information, to support the conclusion that such valuations meet the requirements of IFRS. The classification level in the fair value hierarchy is also considered periodically.

The fair value of those cash and cash equivalents measured at fair value through profit and loss, principally money market funds, is derived from their net asset value which is based on the value of the portfolio investment holdings at the balance sheet date. This is considered to be a Level 2 measurement.

The fair value of forward foreign exchange contracts, equity swap contracts and trade and other receivables, principally cash settled equity swaps, is based on a comparison of the contractual and market rates and, in the case of forward foreign exchange contracts, after discounting using the appropriate yield curve as at the balance sheet date. All Level 2 fair value measurements are calculated using inputs which are based on observable market data.

The fair value of the contingent payment component of deferred consideration is considered to be a Level 3 measurement and is derived using a present value calculation, incorporating observable and non-observable inputs. This valuation technique has been adopted as it most closely mirrors the contractual arrangement.

The Group's primary categories of financial instruments are listed below:

## 2. Accounting policies continued

### p) Financial instruments continued

#### Cash and cash equivalents

Cash and short-term deposits on the Balance Sheet comprise cash at banks and on hand and short-term highly liquid deposits with a maturity of three months or less, that are readily convertible to a known amount of cash and subject to an insignificant risk of changes in value. In the Statement of Cash Flows, cash and cash equivalents also include bank overdrafts, which are recorded under current liabilities on the Balance Sheet.

While cash at bank and in hand is classified as amortised cost, some short-term deposits are classified as fair value through profit and loss.

Cash and cash equivalents held at amortised cost are subject to impairment testing at each period end.

#### Trade and other receivables

Trade and other receivables are included in current assets, except for maturities greater than 12 months after the balance sheet date. Most receivables are held with the objective to collect the contractual cash flows and are therefore recognised initially at fair value and subsequently measured at amortised cost using the effective interest rate method, less provision for impairment. A provision for the expected credit losses on trade receivables is established at inception. Expected credit loss rates are calculated by reviewing lifetime expected credit losses using historic and forward-looking data. The amount of the movement in the provision is recognised in the Income Statement.

#### Trade and other payables

Trade and other payables are included in current liabilities, except for maturities greater than 12 months after the balance sheet date. Payables are recognised initially at fair value and subsequently measured at amortised cost using the effective interest rate method.

#### Borrowings

Borrowings are recognised initially at fair value, inclusive of transaction costs incurred. Borrowings are subsequently stated at amortised cost and the difference between the proceeds (net of transaction costs) and the redemption value is recognised in the Income Statement over the period of the borrowings using the effective interest rate method. Borrowings are classified as current liabilities unless the Group has an unconditional right to defer settlement of the liability for at least 12 months after the balance sheet date.

#### Deferred consideration

Deferred consideration is initially recognised at the present value of the expected future payments. It is subsequently remeasured at fair value at each reporting period with the change in fair value relating to changes in expected future payments recorded in the Income Statement as an operating expense or income. Changes in fair value relating to unwinding of discounting to present value are recorded as a financing expense.

#### Derivative instruments

The Group uses derivative financial instruments to hedge its exposure to fluctuations in foreign exchange rates arising on certain trading transactions. The principal derivative instruments used are forward foreign exchange contracts taken out to hedge highly probable cash flows in relation to future sales, and product purchases. The Group also may designate forward foreign exchange contracts or foreign currency borrowings as a net investment hedge of the assets of overseas subsidiaries.

When hedge accounting is applied, the Group documents at the inception of the transaction the relationship between the spot element of the hedging instruments and hedged items, as well as its risk management objective and strategy for undertaking various hedge transactions. The Group also documents its assessment, both at hedge inception and on an ongoing basis, of whether the hedging instruments that are used in hedging transactions are highly effective in offsetting changes in fair values or cash flows of hedged items.

Derivatives are initially recognised at fair value at the trade date and are subsequently remeasured at their fair value. The method of recognising the resulting gain or loss depends on whether the derivative is designated as a hedging instrument, and if so, the nature of the item being hedged. The Group designates certain derivatives as either: (1) hedges of the fair value of recognised assets and liabilities or a firm commitment (fair value hedges); (2) hedges of highly probable forecast transactions (cash flow hedges); (3) hedges of net investment of the assets of overseas subsidiaries (net investment hedges); or (4) classified as fair value through profit and loss.

The forward elements of the hedging instrument are recognised in operating expenses.

Changes in the fair value relating to the spot element of derivatives that are designated and qualify as fair value hedges are recorded in the Income Statement immediately, together with any changes in the fair value of the hedged item that is attributable to the hedged risk.

## 2. Accounting policies continued

### p) Financial instruments continued

#### Derivative instruments continued

The effective portion of changes in the fair value relating to the spot element of derivatives that are designated and qualify as cash flow hedges is deferred in other comprehensive income. The gain or loss relating to the ineffective portion of the gain or loss is recognised immediately in the Income Statement. Amounts deferred in other comprehensive income are recycled through the Income Statement in the periods when the hedged item affects the Income Statement. When a hedging instrument expires or is sold, or when a hedge no longer meets the criteria for hedge accounting, any cumulative gain or loss existing in equity at the time remains in equity and is recognised when the forecast transaction is ultimately recognised in the Income Statement. When a forecast transaction is no longer expected to occur, the cumulative gain or loss that was reported in equity is immediately transferred to the Income Statement within 'net exchange gain/(loss) on derivatives – fair value through profit and loss'. If a derivative instrument is not designated as a hedge, the subsequent change to the fair value is recognised in the Income Statement within operating expenses or interest depending upon the nature of the instrument.

Where the Group hedges net investments in foreign operations through derivative instruments or foreign currency borrowings, the gains or losses on the effective portion of the change in fair value of derivatives that are designated and qualify as a hedge of a net investment, or the gains or losses on the retranslation of the borrowings are recognised in other comprehensive income and are reclassified to the Income Statement when the foreign operation that is hedged is disposed of.

Cash settled equity swaps are classified as fair value through profit and loss.

### q) Foreign currency translation

#### Functional and presentation currency

Items included in the financial statements of each of the Group's entities are measured using the currency of the primary economic environment in which the entity operates (the functional currency). The consolidated financial statements are presented in sterling which is the Company's functional and the Group's presentation currency.

#### Transactions in foreign currencies

Transactions denominated in foreign currencies within each entity in the Group are translated into the functional currency at the exchange rate prevailing at the date of the transaction. Monetary assets and liabilities denominated in foreign currencies, which are held at the year end, are translated into the functional currency at the exchange rate ruling at the balance sheet date (closing rate). Exchange differences on monetary items are recognised in the Income Statement in the period in which they arise, except where these exchange differences form part of a net investment in overseas subsidiaries of the Group, in which case such differences are recognised in other comprehensive income.

#### Translation of the results of overseas businesses

The results of overseas subsidiaries are translated into the Group's presentation currency of sterling each month at the average exchange rate for the month, weighted according to the phasing of the Group's trading results. The average exchange rate is used, as it is considered to approximate the actual exchange rates on the date of the transactions. The assets and liabilities of such undertakings are translated at the closing rates. Differences arising on the retranslation of the opening net investment in subsidiary companies, and on the translation of their results, are recognised in other comprehensive income.

Goodwill and fair value adjustments arising on the acquisition of a foreign operation are treated as assets and liabilities of the foreign operation and translated at the closing rate.

The principal exchange rates used were as follows:

	Average rate		Closing rate	
	52 weeks to 30 March 2024	52 weeks to 1 April 2023	As at 30 March 2024	As at 1 April 2023
Euro	1.16	1.16	1.17	1.14
US Dollar	1.26	1.20	1.26	1.24
Chinese Yuan Renminbi	9.01	8.27	9.13	8.51
Hong Kong Dollar	9.84	9.43	9.89	9.73
South Korean Won	1,657	1,577	1,702	1,613
Japanese Yen	182	163	191	165

## 2. Accounting policies continued

### r) Adjusted profit before taxation

In order to provide additional understanding of the underlying performance of the Group's ongoing business, the Group's results include a presentation of Adjusted operating profit and Adjusted profit before taxation (adjusted PBT). Adjusted PBT is defined as profit before taxation and before adjusting items. Adjusting items are those items which, in the opinion of the Directors, should be excluded in order to provide a consistent and comparable view of the performance of the Group's ongoing business. Generally, this will include those items that are largely one-off and/or material in nature as well as income or expenses relating to acquisitions or disposals of businesses or other transactions of a similar nature, including the impact of changes in fair value of expected future payments or receipts relating to these transactions. Adjusting items are identified and presented on a consistent basis each year and a reconciliation of adjusted PBT to profit before taxation is included in the financial statements. Adjusting items and their related tax impacts, as well as adjusting taxation items, are added back to/deducted from profit attributable to owners of the Company to arrive at adjusted earnings per share. Refer to note 6 for further details on adjusting items and note 10 for details on adjusted earnings per share.

### 3. Segmental analysis

The Chief Operating Decision Maker has been identified as the Board of Directors. The Board reviews the Group's internal reporting in order to assess performance and allocate resources. Management has determined the operating segments based on the reports used by the Board. The Board considers the Group's business through its two channels to market, being retail/wholesale and licensing.

Retail/wholesale revenues are generated by the sale of luxury goods through Burberry mainline stores, concessions, outlets and digital commerce as well as Burberry franchisees, prestige department stores globally and multi-brand speciality accounts. The flow of global product between retail and wholesale channels and across our regions is monitored and optimised at a corporate level and implemented via the Group's inventory hubs and principal distribution centres situated in Europe, the USA, Mainland China and Hong Kong S.A.R., China.

Licensing revenues are generated through the receipt of royalties from global licensees of beauty products, eyewear and from licences relating to the use of non-Burberry trademarks in Japan.

The Board assesses channel performance based on a measure of adjusted operating profit. This measurement basis excludes the effects of adjusting items. The measure of earnings for each operating segment that is reviewed by the Board includes an allocation of corporate and central costs. Interest income and charges are not included in the result for each operating segment that is reviewed by the Board.

	Retail/Wholesale		Licensing		Total	
	52 weeks to 30 March 2024 £m	52 weeks to 1 April 2023 £m	52 weeks to 30 March 2024 £m	52 weeks to 1 April 2023 £m	52 weeks to 30 March 2024 £m	52 weeks to 1 April 2023 £m
Retail	2,400	2,501	–	–	2,400	2,501
Wholesale	506	543	–	–	506	543
Licensing	–	–	63	51	63	51
<b>Total segment revenue</b>	<b>2,906</b>	<b>3,044</b>	<b>63</b>	<b>51</b>	<b>2,969</b>	<b>3,095</b>
Inter-segment revenue <sup>1</sup>	–	–	(1)	(1)	(1)	(1)
<b>Revenue from external customers</b>	<b>2,906</b>	<b>3,044</b>	<b>62</b>	<b>50</b>	<b>2,968</b>	<b>3,094</b>
Depreciation and amortisation <sup>2</sup>	(379)	(341)	–	–	(379)	(341)
Net impairment charge of property, plant and equipment	(5)	(2)	–	–	(5)	(2)
Net impairment charge of right-of-use assets <sup>3</sup>	(9)	(5)	–	–	(9)	(5)
Other non-cash items:						
Share-based payments	(16)	(19)	–	–	(16)	(19)
<b>Adjusted operating profit</b>	<b>359</b>	<b>587</b>	<b>59</b>	<b>47</b>	<b>418</b>	<b>634</b>
Adjusting items <sup>4</sup>					–	21
Finance income					31	21
Finance expense					(66)	(42)
<b>Profit before taxation</b>					<b>383</b>	<b>634</b>

1. Inter-segment transfers or transactions are entered into under the normal commercial terms and conditions that would be available to unrelated third parties.
2. Depreciation and amortisation for the 52 weeks to 1 April 2023 was presented excluding £3 million arising as a result of the Group's restructuring programme, which was presented as an adjusting item (refer to note 6).
3. Net impairment charge of right-of-use assets for the 52 weeks to 1 April 2023 was presented excluding a reversal of £6 million relating to charges as a result of the impact of COVID-19 and a net charge of £3 million arising as a result of the Group's restructuring programme, which were presented as adjusting items (refer to note 6).
4. Adjusting items relate to the Retail and Wholesale segment. Refer to note 6 for details of adjusting items.

### 3. Segmental analysis continued

	Retail/Wholesale		Licensing		Total	
	52 weeks to 30 March 2024 £m	52 weeks to 1 April 2023 £m	52 weeks to 30 March 2024 £m	52 weeks to 1 April 2023 £m	52 weeks to 30 March 2024 £m	52 weeks to 1 April 2023 £m
Additions to non-current assets	399	350	–	–	399	350
<b>Total segment assets</b>	<b>2,474</b>	<b>2,273</b>	<b>6</b>	<b>5</b>	<b>2,480</b>	<b>2,278</b>
Goodwill					119	109
Cash and cash equivalents					441	1,026
Taxation					330	273
<b>Total assets per Balance Sheet</b>					<b>3,370</b>	<b>3,686</b>

#### Additional revenue analysis

All revenue is derived from contracts with customers. The Group derives retail and wholesale revenue from contracts with customers from the transfer of goods and related services at a point in time. Licensing revenue is derived over the period the licence agreement gives the customer access to the Group's trademarks.

Revenue by product division	52 weeks to 30 March 2024 £m	52 weeks to 1 April 2023 £m
Accessories	1,055	1,125
Women's	860	867
Men's	842	868
Children's/Other	149	184
<b>Retail/Wholesale</b>	<b>2,906</b>	<b>3,044</b>
<b>Licensing</b>	<b>62</b>	<b>50</b>
<b>Total</b>	<b>2,968</b>	<b>3,094</b>

Revenue by destination	52 weeks to 30 March 2024 £m	52 weeks to 1 April 2023 £m
Asia Pacific	1,286	1,297
EMEIA <sup>1</sup>	1,017	1,004
Americas	603	743
<b>Retail/Wholesale</b>	<b>2,906</b>	<b>3,044</b>
<b>Licensing</b>	<b>62</b>	<b>50</b>
<b>Total</b>	<b>2,968</b>	<b>3,094</b>

1. EMEIA comprises Europe, Middle East, India and Africa.

#### Entity-wide disclosures

Revenue derived from external customers in the UK totalled £295 million for the 52 weeks to 30 March 2024 (last year: £257 million).

Revenue derived from external customers in foreign countries totalled £2,673 million for the 52 weeks to 30 March 2024 (last year: £2,837 million). This amount includes £531 million of external revenues derived from customers in the USA (last year: £661 million) and £648 million of external revenues derived from customers in Mainland China (last year: £683 million).

The total of non-current assets, other than financial instruments, and deferred tax assets located in the UK is £523 million (last year: £485 million). The remaining £1,168 million of non-current assets are located in other countries (last year: £1,094 million), with £352 million located in the USA (last year: £318 million) and £200 million located in Mainland China (last year: £235 million).

## 4. Net operating expenses

	Note	52 weeks to 30 March 2024 £m	52 weeks to 1 April 2023 £m
Other operating income		(13)	(12)
Selling and distribution costs		1,248	1,207
Administrative expenses		356	353
		<b>1,591</b>	<b>1,548</b>
Adjusting operating income	6	–	(34)
Adjusting operating expenses	6	–	12
		–	(22)
<b>Net operating expenses</b>		<b>1,591</b>	<b>1,526</b>

## 5. Profit before taxation

	Note	52 weeks to 30 March 2024 £m	52 weeks to 1 April 2023 £m
Adjusted profit before taxation is stated after charging/(crediting):			
Depreciation of property, plant and equipment			
Within cost of sales		2	2
Within selling and distribution costs		84	76
Within administrative expenses		17	17
Depreciation of right-of-use assets			
Within cost of sales		1	–
Within selling and distribution costs		214	191
Within administrative expenses <sup>1</sup>		19	18
Amortisation of intangible assets			
Within selling and distribution costs		1	1
Within administrative expenses		41	36
Loss on disposal of intangible assets		3	–
Gain on modification of right-of-use assets		(4)	(2)
Net impairment charge of property, plant and equipment	13	5	2
Net impairment charge of right-of-use assets <sup>2</sup>	14	9	5
Employee costs <sup>3</sup>	28	572	565
Other lease expense			
Property lease variable lease expense	21	111	125
Property lease in holdover expense	21	18	20
Non-property short-term lease expense	21	12	11
Net exchange loss on revaluation of monetary assets and liabilities		20	10
Net gain on derivatives – fair value through profit and loss		(7)	(9)
Receivables net impairment charge		4	2

1. Depreciation of right-of-use assets within administrative expenses for the 52 weeks to 1 April 2023 was presented excluding £3 million arising as a result of the Group's restructuring programme, which was presented as an adjusting item (refer to note 6).
2. Net impairment charge of right-of-use assets for the 52 weeks to 1 April 2023 was presented excluding a reversal of £6 million relating to charges as a result of the impact of COVID-19 and a net charge of £3 million arising as a result of the Group's restructuring programme, which were presented as adjusting items (refer to note 6).
3. Employee costs for the 52 weeks to 1 April 2023 was presented excluding a charge of £10 million arising as a result of the Group's restructuring programme, which was presented as an adjusting item (refer to note 6).



## 6. Adjusting items

		52 weeks to 30 March 2024 £m	52 weeks to 1 April 2023 £m
<b>Adjusting items</b>			
Adjusting operating items			
Impact of COVID-19:			
Impairment reversal relating to retail cash generating units		–	(6)
Impairment reversal relating to inventory		–	(1)
COVID-19-related rent concessions		–	(13)
COVID-19-related government grant income		–	(2)
Other adjusting items:			
Gain on disposal of property		–	(19)
Restructuring costs		–	16
Revaluation of deferred consideration liability		–	2
<b>Total adjusting operating items</b>		<b>–</b>	<b>(23)</b>
Adjusting financing items			
Finance charge on adjusting items		–	2
<b>Total adjusting financing items</b>		<b>–</b>	<b>2</b>
<b>Tax on adjusting items</b>		<b>–</b>	<b>6</b>
<b>Total adjusting items (post-tax)</b>		<b>–</b>	<b>(15)</b>
	Note	52 weeks to 30 March 2024 £m	52 weeks to 1 April 2023 £m
<b>Analysis of adjusting operating items:</b>			
Included in Cost of sales (Impairment reversal relating to inventory)		–	(1)
Included in Operating expenses	4	–	12
Included in Other operating income	4	–	(34)
<b>Total</b>		<b>–</b>	<b>(23)</b>

No adjusting items have been recorded for the 52 weeks to 30 March 2024. Adjusting items related to prior periods were as follows:

### Impact of COVID-19

#### Impairment of retail cash generating units

During the 52 weeks to 1 April 2023, a net impairment reversal of £6 million, and an associated tax charge of £1 million, were recorded following the reassessment of the COVID-19 related impairment provision. Any charges or reversals from the reassessment of the original impairment adjusting item, had they arisen, would have been included in this adjusting item. Refer to notes 13 and 14 for details of impairment of retail cash generating units.

#### Impairment of inventory

During the 52 weeks to 1 April 2023, reversals of inventory provisions of £1 million were recorded and presented as adjusting items. This was relating to inventory which had been provided for as an adjusting item at the previous year end and had either been sold, or was expected to be sold, at a higher net realisable value than had been assumed when the provision had been initially estimated. All other charges and reversals relating to inventory provisions have been recorded in adjusted operating profit. Refer to note 17 for details of inventory provisions.

#### COVID-19-related rent concessions

During the 52 weeks to 1 April 2023, eligible rent forgiveness amounts relating to COVID-19 were treated as negative variable lease payments, which resulted in a credit of £13 million recorded within other operating income. This income was presented as an adjusting item given that the amendment to IFRS 16 was only applicable for a limited period of time and it explicitly related to COVID-19. The amendment expired on 30 June 2022 however the Group continued to apply the same accounting treatment applying the principles of IFRS 9 for any ongoing COVID-19 related rent forgiveness. A related tax charge of £3 million was also recognised in the prior year.

#### COVID-19-related grant income

During the 52 weeks to 1 April 2023, the Group recorded grant income of £2 million within other operating income relating to government support to alleviate the impact of COVID-19. This income was presented as an adjusting item as it was explicitly related to COVID-19, and the arrangements were expected to last for a limited period of time. A related tax charge of £1 million was also recognised in the prior year.

## 6. Adjusting items continued

### Other adjusting items

#### Gain on disposal of property

During the 52 weeks to 1 April 2023, the Group completed the sale of an owned property in the USA for cash proceeds of £22 million resulting in a net gain on disposal of £19 million, recorded within other operating income. The net gain on disposal was recognised as an adjusting item, in accordance with the Group's accounting policy, as it was considered to be material and one-off in nature. A related tax charge of £5 million was also recognised in the prior year.

#### Restructuring costs

During the 52 weeks to 1 April 2023, restructuring costs of £16 million were incurred primarily as a result of the organisational efficiency programme announced in July 2020, which completed last year. The costs principally related to impairment charges on non-retail assets and redundancies and were recorded in operating expenses. They were presented as an adjusting item, in accordance with the Group's accounting policy, as the anticipated cost of the restructuring programme was considered material and discrete in nature. A related tax credit of £4 million was also recognised in the prior year.

#### Items relating to the deferred consideration liability

On 22 April 2016, the Group entered into an agreement to transfer the economic right of the non-controlling interest in Burberry Middle East LLC to the Group in exchange for consideration of contingent payments to be made to the minority shareholder over the period ending 30 March 2024. Contingent payments of £5 million remain outstanding at 30 March 2024, which will be paid once all required documentation is complete.

During the 52 weeks to 1 April 2023, a charge of £2 million in relation to the revaluation of this balance was recognised in operating expenses. No tax was recognised as the future payments were not considered to be deductible for tax purposes. This was presented as an adjusting item in accordance with the Group's accounting policy, as it arose from changes in the value of the liability for expected future payments relating to the purchase of a non-controlling interest in the Group.

## 7. Auditor remuneration

Fees incurred during the year in relation to audit and non-audit services are analysed below:

	52 weeks to 30 March 2024 £m	52 weeks to 1 April 2023 £m
Audit services in respect of the financial statements of the Company and consolidation	0.5	0.5
Audit services in respect of the financial statements of subsidiary companies	2.9	2.7
Audit-related assurance services	0.1	0.2
Other non-audit-related services	0.2	0.1
<b>Total</b>	<b>3.7</b>	<b>3.5</b>

## 8. Financing

	Note	52 weeks to 30 March 2024 £m	52 weeks to 1 April 2023 £m
Finance income – amortised cost		9	3
Bank interest income – fair value through profit and loss		22	18
<b>Finance income</b>		<b>31</b>	<b>21</b>
Interest expense on lease liabilities <sup>1</sup>	21	(43)	(31)
Interest expense on overdrafts		(7)	(2)
Interest expense on borrowings		(4)	(4)
Bank charges		(1)	(1)
Other finance expense		(11)	(4)
<b>Finance expense</b>		<b>(66)</b>	<b>(42)</b>
Finance charge on adjusting items	6	–	(2)
<b>Net finance expense</b>		<b>(35)</b>	<b>(23)</b>

1. During the 52 weeks to 1 April 2023, interest expense on lease liabilities of £31 million excluded £2 million arising as a result of the Group's restructuring programme, which was presented as an adjusting item (refer to note 6).

## 9. Taxation

Analysis of charge for the year recognised in the Group Income Statement:

	52 weeks to 30 March 2024 £m	52 weeks to 1 April 2023 £m
<b>Current tax</b>		
<b>UK corporation tax</b>		
Current tax on income for the 52 weeks to 30 March 2024 at 25% (last year: 19%)	104	116
Double taxation relief	(3)	(5)
Adjustments in respect of prior years <sup>1</sup>	44	12
	<b>145</b>	<b>123</b>
<b>Foreign tax</b>		
Current tax on income for the year	26	34
Adjustments in respect of prior years <sup>1</sup>	(35)	3
	(9)	37
<b>Total current tax</b>	<b>136</b>	<b>160</b>
<b>Deferred tax</b>		
<b>UK deferred tax</b>		
Origination and reversal of temporary differences	5	4
Adjustments in respect of prior years <sup>1</sup>	(1)	–
	4	4
<b>Foreign deferred tax</b>		
Origination and reversal of temporary differences	(28)	(26)
Adjustments in respect of prior years <sup>1</sup>	–	4
	(28)	(22)
<b>Total deferred tax</b>	<b>(24)</b>	<b>(18)</b>
<b>Total tax charge on profit</b>	<b>112</b>	<b>142</b>

1. Adjustments in respect of prior years relate mainly to adjustments to estimates of prior period tax liabilities and a net increase in provisions for uncertain tax positions (where in some instances the provision also includes offsetting relief in a different jurisdiction) and tax accruals.

Analysis of charge for the year recognised in other comprehensive income and directly in equity:

	52 weeks to 30 March 2024 £m	52 weeks to 1 April 2023 £m
<b>Current tax</b>		
Recognised in other comprehensive income:		
Current tax (credit)/charge on exchange differences on loans (foreign currency translation reserve)	(1)	1
<b>Total current tax recognised in other comprehensive income</b>	<b>(1)</b>	<b>1</b>
<b>Deferred tax</b>		
Recognised in equity:		
Deferred tax charge/(credit) on share options (retained earnings)	2	(2)
<b>Total deferred tax recognised directly in equity</b>	<b>2</b>	<b>(2)</b>

## 9. Taxation continued

The tax rate applicable on profit varied from the standard rate of corporation tax in the UK due to the following factors:

	52 weeks to 30 March 2024 £m	52 weeks to 1 April 2023 £m
Profit before taxation	383	634
Tax at 25% (last year: 19%) on profit before taxation	97	120
Rate adjustments relating to overseas profits	–	1
Permanent differences	3	4
Current year tax losses not recognised	3	–
Prior year temporary differences and tax losses recognised	1	(3)
Adjustments in respect of prior years	8	19
Adjustments to deferred tax relating to changes in tax rates	–	1
<b>Total taxation charge</b>	<b>112</b>	<b>142</b>

Total taxation recognised in the Group Income Statement arises on the following items:

	52 weeks to 30 March 2024 £m	52 weeks to 1 April 2023 £m
Tax on adjusted profit before taxation	112	136
Tax on adjusting items	–	6
<b>Total taxation charge</b>	<b>112</b>	<b>142</b>

### Factors affecting future tax charges

#### Uncertain tax positions

The Group operates in numerous tax jurisdictions around the world and is subject to factors that may affect future tax charges including transfer pricing, tax rate changes, tax legislation changes, tax authority interpretation, expiry of statutes of limitation, tax litigation, and resolution of tax audits and disputes.

At any given time, the Group has open years outstanding in various countries and is involved in tax audits and disputes, some of which may take several years to resolve. Provisions are based on best estimates and management's judgements concerning the likely ultimate outcome of any audit or dispute. Management considers the specific circumstances of each tax position and takes external advice, where appropriate, to assess the range of potential outcomes and estimate additional tax that may be due.

At 30 March 2024 the Group recognised provisions of £91 million in respect of uncertain tax positions (increasing from £86 million in 2023), being provisions of £131 million net of expected reimbursements of £40 million (last year: £103 million net of expected reimbursements of £17 million). The majority of these provisions relate to the tax impact of intra-group transactions between the UK and the various jurisdictions in which the Group operates, as would be expected for a Group operating internationally.

The Group believes that it has made adequate provision in respect of additional tax liabilities that may arise from open years, tax audits and disputes. However, the actual liability for any particular issue may be higher or lower than the amount provided, resulting in a negative or positive effect on the tax charge in any given year. A reduction in the tax charge may also arise for other reasons such as an expiry of the relevant statute of limitations. Depending on the final outcome of tax audits which are currently in progress, statute of limitations expiry, and other factors, an impact on the tax charge could arise. The tax impact of intra-group transactions is a complex area and resolution of matters can take many years. Given the inherent uncertainty, it is difficult to predict the timing of when these matters will be resolved and the quantum of the ultimate resolution. Management estimate that the outcome across all matters under dispute or in negotiation between governments could be in the range of a decrease of £32 million, to an increase of £47 million, in the uncertain tax position over the next 12 months.

#### Legislative changes

The OECD Pillar Two GloBE Rules introduce a global minimum corporate tax rate of 15% applicable to multinational enterprise groups with global revenue over €750 million. All participating OECD members are required to incorporate these rules into national legislation. The Group will be subject to the Pillar Two Model Rules from FY 2024/25 but does not meet the threshold for application of the Pillar One transfer pricing rules. The Group applies the temporary exception from the accounting requirements for deferred taxes in IAS 12. Accordingly, the Group neither recognises nor discloses information about deferred tax assets and liabilities related to Pillar Two income taxes.

UK legislation in relation to Pillar Two was substantively enacted on 20 June 2023 and applies to the Group for the reporting period beginning 31 March 2024. The Group has performed an analysis of the potential exposure to Pillar Two income taxes. The analysis of the potential exposure to Pillar Two income taxes is based on the most recently submitted Country by Country Reporting available for the constituent entities in the Group (for the 52 weeks to 1 April 2023). Based on the analysis, the transitional safe harbour relief should apply in respect of most jurisdictions in which the Group operates. Although there are a limited number of jurisdictions where the transitional safe harbour relief may not apply, the Group does not expect a material exposure to Pillar Two income taxes in those jurisdictions.

## 10. Earnings per share

The calculation of basic earnings per share is based on profit or loss attributable to owners of the Company for the year divided by the weighted average number of ordinary shares in issue during the year. Basic and diluted earnings per share based on adjusted profit before taxation are also disclosed to indicate the underlying profitability of the Group.

	52 weeks to 30 March 2024 £m	52 weeks to 1 April 2023 £m
Attributable profit for the year before adjusting items <sup>1</sup>	270	475
Effect of adjusting items <sup>1</sup> (after taxation)	–	15
<b>Attributable profit for the year</b>	<b>270</b>	<b>490</b>

1. Refer to note 6 for details of adjusting items.

The weighted average number of ordinary shares represents the weighted average number of Burberry Group plc ordinary shares in issue throughout the year, excluding ordinary shares held in the Group's ESOP trusts and treasury shares held by the Company or its subsidiaries. This includes the effect of the cancellation of 20.5 million shares during the period as a result of the share buyback programmes (last year: 21.1 million). Refer to note 25 for additional information on the share buybacks.

Diluted earnings per share is based on the weighted average number of ordinary shares in issue during the year. In addition, account is taken of any options and awards made under the employee share incentive schemes, which will have a dilutive effect when exercised. Refer to note 28 for additional information on the terms and conditions of the employee share incentive schemes.

	52 weeks to 30 March 2024 Millions	52 weeks to 1 April 2023 Millions
Weighted average number of ordinary shares in issue during the year	365.0	386.1
Dilutive effect of the employee share incentive schemes	1.2	1.9
<b>Diluted weighted average number of ordinary shares in issue during the year</b>	<b>366.2</b>	<b>388.0</b>

	52 weeks to 30 March 2024 Pence	52 weeks to 1 April 2023 Pence
<b>Earnings per share</b>		
Basic	74.1	126.9
Diluted	73.9	126.3
<b>Adjusted earnings per share</b>		
Basic	74.1	123.1
Diluted	73.9	122.5

## 11. Dividends paid to owners of the Company

	52 weeks to 30 March 2024 £m	52 weeks to 1 April 2023 £m
Prior year final dividend paid 44.5p per share (last year: 35.4p)	167	140
Interim dividend paid 18.3p per share (last year: 16.5p)	66	63
<b>Total</b>	<b>233</b>	<b>203</b>

A final dividend in respect of the 52 weeks to 30 March 2024 of 42.7p (last year: 44.5p) per share, amounting to £151 million, has been proposed for approval by the shareholders at the Annual General Meeting subsequent to the balance sheet date. The final dividend has not been recognised as a liability at the year end and will be paid on 2 August 2024 to the shareholders on the register at the close of business on 28 June 2024. The ex-dividend date is 27 June 2024 and the final day for dividend reinvestment plan (DRIP) elections is 12 July 2024.

## 12. Intangible assets

Cost	Goodwill £m	Trademarks, licences and other intangible assets £m	Computer software £m	Intangible assets in the course of construction £m	Total £m
<b>As at 2 April 2022</b>	115	13	258	55	441
Effect of foreign exchange rate changes	–	–	1	–	1
Additions	–	1	13	32	46
Disposals	–	–	(42)	–	(42)
Reclassifications from assets in the course of construction	–	–	18	(18)	–
<b>As at 1 April 2023</b>	115	14	248	69	446
Effect of foreign exchange rate changes	(6)	–	(2)	–	(8)
Additions	–	1	8	44	53
Business combination	16	1	–	–	17
Disposals	–	–	(5)	(22)	(27)
Reclassifications from assets in the course of construction	–	–	30	(30)	–
<b>As at 30 March 2024</b>	125	16	279	61	481
<b>Accumulated amortisation and impairment</b>					
<b>As at 2 April 2022</b>	6	7	169	19	201
Effect of foreign exchange rate changes	–	–	2	–	2
Charge for the year	–	1	36	–	37
Disposals	–	–	(42)	–	(42)
<b>As at 1 April 2023</b>	6	8	165	19	198
Effect of foreign exchange rate changes	–	–	(2)	–	(2)
Charge for the year	–	1	41	–	42
Disposals	–	–	(5)	(19)	(24)
<b>As at 30 March 2024</b>	6	9	199	–	214
<b>Net book value</b>					
<b>As at 30 March 2024</b>	119	7	80	61	267
<b>As at 1 April 2023</b>	109	6	83	50	248

### Impairment testing of goodwill

The carrying value of the goodwill allocated to cash generating units:

	As at 30 March 2024 £m	As at 1 April 2023 £m
Mainland China	46	50
South Korea	24	26
Retail and Wholesale segment <sup>1</sup>	35	19
Other	14	14
<b>Total</b>	<b>119</b>	<b>109</b>

1. Goodwill which arose on acquisitions of Burberry Manifattura S.R.L. and Burberry Tecnica S.R.L. has been allocated to the group of cash generating units which make up the Group's Retail and Wholesale operating segment cash generating unit. This reflects the lowest level at which the goodwill is being monitored by management.

The Group tests goodwill for impairment annually or when there is an indication that goodwill might be impaired. The recoverable amount of all cash generating units has been determined on a value-in-use basis. Value-in-use calculations for each cash generating unit are based on projected pre-tax discounted cash flows together with a discounted terminal value. The cash flows have been discounted at pre-tax rates reflecting the Group's weighted average cost of capital adjusted for country-specific tax rates and risks. Where the cash generating unit has a non-controlling interest which was recognised at a value equal to its proportionate interest in the net identifiable assets of the acquired subsidiary at the acquisition date, the carrying amount of the goodwill has been grossed up, to include the goodwill attributable to the non-controlling interest, for the purpose of impairment testing the goodwill attributable to the cash generating unit. The key assumptions contained in the value-in-use calculations include the future revenues, the operating profit margins achieved and the discount rates applied.

The value-in-use calculations have been prepared using management's cost and revenue projections for the next three years to 27 March 2027 and a longer-term growth rate of 5% to 30 March 2029. A terminal value has been included in the value-in-use calculation based on the cash flows for the year ending 30 March 2029, incorporating the assumption that growth beyond 30 March 2029 is equivalent to nominal inflation rates, assumed to be 2%, which are not significant to the assessment.

The value-in-use estimates indicated that the recoverable amount of the cash generating unit exceeded the carrying value for each of the cash generating units. As a result, no impairment has been recognised in respect of the carrying value of goodwill in the year.

## 12. Intangible assets continued

### Impairment testing of goodwill continued

The goodwill arising on the acquisition of Burberry Tecnica S.R.L. has been allocated to the group of cash generating units which make up the Group's retail/wholesale operating segment. This reflects the level at which the goodwill is being monitored by management. For the material goodwill balances of Mainland China, South Korea and the Retail and Wholesale segment, management has considered the potential impact of reasonably possible changes in assumptions on the recoverable amount of goodwill. The sensitivities include applying a 10% reduction in revenue and gross profit and the associated impact on operating profit margin from management's base cash flow projections, considering the macroeconomic and political uncertainty risk on the Group's retail operations and on the global economy. Under this scenario, the estimated recoverable amount of goodwill in Mainland China, South Korea and the Retail and Wholesale segment still exceeded the carrying value.

The pre-tax discount rates for Mainland China, South Korea and the Retail and Wholesale segment were 12%, 10% and 11% respectively (last year: Mainland China 12%, South Korea 12%, and the Retail and Wholesale segment 12%). No reasonably possible change in these pre-tax discount rates would result in the carrying value to exceed the estimated recoverable amount of goodwill.

The other goodwill balance of £14 million (last year: £14 million) consists of amounts relating to eight cash generating units, none of which have goodwill balances individually exceeding £6 million as at 30 March 2024 (last year: £7 million).

## 13. Property, plant and equipment

Cost	Freehold land and buildings £m	Leasehold improvements £m	Fixtures, fittings and equipment £m	Assets in the course of construction £m	Total £m
<b>As at 2 April 2022</b>	116	550	348	47	1,061
Effect of foreign exchange rate changes	6	6	9	1	22
Additions	–	56	25	66	147
Disposals	(1)	(53)	(27)	(1)	(82)
Reclassifications from assets in the course of construction	–	26	11	(37)	–
<b>As at 1 April 2023</b>	121	585	366	76	1,148
Effect of foreign exchange rate changes	(2)	(27)	(8)	(3)	(40)
Additions	–	88	32	44	164
Business combination	–	–	1	–	1
Disposals	–	(69)	(47)	–	(116)
Reclassifications from assets in the course of construction	–	54	14	(68)	–
Reclassifications to assets held for sale	(28)	–	–	–	(28)
<b>As at 30 March 2024</b>	91	631	358	49	1,129
<b>Accumulated depreciation and impairment</b>					
<b>As at 2 April 2022</b>	56	388	294	1	739
Effect of foreign exchange rate changes	4	6	8	–	18
Charge for the year	3	64	28	–	95
Disposals	(1)	(53)	(27)	(1)	(82)
Impairment charge on assets	–	2	–	–	2
<b>As at 1 April 2023</b>	62	407	303	–	772
Effect of foreign exchange rate changes	–	(17)	(8)	–	(25)
Charge for the year	2	69	32	–	103
Disposals	–	(69)	(47)	–	(116)
Impairment charge on assets	–	4	1	–	5
Reclassifications to assets held for sale	(16)	–	–	–	(16)
<b>As at 30 March 2024</b>	48	394	281	–	723
<b>Net book value</b>					
<b>As at 30 March 2024</b>	43	237	77	49	406
<b>As at 1 April 2023</b>	59	178	63	76	376

### 13. Property, plant and equipment continued

During the 52 weeks to 30 March 2024, management carried out a review of retail cash generating units comprising right-of-use asset and property, plant and equipment, for any indication of impairment or reversal of impairments previously recorded. Where indications of impairment charges or reversals were identified, the impairment review compared the value-in-use of the cash generating units to their net book values at 30 March 2024. The pre-tax cash flow projections used for this review were based on financial plans of expected revenues and costs of each retail cash generating unit, approved by management, reflecting their latest plans over the next three years to 27 March 2027. For the remainder of the asset life, the cashflows assume industry growth rates of 5% and cost inflation rates appropriate to each store's location, followed by longer-term growth rates of mid-single digits and inflation rates appropriate to each store's location. The pre-tax discount rates used in these calculations were between 10.2% and 12.1% (last year: between 11.1% and 13.7%) based on the Group's weighted average cost of capital adjusted for country-specific borrowing costs, tax rates and risks for those countries in which a charge or reversal was incurred. Where indicators of impairment have been identified and the value-in-use was less than the carrying value of the cash generating unit, an impairment of property, plant and equipment and right-of-use asset was recorded. Where the value-in-use was greater than the net book value, and the cash generating unit had been previously impaired, the impairment was reversed, to the extent that could be supported by the value-in use and allowing for any depreciation that would have been incurred during the period since the impairment was recorded.

During the 52 weeks to 30 March 2024, a charge of £14 million (last year: net charge of £7 million) was recorded within net operating expenses as a result of the annual review of impairment for retail store assets. A charge of £5 million (last year: charge of £2 million) was recorded against property, plant and equipment and a charge of £9 million (last year: net charge of £5 million) was recorded against right-of-use assets. Impairments previously charged as an adjusting item related to the impact of COVID-19 were reassessed, resulting in no impairment charge or reversal being presented as an adjusting item in the current year (last year: net reversal of £6 million recorded against right-of-use assets). Refer to note 14 for further details of right-of-use assets. Refer to note 6 for details of adjusting items.

The impairment charge recorded in property, plant and equipment related to six retail cash generating units (last year: two retail cash generating units) for which the total recoverable amount at the balance sheet date is £15 million (last year: £1 million).

Management has considered the potential impact of changes in assumptions on the impairment recorded against the Group's retail assets. Given the macroeconomic and political uncertainty risk on the Group's retail operations and on the global economy, management has considered sensitivities to the impairment charge as a result of changes to the estimate of future revenues achieved by the retail stores. The sensitivities applied are an increase or decrease in revenue of 10% from the estimate used to determine the impairment charge or reversal. We have also considered retail cash generating units with no indicators of impairment but with a significant asset balance. It is estimated that a 10% decrease/increase in revenue assumptions for the 52 weeks to 29 March 2025, with no change to subsequent forecast revenue growth rate assumptions, would result in a less than £19 million increase/less than £9 million decrease in the impairment charge of retail store assets in the 52 weeks to 30 March 2024.

As at 30 March 2024, the Group had one freehold property that met the criteria to be classified as held for sale. This asset is required to be recorded at the lower of carrying value or fair value less any costs to sell. As the fair value less any costs to sell exceeded the carrying value, the related asset was recorded at its carrying value of £12 million. The sale of this property is expected to complete within the next 12 months.

No assets were classified as held for sale at 1 April 2023. During the 52 weeks to 1 April 2023, the sale of three freehold properties with a carrying value of £13 million, which were previously classified as assets held for sale, was completed resulting in a net gain on disposal of £19 million.



## 14. Right-of-use assets

Net book value	Property right-of-use assets £m
<b>As at 2 April 2022</b>	<b>880</b>
Effect of foreign exchange rate changes	14
Additions	157
Remeasurements	113
Depreciation for the year	(212)
Impairment charge on right-of-use assets	(10)
Impairment reversal on right-of-use assets	8
<b>As at 1 April 2023</b>	<b>950</b>
Effect of foreign exchange rate changes	(27)
Additions	162
Business combination	2
Remeasurements	169
Depreciation for the year	(234)
Impairment charge on right-of-use assets	(9)
<b>As at 30 March 2024</b>	<b>1,013</b>

As a result of the assessment of retail cash generating units for impairment, an impairment charge of £9 million (last year: net impairment reversal of £1 million) was recorded for impairment of right-of-use assets related to trading impacts. Refer to note 13 for further details of impairment assessment of retail cash generating units. The net impairment reversal in the prior year comprised a reversal of £6 million arising from the change in assumption due to the impact of COVID-19 on the value-in-use of retail cash generating units and a charge of £5 million relating to other trading impacts. The reversal relating to COVID-19 was presented as an adjusting item (refer to note 6).

The impairment charge recorded in right-of-use assets relates to seven retail cash generating units (last year: three retail cash generating units) for which the total recoverable amount at the balance sheet date is £44 million (last year: £17 million).

At 1 April 2023, a net impairment charge of £3 million was recognised in relation to non-retail right-of-use assets arising as a result of the Group's restructuring programmes and was presented as an adjusting item (refer to note 6).

As a result, the impairment charge for right-of-use assets was £9 million (last year: net impairment charge of £2 million).

## 15. Deferred taxation

Deferred tax assets and liabilities are offset when there is a legally enforceable right to offset current tax assets against current tax liabilities and there is an intention to settle on a net basis, and to the same fiscal authority. The assets and liabilities presented in the Balance Sheet, after offset, are shown in the table below:

	As at 30 March 2024 £m	As at 1 April 2023 £m
Deferred tax assets	208	197
Deferred tax liabilities	(1)	(1)
<b>Net amount</b>	<b>207</b>	<b>196</b>

The movement in the deferred tax account is as follows:	52 weeks to 30 March 2024 £m	52 weeks to 1 April 2023 £m
<b>At start of year</b>	<b>196</b>	<b>174</b>
Effect of foreign exchange rate changes	(11)	2
Credited to the Income Statement	24	18
Business combination	(1)	–
Credited to Other comprehensive income	1	–
(Charged)/credited to Equity	(2)	2
<b>At end of year</b>	<b>207</b>	<b>196</b>

## 15. Deferred taxation continued

The movement in the net deferred tax balances during the year is as follows:

	Capital allowances £m	Unrealised inventory profit and other inventory provisions £m	Share schemes £m	Unused tax losses £m	Leases £m	Other <sup>1</sup> £m	Total £m
<b>As at 2 April 2022</b>	19	97	5	3	32	18	174
Effect of foreign exchange rate changes	1	1	–	–	–	–	2
Credited/(charged) to the Income Statement	(6)	10	1	11	(1)	3	18
Credited to Equity	–	–	2	–	–	–	2
<b>As at 1 April 2023</b>	14	108	8	14	31	21	196
Effect of foreign exchange rate changes	(1)	(7)	–	–	(1)	(2)	(11)
Credited/(charged) to the Income Statement	(11)	23	(3)	15	5	(5)	24
Business combination	–	–	–	–	–	(1)	(1)
Credited to Other comprehensive income	–	–	–	–	–	1	1
Charged to Equity	–	–	(2)	–	–	–	(2)
<b>As at 30 March 2024</b>	2	124	3	29	35	14	207

1. Deferred balances within Other relate largely to temporary differences arising on other provisions and accruals.

Deferred tax assets are recognised for tax losses carried forward to the extent that the realisation of the related benefit through future taxable profits is probable. The Group did not recognise deferred tax assets of £50 million (last year: £46 million) in respect of losses and temporary timing differences amounting to £201 million (last year: £181 million) that can be set off against future taxable income. There is a time limit for the recovery of £1 million of these potential assets (last year: £6 million) which ranges from one to five years (last year: one to seven years).

The Group has recognised a deferred tax asset of £35 million (not including profit in stock consolidation adjustments) in Mainland China, of which £25 million arises due to losses in FY 2022/23 and FY 2023/24. Group financial forecasts indicate that the subsidiary in Mainland China is expected to generate future taxable profits which will enable the deferred tax asset to be utilised in full.

During the 52 weeks to 30 March 2024, the Group adopted the IAS 12 amendment for Deferred Tax related to Assets and Liabilities arising from a Single Transaction. For jurisdictions where tax deductions do not follow IFRS 16 accounting, the Group recognises a deferred tax asset on the lease liability and a separate deferred tax liability on the right-of-use asset. The Group applies jurisdictional netting and the net position is included in the “Leases” column above.

Included within other temporary differences above is a deferred tax liability of £1 million (last year: £1 million) relating to unremitted overseas earnings. No deferred tax liability is provided in respect of any future remittance of earnings of foreign subsidiaries where the Group is able to control the remittance of earnings and it is probable that such earnings will not be remitted in the foreseeable future, or where no liability would arise on the remittance. The aggregate amount of temporary differences in respect of unremitted earnings is £255 million (last year: £281 million).

## 16. Trade and other receivables

	As at 30 March 2024 £m	As at 1 April 2023 £m
<b>Non-current</b>		
Other financial receivables <sup>1</sup>	47	45
Other non-financial receivables <sup>2</sup>	–	2
Prepayments	5	5
<b>Total non-current trade and other receivables</b>	<b>52</b>	<b>52</b>
<b>Current</b>		
Trade receivables	189	184
Provision for expected credit losses	(10)	(7)
Net trade receivables	179	177
Other financial receivables <sup>1</sup>	27	25
Other non-financial receivables <sup>2</sup>	86	59
Prepayments	33	32
Accrued income	15	14
<b>Total current trade and other receivables</b>	<b>340</b>	<b>307</b>
<b>Total trade and other receivables</b>	<b>392</b>	<b>359</b>

1. Other financial receivables include rental deposits and other sundry debtors.

2. Other non-financial receivables relates primarily to indirect taxes and other taxes and duties.

Included in total trade and other receivables are non-financial assets of £124 million (last year: £98 million).

The Group's impairment policies and the calculation of any allowances for credit losses are detailed in note 27 in the credit risk section.

## 17. Inventories

	As at 30 March 2024 £m	As at 1 April 2023 £m
Raw materials	29	15
Work in progress	3	1
Finished goods	475	431
<b>Total inventories</b>	<b>507</b>	<b>447</b>

	As at 30 March 2024 £m	As at 1 April 2023 £m
Total inventories, gross	580	504
Provisions	(73)	(57)
<b>Total inventories, net</b>	<b>507</b>	<b>447</b>

Inventory provisions of £73 million (last year: £57 million) are recorded, representing 12.6% (last year: 11.4%) of the gross value of inventory. The provisions reflect management's best estimate of the net realisable value of inventory, where this is considered to be lower than the cost of the inventory.

The cost of inventories recognised as an expense and included in cost of sales amounted to £922 million (last year: £874 million).

Taking into account factors impacting the inventory provisioning including the proportion of inventory sold through loss making channels being higher or lower than expected, management considers that a reasonable potential range of outcomes could result in an increase in inventory provisions of £15 million or a decrease in inventory provisions of £22 million in the next 12 months. This would result in a potential range of inventory provisions of 8.8% to 15.3% as a percentage of the gross value of inventory as at 30 March 2024.

The net movement in inventory provisions included in cost of sales for the 52 weeks to 30 March 2024 was a charge of £39 million (last year: release of £1 million). The total reversal of inventory provisions during the current year, which is included in the net movement, was £15 million (last year: reversal of £22 million). In the prior year, a reversal of £1 million was included within both of these amounts upon reassessment of the provision related to the impact of COVID-19 and was presented as an adjusting item. Refer to note 6 for details of adjusting items.

## 18. Derivative financial instruments

### Master netting arrangements

The Group's forward foreign exchange contracts are entered into under International Swaps and Derivatives Association (ISDA) master netting arrangements. In general, under such agreements the amounts owed by each counterparty on a single day in respect of all transactions outstanding in the same currency are aggregated into a single amount that is payable by one party to the other. In certain circumstances, such as when a default occurs, all outstanding transactions under the agreement are terminated, the termination value is assessed and only a single net amount is payable in settlement of all transactions. The ISDA agreements do not meet the criteria for offsetting in the Balance Sheet as the Group's right to offset is enforceable only on the occurrence of future events such as default. The Group has amended the ISDA agreement with two banks to require it to net settle its forward foreign exchange contracts. There were no derivatives subject to net settlement agreements and offset on the Balance Sheet at 30 March 2024 (last year: nil). The Group's Balance Sheet would not be materially different if it had offset its forward foreign exchange contracts and equity swap contracts subject to the standard ISDA agreements.

### Derivative financial assets

	As at 30 March 2024 £m	As at 1 April 2023 £m
Forward foreign exchange contracts – fair value hedging instrument: cash flow hedges	–	–
Forward foreign exchange contracts – fair value through profit and loss <sup>1</sup>	2	4
Equity swap contracts – fair value through profit and loss	–	3
<b>Total position</b>	<b>2</b>	<b>7</b>
Comprising:		
Total current position	2	7

1. Forward foreign exchange contracts classified as fair value through profit and loss are used for cash management and hedging monetary assets and liabilities. At 30 March 2024, all such contracts had maturities of no greater than three months from the balance sheet date (last year: no greater than three months from the balance sheet date).

### Derivative financial liabilities

	As at 3 March 2024 £m	As at 1 April 2023 £m
Forward foreign exchange contracts – fair value hedging instrument: cash flow hedges	(2)	(1)
Forward foreign exchange contracts – fair value through profit and loss <sup>1</sup>	(1)	–
Equity swap contracts – fair value through profit and loss	(1)	–
<b>Total position</b>	<b>(4)</b>	<b>(1)</b>
Comprising:		
Total current position	(4)	(1)

1. Forward foreign exchange contracts classified as fair value through profit and loss are used for cash management and hedging monetary assets and liabilities. At 30 March 2024, all such contracts had maturities of no greater than three months from the balance sheet date (last year: no greater than two months from the balance sheet date).

### Net derivative financial instruments

The notional principal amounts of the outstanding forward foreign exchange and equity swap contracts at year end are:

	As at 30 March 2024 £m	As at 1 April 2023 £m
Forward foreign exchange contracts – fair value hedging instrument: cash flow hedges	71	155
Forward foreign exchange contracts – fair value through profit and loss	439	332
Equity swap contracts – fair value through profit and loss	4	7

## 18. Derivative financial instruments continued

### Effect of hedge accounting on the financial position and performance

The effects of the foreign currency cash flow hedging instruments on the Group's financial position and performance are as follows:

	As at 30 March 2024	As at 1 April 2023
<b>Foreign currency forwards</b>		
Carrying amount (assets)	–	–
Notional amount	–	£18m
Maturity date	–	Jun 2023 – Nov 2023
Hedge ratio	–	1:1
Change in spot value of outstanding hedging instruments since start of year	–	–
Change in value of hedged item used to determine hedge effectiveness	–	–
Weighted average hedged rate of outstanding contracts (including forward points) – EUR	–	1.1369
Carrying amount (liabilities)	(£2m)	(£1m)
Notional amount	£71m	£137m
Maturity date	May 2024 – Aug 2024	Jun 2023 – May 2024
Hedge ratio	1:1	1:1
Change in spot value of outstanding hedging instruments since start of year	(£2m)	£1m
Change in value of hedged item used to determine hedge effectiveness	£2m	(£1m)
Weighted average hedged rate of outstanding contracts (including forward points) – EUR	1.1322	1.1221

The foreign currency forwards are denominated in the same currency as the highly probable future inventory purchases (EUR), therefore the hedge ratio is 1:1.

The contractual maturity profile of non-current financial liabilities is shown in note 27. For further details of cash flow hedging, refer to note 27 in the market risk section.

## 19. Cash and cash equivalents

	As at 30 March 2024 £m	As at 1 April 2023 £m
<b>Cash and cash equivalents held at amortised cost</b>		
Cash at bank and in hand	180	152
Short-term deposits	83	77
	263	229
<b>Cash and cash equivalents held at fair value through profit and loss</b>		
Short-term deposits	178	797
<b>Total</b>	<b>441</b>	<b>1,026</b>

Cash and cash equivalents classified as fair value through profit and loss relate to deposits held in low volatility net asset value money market funds. The cash is available immediately and, since the funds are managed to achieve low volatility, no significant change in value is anticipated. The funds are monitored to ensure there are no significant changes in value.

As at 30 March 2024 and 1 April 2023, no impairment losses were identified on cash and cash equivalents held at amortised cost.

## 20. Trade and other payables

	As at 30 March 2024 £m	As at 1 April 2023 £m
<b>Non-current</b>		
Other payables <sup>1</sup>	3	–
Deferred income and non-financial accruals	9	20
Contract liabilities	51	57
<b>Total non-current trade and other payables</b>	<b>63</b>	<b>77</b>
<b>Current</b>		
Trade payables	180	186
Other taxes and social security costs	45	50
Other payables <sup>1</sup>	21	10
Accruals	165	199
Deferred income and non-financial accruals	11	14
Contract liabilities	12	13
Deferred consideration <sup>2</sup>	5	5
<b>Total current trade and other payables</b>	<b>439</b>	<b>477</b>
<b>Total trade and other payables</b>	<b>502</b>	<b>554</b>

1. Other payables comprise interest and employee-related liabilities.

2. Deferred consideration relates to the acquisition of the economic right to the non-controlling interest in Burberry Middle East LLC on 22 April 2016. In the 52 weeks to 30 March 2024 no payments were made in relation to Burberry Middle East LLC (last year: £6 million). Contingent payments of £5 million remain outstanding at 30 March 2024, which will be paid once all required documentation is complete.

Included in total trade and other payables are non-financial liabilities of £128 million (last year: £153 million).

### Contract liabilities

Retail contract liabilities relate to unredeemed balances on issued gift cards and similar products, and advanced payments received for sales which have not yet been delivered to the customer. Licensing contract liabilities relate to deferred revenue arising from the upfront payment for the Beauty licence which is being recognised in revenue over the term of the licence on a straight-line basis, reflecting access to the trademark over the licence period to 2032.

	As at 30 March 2024 £m	As at 1 April 2023 £m
Retail contract liabilities	6	6
Licensing contract liabilities	57	64
<b>Total contract liabilities</b>	<b>63</b>	<b>70</b>

The amount of revenue recognised in the year relating to contract liabilities at the start of the year is set out in the following table. All revenue in the year relates to performance obligations satisfied in the year. All contract liabilities at the end of the year relate to unsatisfied performance obligations.

	52 weeks to 30 March 2024 £m	52 weeks to 1 April 2023 £m
Retail revenue relating to contract liabilities	3	4
Deferred revenue from Beauty licence	7	6
<b>Revenue recognised that was included in contract liabilities at the start of the year</b>	<b>10</b>	<b>10</b>

## 21. Lease liabilities

	Property lease liabilities £m
<b>Balance as at 2 April 2022</b>	<b>1,058</b>
Effect of foreign exchange rate changes	20
Created during the year	157
Amounts paid <sup>1</sup>	(243)
Discount unwind	33
Remeasurements <sup>2</sup>	98
<b>Balance as at 1 April 2023</b>	<b>1,123</b>
Effect of foreign exchange rate changes	(30)
Created during the year	159
Business combination	1
Amounts paid <sup>1</sup>	(274)
Discount unwind	43
Remeasurements <sup>2</sup>	166
<b>Balance as at 30 March 2024</b>	<b>1,188</b>

	As at 30 March 2024 £m	As at 1 April 2023 £m
<b>Analysis of total lease liabilities:</b>		
Non-current	959	902
Current	229	221
<b>Total</b>	<b>1,188</b>	<b>1,123</b>

- The amount paid of £274 million (last year: £243 million) includes £231 million (last year: £210 million) arising as a result of a financing cash outflow and £43 million (last year: £33 million) arising as a result of an operating cash outflow.
- Remeasurements relate largely to changes in the lease liabilities that arise as a result of extending the lease term on an existing lease, management's reassessment of the lease term based on existing break or extension options in the contract, as well as those linked to an inflation index or rate review. In the prior year, remeasurements included COVID-19-related rent forgiveness of £13 million which was recognised as a credit in the Income Statement and was included as an adjusting item. Refer to note 6.

The Group enters into property leases for retail properties, including stores, concessions, warehouse and storage locations and office property. The remaining lease terms for these properties range from a few months to 16 years (last year: few months to 15 years). Many of the leases include break options and/or extension options to provide operational flexibility. Some of the leases for concessions have rolling lease terms or rolling break options. Management assess the lease term at inception based on the facts and circumstances applicable to each property including the period over which the investment appraisal was initially considered.

Potential future undiscounted lease payments related to periods following the exercise date of an extension option not included in the lease term, and therefore not included in lease liabilities are approximately £434 million (last year: £399 million) in relation to the next available extension option and are assessed as not reasonably certain to be exercised. Potential future undiscounted lease payments related to periods following the exercise date of a break option not included in the lease term, and therefore not included in lease liabilities, are approximately £113 million (last year: £130 million) in relation to break options which are expected to be exercised. During the 52 weeks to 30 March 2024, significant judgements regarding breaks and options in relation to individually material leases resulted in approximately £100 million (last year: £38 million) in undiscounted future cash flows not being included in the initial right-of-use assets and lease liabilities.

Management reviews the retail lease portfolio on an ongoing basis, taking into account retail performance and future trading expectations. Management may exercise extension options and negotiate lease extensions or modifications. In other instances, management may exercise break options, negotiate lease reductions or decide not to negotiate a lease extension at the end of the lease term. The most significant factor impacting future lease payments is changes management choose to make to the store portfolio.

Future increases and decreases in rent linked to an inflation index or rate review are not included in the lease liability until the change in cash flows is legally agreed. Approximately 19% (last year: 18%) of the Group's lease liabilities are subject to inflation linked reviews and 32% (last year: 30%) are subject to rent reviews. Rental changes linked to inflation or rent reviews typically occur on an annual basis.

Many of the retail property leases also incur payments based on a percentage of revenue achieved at the location. Changes in future variable lease payments will typically reflect changes in the Group's retail revenues, including the impact of regional mix. The Group expects the relative proportions of fixed and variable lease payments to remain broadly consistent in future years.

The Group also enters into non-property leases for equipment, advertising fixtures and machinery. Generally, these leases do not include break or extension options. The most significant impact to future cash flows relating to leased equipment, which are primarily short-term leases, would be the Group's usage of leased equipment to a greater or lesser extent.

## 21. Lease liabilities continued

The Group's accounting policy for leases is set out in note 2. Details of income statement charges and income from leases are set out in note 5. The right-of-use asset categories on which depreciation is incurred are presented in note 14. Interest expense incurred on lease liabilities is presented in note 8. Commitments relating to off-balance sheet leases are presented in note 26. The maturity of undiscounted future lease liabilities are set out in note 27.

Total cash outflows in relation to leases in the 52 weeks ended 30 March 2024 are £417 million (last year: £396 million). This relates to payments of £231 million on lease principal (last year: £210 million), £43 million on lease interest (last year: £33 million), £113 million on variable lease payments (last year: £122 million), and £30 million on other lease payments principally relating to short-term leases and leases in holdover (last year: £31 million).

## 22. Provisions for other liabilities and charges

	Property obligations £m	Other £m	Total £m
<b>Balance as at 2 April 2022</b>	<b>49</b>	<b>15</b>	<b>64</b>
Effect of foreign exchange rate changes	–	2	2
Created during the year	7	5	12
Utilised during the year	(3)	(1)	(4)
Released during the year	(4)	(8)	(12)
<b>Balance as at 1 April 2023</b>	<b>49</b>	<b>13</b>	<b>62</b>
Effect of foreign exchange rate changes	(3)	–	(3)
Created during the year	5	4	9
Utilised during the year	(1)	(1)	(2)
Released during the year	(2)	(7)	(9)
<b>Balance as at 30 March 2024</b>	<b>48</b>	<b>9</b>	<b>57</b>

The net charge in the year for property obligations is £3 million (last year: £3 million), relating to additional property reinstatement costs. The net credit in the year for other provisions of £3 million (last year: net credit of £3 million) includes charges of £4 million (last year: £5 million) relating to expected future outflows for property disputes, employee matters and tax compliance, and reversals of £7 million (last year: £8 million) relating to employee matters and other property matters.

	As at 30 March 2024 £m	As at 1 April 2023 £m
Analysis of total provisions:		
Non-current	37	40
Current	20	22
<b>Total</b>	<b>57</b>	<b>62</b>

The non-current provisions relate to property reinstatement costs which are expected to be utilised within 14 years (last year: 15 years).

## 23. Bank overdrafts

Included within bank overdrafts is £78 million (last year: £65 million) representing balances on cash pooling arrangements in the Group.

The Group has a number of committed and uncommitted arrangements agreed with third parties. At 30 March 2024, the Group held £1 million (last year: £nil) bank overdrafts excluding balances on cash pooling arrangements.

The fair value of overdrafts approximates the carrying amount because of the short maturity of these instruments.

## 24. Borrowings

On 21 September 2020, Burberry Group plc issued medium term notes with a face value of £300 million and 1.125% coupon maturing on 21 September 2025 (the sustainability bond). Proceeds from the sustainability bond have been used by the Group to finance projects which support the Group's sustainability agenda. There are no financial penalties for not using the proceeds as anticipated. Interest on the sustainability bond is payable semi-annually. The carrying value of the bond at 30 March 2024 is £299 million (last year: £298 million); all movements on the bond are non-cash. The fair value of the bond at 30 March 2024 is £281 million (last year: £273 million).

On 26 July 2021, the Group entered into a £300 million multi-currency sustainability-linked revolving credit facility (RCF) with a syndicate of banks, maturing on 26 July 2026. There were no drawdowns or repayments of the RCF during the current or previous year, and at 30 March 2024 there were no outstanding drawings.

The Group is in compliance with the financial and other covenants within the facilities above and has been in compliance throughout the financial period.



## 25. Share capital and reserves

Allotted, called up and fully paid share capital	Number	£m
Ordinary shares of 0.05p (last year: 0.05p) each		
<b>As at 2 April 2022</b>	405,107,301	0.2
Allotted on exercise of options during the year	236,123	–
Cancellation of shares	(21,075,496)	–
<b>As at 1 April 2023</b>	384,267,928	0.2
Allotted on exercise of options during the year	51,904	–
Cancellation of shares	(20,504,089)	–
<b>As at 30 March 2024</b>	<b>363,815,743</b>	<b>0.2</b>

The Company has a general authority from shareholders, renewed at each Annual General Meeting, to repurchase a maximum of 10% of its issued share capital. During the 52 weeks to 30 March 2024, the Company entered into agreements to purchase, at fair value, a total of £400 million of its own shares, excluding stamp duty and fees, through two share buyback programmes of £200 million each (last year: two share buyback programmes of £200 million each). Both programmes were completed during the year.

The cost of own shares purchased by the Company, as part of a share buyback programme, is offset against retained earnings, as the amounts paid reduce the profits available for distribution by the Company. When shares are cancelled, a transfer is made from retained earnings to the capital reserve, equivalent to the nominal value of the shares purchased and subsequently cancelled. In the 52 weeks to 30 March 2024, 20.5 million shares were cancelled (last year: 21.1 million).

As at 30 March 2024 the Company held 5.2 million treasury shares (last year: 6.1 million), with a market value of £63 million (last year: £157 million) based on the share price at the reporting date. The treasury shares held by the Company are related to the share buyback programme completed during the 53 weeks to 2 April 2022. During the 52 weeks to 30 March 2024, 0.9 million treasury shares were transferred to ESOP trusts (last year: 2.3 million). During the 52 weeks to 30 March 2024, no treasury shares were cancelled (last year: none).

The cost of shares purchased by ESOP trusts are offset against retained earnings, as the amounts paid reduce the profits available for distribution by the Company. As at 30 March 2024, the cost of own shares held by ESOP trusts and offset against retained earnings is £34 million (last year: £42 million). As at 30 March 2024, the ESOP trusts held 1.9 million shares (last year: 2.3 million) in the Company, with a market value of £23 million (last year: £60 million). In the 52 weeks to 30 March 2024 the ESOP trusts and the Company have waived their entitlement to dividends.

Other reserves in the Statement of Changes in Equity consist of the capital reserve, the foreign currency translation reserve, and the hedging reserves. The hedging reserves consist of the cash flow hedge reserve and the net investment hedge reserve.

	Hedging reserves			Foreign currency translation reserve £m	Total £m
	Capital reserve £m	Cash flow hedges £m	Net investment hedge £m		
<b>Balance as at 2 April 2022</b>	41	(1)	5	218	263
Other comprehensive income:					
Cash flow hedges – gains deferred in equity	–	1	–	–	1
Foreign currency translation differences	–	–	–	14	14
Tax on other comprehensive income	–	(1)	–	–	(1)
<b>Total comprehensive income for the year</b>	–	–	–	14	14
<b>Balance as at 1 April 2023</b>	41	(1)	5	232	277
Other comprehensive income:					
Cash flow hedges – losses deferred in equity	–	(4)	–	–	(4)
Cash flow hedges – transferred to income	–	1	–	–	1
Foreign currency translation differences	–	–	–	(34)	(34)
Tax on other comprehensive income	–	1	–	–	1
<b>Total comprehensive income for the year</b>	–	(2)	–	(34)	(36)
<b>Balance as at 30 March 2024</b>	<b>41</b>	<b>(3)</b>	<b>5</b>	<b>198</b>	<b>241</b>

As at 30 March 2024 the amount held in the hedging reserve relating to matured net investment hedges is £5 million net of tax (last year: £5 million).

## 26. Commitments

### Financial commitments

The Group leases various retail stores, offices, warehouses and equipment under non-cancellable lease arrangements. The liabilities for these leases are recorded on the Group's Balance Sheet when the Group obtains control of the underlying asset. The Group has additional commitments relating to leases where the Group has entered into an obligation but does not yet have control of the underlying asset. The future lease payments to which the Group is committed, over the expected lease term, which are not recorded on the Group's Balance Sheet are as follows:

	As at 30 March 2024 £m	As at 1 April 2023 £m
Amounts falling due:		
Within 1 year	2	–
Between 2 and 5 years	49	14
After 5 years	120	9
<b>Total</b>	<b>171</b>	<b>23</b>

During the 52 weeks to 30 March 2024, the Group entered into two significant retail store lease agreements in EMEIA for which possession of the property is not yet obtained. The Group has committed to £138 million in future undiscounted lease payments in relation to these leases, which have expected lease terms of 12 and 15 years. A judgement has been made that the Group is reasonably certain to exercise an extension option in relation to one of these leases, representing £38 million of the commitment.

### Capital commitments

Contracted capital commitments represent contracts entered into by the year end for future work in respect of major capital expenditure projects relating to property, plant and equipment and intangible assets, which are not recorded on the Group's Balance Sheet and are as follows:

	As at 30 March 2024 £m	As at 1 April 2023 £m
Capital commitments contracted but not provided for:		
Property, plant and equipment	67	38
Intangible assets	4	3
<b>Total</b>	<b>71</b>	<b>41</b>

## 27. Financial risk management

The Group's principal financial instruments comprise derivative instruments, cash and cash equivalents, borrowings (including overdrafts), deferred consideration, trade and other receivables, and trade and other payables arising directly from operations.

The Group's activities expose it to a variety of financial risks: market risks (including foreign exchange risk and interest rate risk), credit risk, liquidity risk and capital risk.

Risk management is carried out by the Group treasury department (Group Treasury) based on forecast business requirements to reduce financial risk and to ensure sufficient liquidity is available to meet foreseeable needs and to invest in cash and cash equivalents safely and profitably. The Group uses derivative instruments to hedge certain risk exposures. Group Treasury does not operate as a profit centre and transacts only in relation to the underlying business requirements. The policies of Group Treasury are reviewed and approved by the Board of Directors annually.

### Market risk

#### Foreign exchange risk

The Group operates internationally and is exposed to foreign exchange risk arising from various non-sterling currencies.

The Group's Income Statement is affected by transactions denominated in foreign currency. To reduce exposure to currency fluctuations, the Group has a policy of hedging foreign currency denominated transactions by entering into forward foreign exchange contracts (refer to note 18). These transactions are recorded as cash flow hedges. The Group's foreign currency transactions arise principally from purchases and sales of inventory.

The Group's treasury risk management policy is to hedge, prior to market opening, 70-90% of its anticipated third party foreign currency exposure by currency, by season and where the net currency exposure is greater than £20 million. Currently, the Group does not hedge anticipated intercompany foreign currency transactions. The Group uses forward exchange contracts to hedge its currency risk.

The Group designates the spot component of foreign currency forwards in hedge relationships and applies a ratio of 1:1. The forward elements of the foreign currency forward are excluded from designation of the hedging instrument and are separately accounted for as a cost of hedging and recognised in operating expenses on a discounted basis.

The Group determines the existence of an economic relationship between the hedging instrument and the hedged item based on the currency, amount and timing of their respective cash flows. The Group assesses whether the derivative designated in each hedging relationship is expected to be and has been effective in offsetting changes in cash flows of the hedged item using the dollar offset method.

In these hedge relationships, ineffectiveness may arise if the timing of the forecast transaction changes from what was originally estimated, or if there are changes in the credit risk of the Group or the derivative counterparty. There was no ineffectiveness in the 52 weeks ending 30 March 2024 (last year: no ineffectiveness).

The Group monitors the desirability of hedging the net assets of overseas subsidiaries when translated into sterling for reporting purposes. The Group would use forward foreign exchange contracts to hedge net assets of overseas subsidiaries, relating to surplus cash whose remittance is foreseeable. There were no outstanding net investment hedges as at 30 March 2024 (last year: no outstanding net investment hedges).

At 30 March 2024, the Group has performed a sensitivity analysis to determine the effect of sterling strengthening/weakening by 10% (last year: 10%) against other currencies with all other variables held constant. The effect on translating foreign currency denominated net cash, trade, intercompany and other financial receivables and payables and financial instruments at fair value through profit or loss as at 30 March 2024 would have been to increase/decrease operating profit for the year by £4 million (last year: increase/decrease £4 million) on a post-tax basis. The effect on translating forward foreign exchange contracts designated as cash flow hedges as at 30 March 2024 would have been to decrease/increase equity by £6 million (last year: decrease/increase £12 million) on a post-tax basis.

The following table shows the extent to which the Group has monetary assets and liabilities at the year end in currencies other than the local currency of operation, after accounting for the effect of any specific forward foreign exchange contracts used to manage currency exposure. Monetary assets and liabilities refer to cash, deposits, overdrafts, borrowings and other amounts to be received or paid in cash. Amounts exclude intercompany balances which eliminate on consolidation. Foreign exchange differences on retranslation of these assets and liabilities are recognised in net operating expenses.

	As at 30 March 2024			As at 1 April 2023		
	Monetary assets £m	Monetary liabilities £m	Net £m	Monetary assets £m	Monetary liabilities £m	Net £m
Sterling	1	(2)	(1)	–	(2)	(2)
US Dollar	1	(6)	(5)	1	(18)	(17)
Euro	58	(66)	(8)	40	(59)	(19)
Chinese Yuan Renminbi	7	–	7	5	–	5
Other currencies	5	(33)	(28)	5	(34)	(29)
<b>Total</b>	<b>72</b>	<b>(107)</b>	<b>(35)</b>	<b>51</b>	<b>(113)</b>	<b>(62)</b>

## 27. Financial risk management continued

### Market risk continued

#### Interest rate risk

The Group's exposure to market risk for changes in interest rates relates primarily to cash, borrowings, short-term deposits and overdrafts.

The floating rate financial liabilities at 30 March 2024 are £78 million (last year: £65 million) due to cash pool overdrafts. The fixed rate financial liabilities at 30 March 2024 are borrowings of £299 million (last year: £298 million). If interest rates on floating rate financial liabilities had been 100 basis points higher/lower (last year: 100 basis points), excluding the impact on cash pool overdraft balances and with all other variables held constant, post-tax profit for the year would have been £nil (last year: £nil) lower/higher, as a result of higher/lower interest expense.

The floating rate financial assets as at 30 March 2024 comprise short-term deposits of £261 million (last year: £874 million), interest bearing current accounts of £nil (last year: £2 million) and cash pool asset balances of £85 million (last year: £67 million). At 30 March 2024, if interest rates on floating rate financial assets had been 100 basis points higher/lower (last year: 100 basis points), excluding the impact on cash pool asset balances and with all other variables held constant, post-tax profit for the year would have been £4 million (last year: £8 million) higher/lower, as a result of higher/lower interest income.

#### Credit risk

##### Trade receivables

The Group has no significant concentrations of credit risk. The trade receivables balance is spread across a large number of different customers with no single debtor during the year representing more than 6% of the total balance due (last year: 5%). The Group has policies in place to ensure that wholesale sales are made to customers with an appropriate credit history. Sales to retail customers are made in cash or via major credit cards. In some retail locations, where the Group's store is contained within a department store or mall, for example a concession, the sales proceeds may be initially held by the operator of the wider location, giving rise to retail debtors. In addition, receivables balances are monitored on an ongoing basis with the result that the Group's exposure to bad debts is not significant and default rates have historically been very low.

The Group applies the simplified approach when measuring the trade receivable expected credit losses. The approach uses a lifetime expected loss allowance. To measure the expected credit losses, trade receivables have been grouped based on segment, geographical region and the days past due. The expected loss rates are reviewed annually, or when there is a significant change in external factors potentially impacting credit risk, and are updated where management's expectations of credit losses change. No changes have been made to the expected loss rates during the 52 weeks to 30 March 2024.

The expected credit loss allowance for receivables was determined as follows:

As at 30 March 2024	Current £m	Less than 1 month overdue £m	Less than 2 months overdue £m	Less than 3 months overdue £m	Over 3 months overdue £m	Total £m
<b>Trade receivables</b>						
Weighted average expected loss rate %	2%	5%	10%	12%	39%	
Gross carrying amount of trade receivables	154	18	6	4	7	189
Loss allowance <sup>1</sup>	(3)	(1)	(1)	(1)	(4)	(10)
<b>As at 1 April 2023</b>						
<b>Trade receivables</b>						
Weighted average expected loss rate %	2%	4%	6%	27%	37%	
Gross carrying amount of trade receivables	151	19	8	3	3	184
Loss allowance <sup>1</sup>	(3)	(1)	–	–	(3)	(7)

1. The loss allowance contains expected credit loss and specific loss provisions.

## 27. Financial risk management continued

### Credit risk continued

#### Trade receivables continued

The closing loss allowances for receivables reconcile as follows:

	Receivables £m
<b>As at 2 April 2022</b>	<b>7</b>
Effect of foreign exchange rate changes	–
Impairment provision recognised in profit or loss during the year	3
Receivables written off during the year as uncollectable	(1)
Unused amount reversed	(2)
<b>As at 1 April 2023</b>	<b>7</b>
Effect of foreign exchange rate changes	–
Impairment provision recognised in profit or loss during the year	6
Receivables written off during the year as uncollectable	(1)
Unused amount reversed	(2)
<b>As at 30 March 2024</b>	<b>10</b>

In aggregate, as at 30 March 2024, the movement in the impairment provision on trade and other receivables and recorded in the Income Statement was a net charge of £4 million (last year: £1 million), all of which relates to contracts with customers.

The maximum exposure to credit risk at the reporting date with respect to trade and other receivables is approximated by the carrying amount on the Balance Sheet.

#### Receivables excluding trade receivables

The counterparty credit risk of other receivables is reviewed on a regular basis and the impairment is assessed as follows:

At inception the receivable is recorded net of expected 12 month credit losses. If a significant change in the credit risk occurs during the life of the receivable, credit losses are recorded in the profit and loss account and the effective interest is calculated using the gross carrying amount of the asset. If a loss event occurs, the effective interest is calculated using the amortised cost of the asset net of any credit losses.

During the year ended 31 March 2013, the Group entered into a retail leasing arrangement in the Republic of Korea. As part of this arrangement, a KRW 27 billion (£19 million) 15 year interest-free loan was provided to the landlord. The Group holds a registered mortgage over the leased property for the equivalent value of the loan which acts as collateral. At 30 March 2024, the discounted fair value of the loan is £13 million (last year: £14 million). The book value of the loan, recorded at amortised cost, is £14 million (last year: £14 million). Other than this arrangement, the Group does not hold any other collateral as security. Management considers that the security provided by the mortgage is sufficient risk mitigation and hence the credit loss relating to this receivable is not significant.

#### Other financial assets

With respect to credit risk arising from other financial assets, which comprise cash and short-term deposits and certain derivative instruments, the Group's exposure to credit risk arises from the default of the counterparty with a maximum exposure equal to the carrying value of these instruments. The Group has policies that limit the amount of credit exposure to any financial institution and only deposits funds with independently rated financial institutions with a minimum rating of 'A' other than where required for operational purposes. A total of £8 million (last year: £6 million) was held with institutions with a rating below 'A' at 30 March 2024. These amounts are monitored on a weekly basis by the Treasury Committee.

## 27. Financial risk management continued

### Liquidity risk

The Group's financial risk management policy aims to ensure that sufficient cash is maintained to meet foreseeable needs and close out market positions. Due to the dynamic nature of the underlying business, Group Treasury aims to maintain flexibility in funding by keeping committed credit lines available. For further details, refer to notes 23 and 24.

All short-term trade and other payables, accruals, and bank overdrafts mature within one year or less. The carrying value of all financial liabilities due in less than one year is equal to their contractual undiscounted cash flows, with the exception of lease liabilities. The undiscounted contractual cash flows for lease liabilities due in less than one year is £282 million (last year: £237 million).

The maturity profile of the contractual undiscounted cash flows of the Group's non-current financial liabilities, excluding derivatives used for hedging, is as follows:

	As at 30 March 2024			As at 1 April 2023		
	Lease liabilities £m	Other £m	Total £m	Lease liabilities £m	Other £m	Total £m
In more than 1 year, but not more than 2 years	228	302	530	227	–	227
In more than 2 years, but not more than 3 years	181	–	181	186	300	486
In more than 3 years, but not more than 4 years	161	–	161	142	–	142
In more than 4 years, but not more than 5 years	108	–	108	122	–	122
In more than 5 years	459	1	460	330	–	330
<b>Total financial liabilities</b>	<b>1,137</b>	<b>303</b>	<b>1,440</b>	<b>1,007</b>	<b>300</b>	<b>1,307</b>

As at 30 March 2024, other non-current financial liabilities relate to borrowings of £299 million (last year: borrowings of £298 million). Refer to note 24.

### Capital risk

The Board reviews the Group's capital allocation policy annually. The Group's capital allocation framework defines its priorities for uses of cash, underpinned by its principle to maintain a strong balance sheet with a solid investment grade credit rating. The framework has four priorities for the use of cash generated from operations:

- re-investment in the business to drive organic growth
- maintaining a progressive dividend policy
- continuing to pursue selective inorganic strategic investment and
- to the extent that there is surplus capital to these needs, providing additional returns to shareholders

At 30 March 2024, the Group had net cash of £362 million (last year: £961 million), borrowings of £299 million (last year: £298 million) and total equity excluding non-controlling interests of £1,147 million (last year: £1,533 million). The borrowings at 30 March 2024 relate to medium term notes with a face value of £300 million (last year: £300 million). For further details, refer to note 24. Potential additional sources of funding available to the Group include undrawn and additional bank facilities, longer-term debt and equity funding. The Group's current capital resources, together with the potential additional sources of funding, are considered sufficient to address the Group's capital risk.

## 28. Employee costs

Staff costs, including the cost of Directors, incurred during the year are as shown below. Directors' remuneration, which is separately disclosed in the Directors' Remuneration Report on pages 125 to 142 and forms part of these financial statements, includes, for those share options and awards where performance obligations have been met, the notional gains arising on the future exercise but excludes the charge in respect of these share options and awards recognised in the Group Income Statement.

	52 weeks to 30 March 2024 £m	52 weeks to 1 April 2023 £m
Wages and salaries	474	468
Social security costs	56	60
Pension costs	21	20
	<b>551</b>	<b>548</b>
Termination benefits	5	8
Share-based compensation (all awards and options settled in shares)	16	19
<b>Total</b>	<b>572</b>	<b>575</b>

Employee costs for the 52 weeks to 1 April 2023 included a charge of £10 million arising as a result of the Group's restructuring programme which was presented as an adjusting item. Refer to note 6 for further details.

Pension costs include contributions to the Group's defined contribution plan for eligible employees.

The average number of full-time equivalent employees (including Executive Directors) during the year was as follows:

	Number of employees	
	52 weeks to 30 March 2024	52 weeks to 1 April 2023
EMEIA <sup>1</sup>	4,591	4,394
Americas	1,291	1,303
Asia Pacific	3,287	3,171
<b>Total</b>	<b>9,169</b>	<b>8,868</b>

1. EMEIA comprises Europe, Middle East, India and Africa.

### Shares and share options granted to Directors and employees

The Group operates a number of equity-settled share-based compensation schemes for its Directors and employees; the fair value charge relating to these schemes is £16 million (last year: £19 million). Details of each of these schemes are set out in this note. The share option schemes have been valued using the Black-Scholes option pricing model. The share awards have been valued using the closing price of an ordinary share at the date of grant.

The key inputs used in the Black-Scholes pricing model to determine the fair value include: the share price at the commencement date; the exercise price attached to the option; the expected life of the option; an appropriate risk-free interest rate; a dividend yield discount for those schemes that do not accrue dividends during the course of the vesting period; and expected share price volatility, which is determined by calculating the historical annualised standard deviation of the market price of Burberry Group plc shares over a period of time, prior to the grant, equivalent to the expected life of the option.

Where applicable, equity swaps have been entered into to cover future employer's national insurance liability (or overseas equivalent) that may arise in respect of these schemes.

## 28. Employee costs continued

### Shares and share options granted to Directors and employees continued

#### The Burberry Share Plan 2020 (the BSP)

The BSP was approved by shareholders and adopted by the Company in the year ended 27 March 2021 to replace the Burberry Group plc Executive Share Plan (ESP) as the Group's main long-term incentive plan.

Under the BSP rules, participants may be awarded either conditional share awards or phantom awards, up to a maximum value of three times base salary per annum. Awards may be subject to performance underpins. If the Company does not meet one or more of the performance underpins over the relevant vesting period, the Remuneration Committee would consider whether it is appropriate to scale back the level of pay-out under the BSP award. BSP awards made to the Executive Directors in the year ending 30 March 2024 will vest in full on the third anniversary of the grant date, subject to continued employment. For BSP awards made to Executive Directors in years ending before 1 April 2023, one third of the award will vest on the third anniversary of the grant date, one third of the award will vest on the fourth anniversary of the grant date and the remaining balance of the award will vest on the fifth anniversary of the grant date, subject to continued employment.

Awards made to senior employees will not be subject to performance conditions or underpins, and will vest in full on the third anniversary of the grant date, subject to continued employment.

During the year, the fair value charge relating to the BSP awards was £11 million (last year: £9 million) and the following grants were made under the BSP:

Date of grant	Options granted	Fair value	Participant group	Performance conditions/underpins	Targets	
					Threshold	Maximum
27 July 2023	838,107	£22.48	Management	Continued service	N/A	N/A
27 July 2023	131,178	£22.48	Executive Directors	Underpins: Total revenue	£3,200m	N/A
				ROIC	WACC	N/A
				Brand and sustainability	Reasonable progress	N/A
23 November 2023	33,268	£15.04	Management	Continued service	N/A	N/A

The fair values for the above grants are equivalent to the closing price of an ordinary share on the grant date as follows:

	27 July 2023	23 November 2023
Share price at contract commencement date	£22.48	£15.04

Obligations under this plan will be met either by market purchase shares, the transfer of treasury shares or by the issue of ordinary shares of the Company, for which the ESOP trust may be used to facilitate the process.



## 28. Employee costs continued

### Shares and share options granted to Directors and employees continued

#### The Burberry Share Plan 2020 (the BSP) continued

Movements in the number of BSP share awards outstanding are as follows:

	52 weeks to 30 March 2024	52 weeks to 1 April 2023
Outstanding at start of year	2,261,952	1,701,810
Granted during the year	1,002,553	1,253,633
Lapsed and forfeited during the year	(362,276)	(539,186)
Exercised in the year	(649,492)	(154,305)
<b>Outstanding at end of year</b>	<b>2,252,737</b>	<b>2,261,952</b>
<b>Exercisable at end of year</b>	<b>13,260</b>	<b>2,519</b>
<b>Vesting after end of year</b>	<b>2,239,477</b>	<b>2,259,433</b>

Share awards outstanding at the end of the year have the following terms:

Term of the award	Number of awards as at 30 March 2024	Number of awards as at 1 April 2023
20 August 2020 – 23 July 2023	–	636,732
19 November 2020 – 19 November 2023	–	6,933
27 July 2021 – 27 July 2024	437,233	559,954
18 November 2021 – 18 November 2024	5,134	6,761
27 July 2022 – 27 July 2027	104,131	104,131
27 July 2022 – 27 July 2025	669,799	860,513
24 November 2022 – 24 November 2025	86,928	86,928
27 July 2023 – 27 July 2026	916,244	–
23 November 2023 – 23 November 2026	27,477	–
23 November 2023 – 27 July 2026	5,791	–
<b>Total</b>	<b>2,252,737</b>	<b>2,261,952</b>

The weighted average term of the BSP awards is three years, and the weighted average share price at the date of exercise for awards exercised in the period was £21.56.

#### The Burberry Group plc Executive Share Plan (the ESP)

The ESP was approved by the shareholders and adopted by the Company in the year ended 31 March 2015, with the final grant made on 27 February 2020.

Under the ESP, participants were awarded shares, structured as either nil-cost options, conditional share awards or phantom awards, up to a maximum value of normally four times base salary per annum. Thresholds and targets for all ESP schemes have now been assessed and the number of shares awarded has been approved.

Obligations under this plan will be met either by market purchase shares, the transfer of treasury shares or by the issue of ordinary shares of the Company, for which the ESOP trust may be used to facilitate the process.

During the year, the fair value charge relating to the ESP awards was £nil (last year: £1 million).

Movements in the number of ESP share awards outstanding are as follows:

	52 weeks to 30 March 2024	52 weeks to 1 April 2023
Outstanding at start of year	285,906	1,259,041
Lapsed and forfeited during the year	(19,239)	(736,848)
Exercised during the year	(117,276)	(236,287)
<b>Outstanding at end of year</b>	<b>149,391</b>	<b>285,906</b>
<b>Exercisable at end of year</b>	<b>149,391</b>	<b>132,378</b>
<b>Vesting after end of year</b>	<b>–</b>	<b>153,528</b>

The weighted average first available exercise date for the ESP scheme is 30 March 2024.

## 28. Employee costs continued

### Shares and share options granted to Directors and employees continued

#### One-off awards

The Company grants conditional share awards as one-off awards. Some of these awards vest in tranches which vary by award and are dependent upon continued employment over the vesting period.

The fair values for these awards are equivalent to the closing price of an ordinary share on the grant date.

During the year, the fair value charge relating to the one-off awards was £1 million (last year: £5 million).

Movements in the number of one-off share awards outstanding are as follows:

	52 weeks to 30 March 2024	52 weeks to 1 April 2023
Outstanding at start of year	340,749	1,063,048
Granted during the year	24,135	7,720
Lapsed and forfeited during the year	(4,128)	(537,605)
Exercised during the year	(312,216)	(192,414)
<b>Outstanding at end of year</b>	<b>48,540</b>	<b>340,749</b>
<b>Exercisable at end of year</b>	<b>40,808</b>	<b>31,311</b>
<b>Vesting after end of year</b>	<b>7,732</b>	<b>309,438</b>

The weighted average first available exercise date for the one-off awards is 19 October 2024, and the latest vesting date is 27 July 2026. The weighted average share price at the date of exercise for awards exercised in the period was £20.81.

#### Other schemes

The Group also grants to employees options under the Burberry Group plc ShareSave Plan 2021 (ShareSave), and free shares under a Burberry Group plc Share Incentive Plan (SIP) for employees in the UK, and the Burberry Group plc International Free Share Plan 2021 (IFSP) for employees outside the UK. In the 52 weeks to 30 March 2024 and 1 April 2023, options were granted under ShareSave with a three-year and five-year vesting period.

Additional awards were granted under the SIP and the IFSP, offering employees awards of ordinary shares in the Company at a £nil exercise price. All awards vest after three years and the vesting of these share awards is dependent on continued employment over the vesting period.

The fair value charge for these schemes was £3 million (last year: £4 million).

## 29. Acquisition of subsidiary

On 2 October 2023, Burberry Italy S.R.L., Burberry's wholly-owned subsidiary, acquired a 100% shareholding in Burberry Tecnica, S.R.L., from Italian technical outerwear supplier, Pattern SpA, a company incorporated in Italy, for total cash consideration of £19 million. Consideration for this acquisition did not include any contingent or deferred consideration.

Based in Turin, the activities of the business acquired revolve around the engineering and production of Burberry products. The acquisition allows the Group to secure capacity, build technical outerwear capabilities and further embed sustainability into its value chain.

The assets and liabilities recognised as a result of the acquisition are as follows:

	Provisional Fair value £m
<b>Net assets acquired</b>	
Acquired intangible assets	1
Property, plant and equipment	1
Inventories	2
Right-of-use assets	2
Lease liabilities	(1)
Employee-related liabilities	(1)
Deferred tax liability	(1)
Net assets acquired	3
Goodwill arising on acquisition	16
<b>Total cost of acquisition</b>	<b>19</b>

No receivables or contingent liabilities were acquired as a result of the acquisition.

The values used in accounting for the identifiable assets and liabilities of the acquisition are provisional in nature as they are still being determined. If necessary, adjustments will be made to these carrying values and the related goodwill, within 12 months of the acquisition date.

The goodwill arising on the acquisition of £16 million reflects the expected synergies from the vertical integration of engineering and production of technical outerwear within the Group's supply chain, together with the value of the retained workforce. The goodwill has been allocated to the group of cash generating units which make up the Group's retail/wholesale operating segment. £13 million of the goodwill is expected to be deductible for tax purposes, giving rise to an overall tax benefit with an estimated net present value of approximately £1 million.

The acquired business has made a contribution to Group revenue of £nil and had a negligible impact on Group profit before taxation since acquisition. If the acquisition had occurred at the beginning of the financial year, the impact on the Group's revenue and profit or loss would not have been material.

## 30. Related party transactions

Transactions between the Company and its subsidiaries, which are related parties of the Company, have been eliminated on consolidation and are not disclosed in this note. Total compensation in respect of key management, who are defined as the Board of Directors and certain members of senior management, is considered to be a related party transaction.

The total compensation in respect of key management for the year was as follows:

	52 weeks to 30 March 2024 £m	52 weeks to 1 April 2023 £m
Salaries, short-term benefits and social security costs <sup>1</sup>	7	9
Share-based compensation (all awards and options settled in shares)	2	4
<b>Total</b>	<b>9</b>	<b>13</b>

1. Pension cash allowance is included within salaries, short-term benefits and social security costs.

The Group donates each year to The Burberry Foundation, an independent charity which meets the criteria to be reported as a related party in accordance with IFRS. Charitable donations to The Burberry Foundation for the 52 weeks to 30 March 2024 were £2 million (last year: £2 million).

There were no other material related party transactions in the year.

### 31. Subsidiary undertakings and investments

In accordance with Section 409 of the Companies Act 2006 a full list of related undertakings as at 30 March 2024, including their country of incorporation and percentage share ownership, is disclosed below. Unless otherwise stated, all undertakings are indirectly owned by Burberry Group plc and operate in the country of incorporation. All the subsidiary undertakings have been consolidated as at 30 March 2024.

Company name	Country/territory of incorporation	Interest	Holding (%)	Registered office
Burberry Pacific Pty Ltd	Australia	Ordinary shares	100	1
Burberry (Austria) GmbH	Austria	Ordinary shares	100	2
Sandringham Bahrain SPC W.L.L. <sup>1</sup>	Bahrain	Ordinary shares	100	3
Burberry Antwerp NV	Belgium	Ordinary shares	100	4
Burberry Brasil Comércio de Artigos de Vestuário e Acessórios Ltda	Brazil	Quota	100	5
Burberry Canada Inc	Canada	Common shares	100	6
Burberry (Shanghai) Trading Co., Ltd	Mainland China	Equity interest	100	7
Burberry Czech Rep s.r.o.	Czech Republic	Ordinary shares	100	8
Burberry France SASU	France	Ordinary shares	100	9
Burberry (Deutschland) GmbH	Germany	Ordinary shares	100	10
Burberry Asia Holdings Limited	Hong Kong S.A.R., China	Ordinary shares	100	11
Burberry China Holdings Limited	Hong Kong S.A.R., China	Ordinary shares	100	11
Burberry Asia Limited	Hong Kong S.A.R., China	Ordinary shares	100	12
Burberry Hungary Kereskedelmi Korlátolt Felelősségű Társaság	Hungary	Ordinary shares	100	13
Burberry India Private Limited	India	Ordinary shares	51	14
Burberry Ireland Investments Unlimited Company	Ireland	Ordinary A shares Ordinary B shares	100 100	15
Burberry Ireland Limited	Ireland	Ordinary shares	100	16
Burberry Italy (Rome) S.R.L.	Italy	Quota	100	17
Burberry Italy S.R.L. <sup>2</sup>	Italy	Quota	100	17
Burberry Tecnica S.R.L.	Italy	Quota	100	18
Burberry Manifattura S.R.L.	Italy	Quota	100	19
Burberry Japan K.K.	Japan	Ordinary shares	100	20
Burberry Kuwait General Trading Textiles and Accessories Company \With Limited Liability <sup>3</sup>	Kuwait	Parts	49	21
Burberry Macau Limited	Macau S.A.R., China	Quota	100	22
Burberry (Malaysia) Sdn. Bhd.	Malaysia	Ordinary shares	100	23
Horseferry México S.A. de C.V.	Mexico	Ordinary (fixed) shares Ordinary (variable) shares	100 100	24
Horseferry México Servicios Administrativos, S.A. de C.V.	Mexico	Ordinary (fixed) shares	100	24
Burberry Netherlands B.V.	Netherlands	Ordinary shares	100	25
Burberry New Zealand Limited	New Zealand	Ordinary shares	100	26
Burberry Qatar W.L.L. <sup>3</sup>	Qatar	Ordinary shares	49	27
Burberry Korea Limited	Republic of Korea	Common stock	100	28
Burberry Retail LLC <sup>4</sup>	Russian Federation	Participatory share	100	29
Burberry Saudi Company Limited	Kingdom of Saudi Arabia	Ordinary shares	100	30
Burberry (Singapore) Distribution Company PTE Ltd	Singapore	Ordinary shares	100	31
Burberry (Spain) Retail S.L.	Spain	Ordinary shares	100	32
Burberry (Suisse) SA <sup>2</sup>	Switzerland	Ordinary shares	100	33
Burberry (Taiwan) Co., Ltd	Taiwan Area, China	Common shares	100	34
Burberry (Thailand) Limited	Thailand	Common shares	100	35

### 31. Subsidiary undertakings and investments continued

Company name	Country of incorporation	Interest	Holding (%)	Registered office
Burberry Turkey Giyim Toptan Ve Perakende Satış Limited Şirketi	Turkey	Ordinary shares	100	36
Burberry FZ-LLC	United Arab Emirates	Ordinary shares	100	37
Burberry Middle East LLC <sup>3</sup>	United Arab Emirates	Ordinary shares	49	38
Burberry (España) Holdings Limited	United Kingdom	Ordinary shares	100	39
Burberry (No. 7) Unlimited	United Kingdom	Ordinary shares	100	39
Burberry (UK) Limited	United Kingdom	Ordinary shares	100	39
Burberry Europe Holdings Limited <sup>2</sup>	United Kingdom	Ordinary shares	100	39
Burberry Finance Limited <sup>5</sup>	United Kingdom	Ordinary shares	100	39
Burberry Haymarket Limited <sup>2</sup>	United Kingdom	Ordinary shares	100	39
Burberry Holdings Limited	United Kingdom	Ordinary shares	100	39
Burberry International Holdings Limited <sup>2</sup>	United Kingdom	Ordinary shares	100	39
Burberry Latin America Limited	United Kingdom	Ordinary shares	100	39
Burberry Limited	United Kingdom	Ordinary shares	100	39
Burberry London Limited	United Kingdom	Ordinary shares	100	39
Burberrys Limited <sup>1</sup>	United Kingdom	Ordinary shares	100	39
Sweet Street Developments Limited	United Kingdom	Ordinary shares	100	39
The Scotch House Limited <sup>2</sup>	United Kingdom	Ordinary shares	100	39
Thomas Burberry Holdings Limited <sup>2</sup>	United Kingdom	Ordinary shares	100	39
Thomas Burberry Limited <sup>2,5</sup>	United Kingdom	Ordinary shares	100	39
Woodrow-Universal Limited <sup>2,5</sup>	United Kingdom	Ordinary shares	100	39
Woodrow-Universal Pension Trustee Limited <sup>2,5</sup>	United Kingdom	Ordinary shares	100	39
Burberry (Wholesale) Limited	United States	Class X common stock Class Y common stock	100 100	40
Burberry Limited	United States	Class X common stock Class Y common stock	100 100	40
Burberry North America, Inc.	United States	Common stock	100	41

1. The Group has an indirect holding of 100% of the issued share capital through a nominee.

2. Held directly by Burberry Group plc.

3. The Group has a 100% share of profits of Burberry Middle East LLC as well as a 100% and majority share of profits in Burberry Middle East LLC's subsidiaries in Kuwait and Qatar respectively. The Group has the power to control these companies under the agreements relating to Burberry Middle East LLC.

4. Burberry Retail LLC's stores have been closed since March 2022.

5. This subsidiary will take the audit exemption allowed under Section 479A of the Companies Act 2006 for the year ended 30 March 2024.

### 31. Subsidiary undertakings and investments continued

Ref	Registered office address
1	Level 5, 343 George Street, Sydney NSW 2000, Australia
2	Kohlmarkt 2, A1010 Wien, Austria
3	Building 2758, Flat no. 1081, Road 4650, Block 346, Manama/Sea Front, Bahrain
4	Waterloolaan 16, 1000, Brussel, Belgium
5	City of São Paulo, State of São Paulo, at Rua do Rocio, 350, 3rd Pavement of Condominium Atrium IX, suites No. 32, 28th subdistrict, Vila Olímpia, CEP 04552-000, Brazil
6	100 King Street West, 1 First Canadian Place, Suite 1600, Toronto ON M5X 1G5, Canada
7	60th Floor (Actual Floor No.53), Wheelock Square, No. 1717 Nanjing West Road, Jing'an Districts, Shanghai 200040, People's Republic of China
8	Praha 1, Pařížská 11/67, PSČ 11000, Czech Republic
9	56A rue du Faubourg Saint-Honoré, 75008, Paris, France
10	Königsallee 50, 40212, Düsseldorf, Germany
11	Flat /RM 2201-02 & 09-14, 22/F Devon House, Taikoo Place, 979 King's Road, Quarry Bay, Hong Kong
12	RM 01-02 & 09-14, 22/F Devon House, Taikoo Place, 979 King's Road, Quarry Bay, Hong Kong
13	H-1068 Budapest Dózsa György út 84. B, Hungary
14	10th Floor, International Trade Tower, Nehru Place, New Delhi, South East Delhi, Dehli 110019
15	Suite 9, Bunkilla Plaza, Bracetown Business Park, Clonee, Co. Meath., D15 XR27, Ireland
16	Suite 9, Bunkilla Plaza, Bracetown Office Park, Clonee, Co. Meath., D15 XR27, Ireland
17	Via Manzoni n.20, CAP, 20121, Milano, Italy
18	Via Italia 6/A, 10093 Collegno (TO), Italy
19	Via delle Fonti n.10, 50018 Scandicci, Italy
20	5-14 Ginza 2-chome, Chuo-ku, Tokyo, Japan
21	Hawally, Block 8, Street 276, Plot 9301, Unit No 12, Floor 7, Kuwait
22	Avenida Dr. Sun Yat Sen, One Central Building, 1st floor, Shops 125-127, Macau
23	43-2, Plaza Damansara, Jalan Medan Setia 1, Bukit Damansara, 50490 Kuala Lumpur, Wilayah Persekutuan, Malaysia
24	Edgar Allan Poe 85-B, Col. Polanco, Delg. Miguel Hidalgo, Mexico City, 11560, Mexico
25	Pieter Cornelisz. Hoofstraat 50 H, 1071CA Amsterdam
26	Level 20, HSBC Tower, 188 Quay Street, Auckland, 1010, New Zealand
27	First Floor, Building No. 660, Street no. 364, Al Waab, Zone No.54, Al Marikh, Al Rayyan Municipality, Qatar
28	459, Dosan-daero, Gangnam-gu, Seoul, Republic of Korea
29	Ulitsa Petrovka, 16, floor 3, Premise I, rooms 47-53, 127051, Moscow, Russian Federation
30	1st Floor, The Plaza Building, P.O. Box 2392, Riyadh 12244, Kingdom of Saudi Arabia
31	391B Orchard Road, #15-02/03, Ngee Ann City, 238874, Singapore
32	Passeig de Gràcia, 56, 08007, Barcelona
33	Route de Chêne 30A, c/o L&S Trust Services SA, 1208 Genève, Switzerland
34	5F. No 451 Changchun Rd, Songshan Dist, Taipei City 10547, Taiwan
35	No.127 Office 25.03; Level 25; Gaysorn Tower; Ratchadamri Road, Lumpini Sub-District; Pathumwan District; 10330 Bangkok; Thailand
36	Reşitpaşa Mahallesi Eski Büyükdere Cad. Windowist Tower Sit. No: 26/1 Sariyer/Istanbul, Turkey
37	Dubai Design District, Premises: 312, 313, 314 & 315, Floor: 03, Building: 08, Dubai Design District, United Arab Emirates
38	Dubai Design District, Building 8, Level 3, Unit no 314 and 315 PO Box 83916, Dubai
39	Horseferry House, Horseferry Road, London, SW1P 2AW, United Kingdom
40	Corporation Service Company, 80 State Street, Albany, NY, 12207-2543, USA
41	Corporation Service Company, 251 Little Falls Drive, Wilmington, DE 19808, USA

### 32. Contingent liabilities

The Group is subject to claims against it and to tax audits in a number of jurisdictions which arise in the ordinary course of business. These typically relate to Value Added Taxes, sales taxes, customs duties, corporate taxes, transfer pricing, payroll taxes, various contractual claims, legal proceedings and other matters. Where appropriate, the estimated cost of known obligations has been provided in these financial statements in accordance with the Group's accounting policies. The Group does not expect the outcome of current similar contingent liabilities to have a material effect on the Group's financial position.

## FIVE-YEAR SUMMARY (UNAUDITED)

To end of year	2020	2021	2022	2023	2024
<b>Revenue by channel</b>	£m	£m	£m	£m	£m
Retail	2,110	1,910	2,273	2,501	2,400
Wholesale	476	396	512	543	506
Retail/Wholesale	2,586	2,306	2,785	3,044	2,906
Licensing	47	38	41	50	62
<b>Total revenue</b>	<b>2,633</b>	<b>2,344</b>	<b>2,826</b>	<b>3,094</b>	<b>2,968</b>
<b>Profit by channel</b>	£m	£m	£m	£m	£m
Retail/Wholesale <sup>1</sup>	390	361	486	587	359
Licensing	43	35	37	47	59
<b>Adjusted operating profit<sup>1</sup></b>	<b>433</b>	<b>396</b>	<b>523</b>	<b>634</b>	<b>418</b>
<b>Segmental analysis of adjusted profit<sup>1</sup></b>	%	%	%	%	%
Retail/Wholesale gross margin	66.8	69.5	70.2	70.0	67.0
Retail/Wholesale operating expenses as a percentage of sales	51.7	53.8	52.7	50.7	54.6
Retail/Wholesale operating margin	15.1	15.7	17.5	19.3	12.4
Licensing operating margin	91.9	90.8	90.2	91.9	94.0
Adjusted operating profit margin	16.4	16.9	18.5	20.5	14.1
<b>Summary profit analysis</b>	£m	£m	£m	£m	£m
Adjusted operating profit <sup>1</sup>	433	396	523	634	418
Net finance income/(expense) <sup>1</sup>	(19)	(30)	(31)	(21)	(35)
Adjusted profit before taxation <sup>1</sup>	414	366	492	613	383
Adjusting items	(245)	124	19	21	–
<b>Profit before taxation</b>	<b>169</b>	<b>490</b>	<b>511</b>	<b>634</b>	<b>383</b>
Taxation	(47)	(114)	(114)	(142)	(112)
Non-controlling interest	–	–	(1)	(2)	(1)
<b>Attributable profit</b>	<b>122</b>	<b>376</b>	<b>396</b>	<b>490</b>	<b>270</b>
<b>Retail/Wholesale revenue by product division</b>	£m	£m	£m	£m	£m
Accessories	948	841	1,017	1,125	1,055
Women's	796	653	784	867	860
Men's	715	668	807	868	842
Children's/Other	127	144	177	184	149
<b>Retail/Wholesale revenue by destination</b>	£m	£m	£m	£m	£m
Asia Pacific	1,040	1,203	1,276	1,297	1,286
EMEIA <sup>2</sup>	961	628	813	1,004	1,017
Americas	585	475	696	743	603
<b>Financial KPIs</b>	%	%	%	%	%
Total revenue growth <sup>3</sup>	-4	-10	+23	+5	–
Comparable store sales growth <sup>3</sup>	-3	-9	+18	+7	-1
Adjusted operating profit growth <sup>1,3</sup>	-1	-8	+38	+8	-25
Adjusted operating profit margin <sup>1</sup>	16.4	16.9	18.5	20.5	14.1
Adjusted diluted EPS growth <sup>1</sup>	-4	-14	+40	+30	-40
Adjusted Group return on invested capital (ROIC) <sup>1</sup>	20.0	17.0	24.6	28.6	15.3

1. Excludes the impact of adjusting items. Refer to note 2r for the Group's policy on adjusting items.

2. EMEIA comprises Europe, Middle East, India and Africa.

3. Growth rate is year-on-year underlying change, i.e. at constant exchange rates.

## Financial Statements | Five-Year Summary (UNAUDITED)

To end of year	2020 pence per share	2021 pence per share	2022 pence per share	2023 pence per share	2024 pence per share
<b>Earnings and dividends</b>					
Adjusted earnings per share – diluted <sup>1</sup>	78.7	67.3	94.0	122.5	73.9
Earnings per share – diluted	29.8	92.7	97.7	126.3	73.9
Diluted weighted average number of ordinary shares (millions)	409.0	405.1	404.8	388.0	366.2
Dividend per share					
Interim	11.3	–	11.6	16.5	18.3
Final	–	42.5	35.4	44.5	42.7
<b>Net cash flow</b>					
To end of year	2020 £m	2021 £m	2022 £m	2023 £m	2024 £m
Adjusted profit before taxation	414	366	492	613	383
Adjusting items	(245)	124	19	21	–
Profit before taxation	169	490	511	634	383
Depreciation and amortisation	331	277	313	344	379
Employee share scheme costs	3	12	16	19	16
Net finance expense	20	31	32	23	35
Decrease/(increase) in inventories	27	21	(22)	(10)	(57)
Decrease/(increase) in receivables	(10)	(39)	(5)	(17)	(32)
Increase/(decrease) in payables and provisions	(84)	(7)	81	(49)	(77)
Other cash items	–	(1)	–	–	–
Other non-cash items	169	(107)	(17)	(32)	18
<b>Cash flow from operations</b>	<b>625</b>	<b>677</b>	<b>909</b>	<b>912</b>	<b>665</b>
Net interest	(19)	(27)	(30)	(22)	(20)
Tax paid	(150)	(58)	(180)	(140)	(139)
Net cash flow from operations	456	592	699	750	506
Capital expenditure	(149)	(115)	(161)	(179)	(208)
Proceeds from disposal of non-current assets	3	27	8	32	–
Payment of lease principal and related cash flows	(244)	(155)	(206)	(210)	(235)
<b>Free cash flow</b>	<b>66</b>	<b>349</b>	<b>340</b>	<b>393</b>	<b>63</b>
Acquisitions	(3)	(4)	(10)	(6)	(19)
Dividends	(175)	–	(219)	(203)	(233)
Purchase of shares through share buyback	(151)	–	(153)	(404)	(402)
Proceeds from borrowings	300	595	–	–	–
Repayment of borrowings	–	(600)	–	–	–
Other	4	2	(4)	2	1
Exchange difference	9	(13)	7	2	(9)
<b>Total movement in net cash</b>	<b>50</b>	<b>329</b>	<b>(39)</b>	<b>(216)</b>	<b>(599)</b>
<b>Net cash</b>	<b>887</b>	<b>1,216</b>	<b>1,177</b>	<b>961</b>	<b>362</b>

1. Excludes the impact of adjusting items. Refer to note 2r for the Group's policy on adjusting items.



## Financial Statements | Five-Year Summary (UNAUDITED)

At end of year	2020	2021	2022	2023	2024
	£m	£m	£m	£m	£m
<b>Balance Sheet</b>					
Intangible assets	247	237	240	248	267
Property, plant and equipment	295	280	322	376	406
Right-of-use assets	834	818	880	950	1,013
Inventories	451	402	426	447	507
Trade and other receivables	306	322	328	359	392
Trade and other payables	(550)	(492)	(572)	(553)	(502)
Lease liabilities	(1,126)	(1,020)	(1,058)	(1,123)	(1,188)
Taxation (including deferred taxation)	214	148	221	229	243
Net cash	887	1,216	1,177	961	362
Borrowings	(300)	(297)	(298)	(298)	(299)
Other net assets	(39)	(54)	(49)	(57)	(47)
<b>Net assets</b>	<b>1,219</b>	<b>1,560</b>	<b>1,617</b>	<b>1,539</b>	<b>1,154</b>
<b>Reconciliation of Adjusted Group ROIC</b>					
	2020	2021	2022	2023	2024
	£m	£m	£m	£m	£m
Adjusted operating profit <sup>1</sup>	433	396	523	634	418
Adjusted profit effective tax rate <sup>1</sup>	22.3%	25.4%	22.2%	22.2%	29.2%
Adjusted net operating profit after tax <sup>1</sup>	336	295	407	493	296
Net assets	1,219	1,560	1,617	1,539	1,154
Deduct cash net of overdrafts	(887)	(1,216)	(1,177)	(961)	(362)
Add back borrowings	300	297	298	298	299
Add back lease debt	1,126	1,020	1,058	1,123	1,188
Deduct net tax assets	(214)	(148)	(221)	(229)	(243)
Operating assets	1,544	1,513	1,575	1,770	2,036
Add back net liabilities related to adjusting items:					
Deferred consideration	18	17	8	5	5
Restructuring liabilities/other	253	127	63	30	23
Adjusted operating assets	1,815	1,657	1,646	1,805	2,064
Average adjusted operating assets	1,686	1,736	1,651	1,726	1,935
<b>Adjusted Group ROIC</b>	<b>20.0%</b>	<b>17.0%</b>	<b>24.6%</b>	<b>28.6%</b>	<b>15.3%</b>

1. Excludes the impact of adjusting items. Refer to note 2r for the Group's policy on adjusting items.

# COMPANY BALANCE SHEET

	Note	As at 30 March 2024 £m	As at 1 April 2023 £m
<b>Fixed assets</b>			
Investments in subsidiaries	D	1,572	1,553
		<b>1,572</b>	<b>1,553</b>
<b>Current assets</b>			
Trade and other receivables – amounts falling due after more than one year	E	655	301
Trade and other receivables – amounts falling due within one year	E	–	288
Derivative assets maturing within one year		–	3
Cash at bank and in hand		1	–
		<b>656</b>	<b>592</b>
Creditors – amounts falling due within one year	F	(102)	(67)
Derivative liabilities maturing within one year		(1)	–
<b>Net current assets</b>		<b>553</b>	<b>525</b>
<b>Total assets less current liabilities</b>		<b>2,125</b>	<b>2,078</b>
Creditors – amounts falling due after more than one year	F	(61)	(129)
Borrowings	G	(299)	(298)
<b>Net assets</b>		<b>1,765</b>	<b>1,651</b>
<b>Equity</b>			
Called up share capital	I	–	–
Share premium account		231	230
Capital reserve		1	1
Profit and loss account		1,533	1,420
<b>Total equity</b>		<b>1,765</b>	<b>1,651</b>

Profit for the year was £732 million (last year: £572 million). The Directors consider that, at 30 March 2024, £732 million (last year: £718 million) of the profit and loss account is non-distributable.

The financial statements on pages 212 to 220 were approved and authorised for issue by the Board on 14 May 2024 and signed on its behalf by:

[Jonathan Akeroyd](#)

Chief Executive Officer

## COMPANY STATEMENT OF CHANGES IN EQUITY

	Note	Called up share capital £m	Share premium account £m	Capital reserve £m	Profit and loss account £m	Total equity £m
<b>Balance as at 2 April 2022</b>		–	227	1	1,437	1,665
Profit for the year		–	–	–	572	572
<b>Total comprehensive income for the year</b>		–	–	–	572	572
Employee share incentive schemes						
Equity share awards		–	–	–	19	19
Exercise of share options		–	3	–	–	3
Purchase of own shares						
Share buyback		–	–	–	(404)	(404)
Held by ESOP trusts		–	–	–	(1)	(1)
Dividends paid in the year		–	–	–	(203)	(203)
<b>Balance as at 1 April 2023</b>		–	230	1	1,420	1,651
Profit for the year		–	–	–	732	732
<b>Total comprehensive income for the year</b>		–	–	–	732	732
Employee share incentive schemes						
Equity share awards		–	–	–	16	16
Exercise of share options		–	1	–	–	1
Purchase of own shares						
Share buyback	I	–	–	–	(402)	(402)
Dividends paid in the year	J	–	–	–	(233)	(233)
<b>Balance as at 30 March 2024</b>		–	231	1	1,533	1,765

## A. Basis of preparation

Burberry Group plc (the Company) is the parent Company of the Burberry Group. Burberry Group plc is a public company which is limited by shares and is listed on the London Stock Exchange. The Company's principal business is investment and it is incorporated and domiciled in the UK. The Company is registered in England and Wales and the address of its registered office is Horseferry House, Horseferry Road, London, SW1P 2AW. The Company is the sponsoring entity of The Burberry Group plc ESOP Trust and The Burberry Group plc SIP Trust (collectively known as the ESOP trusts). These financial statements have been prepared by including the ESOP trusts within the financial statements of the Company. The purpose of the ESOP trusts is to purchase shares of the Company in order to satisfy Group share-based payment arrangements.

Burberry Group plc and its subsidiaries (the Group) is a global luxury goods manufacturer, retailer and wholesaler. The Group also licenses third parties to manufacture and distribute products using the 'Burberry' trademarks. All of the companies which comprise the Group are controlled by the Company directly or indirectly. The consolidated financial statements of the Group have been prepared in accordance with the requirements of the Companies Act 2006 and UK-adopted International Accounting Standards. These consolidated financial statements have been prepared for public use and can be obtained at Horseferry House, Horseferry Road, London, SW1P 2AW.

The financial statements of the Company have been prepared in accordance with Financial Reporting Standard 101 'Reduced Disclosure Framework' (FRS 101). The financial statements have been prepared on a going concern basis under the historical cost convention, as modified by derivative financial assets and derivative financial liabilities measured at fair value through profit or loss, and in accordance with the Companies Act 2006. As permitted by Section 408 of the Companies Act 2006, the Company has not presented its own Income Statement.

The preparation of the financial statements in conformity with FRS 101 requires the use of certain critical accounting estimates. It also requires management to exercise judgement in applying the Company's accounting policies (refer to note C).

### Financial Reporting Standard 101 – reduced disclosure exemptions

The Company has taken advantage of the applicable disclosure exemptions permitted by FRS 101 in the financial statements, which are summarised below:

Standard	Disclosure exemption
IFRS 2, 'Share-based Payments'	<ul style="list-style-type: none"> <li>• Para 45(b) – disclosure of number and weighted average exercise price of share options</li> <li>• Para 46–49 – disclosure of valuation techniques and inputs used for fair value measurement of options</li> <li>• Para 50–52 – disclosure of the effect of share-based payment transactions on the entity's profit and loss for the period.</li> </ul>
IFRS 7, 'Financial Instruments: Disclosures'	<ul style="list-style-type: none"> <li>• Full exemption</li> </ul>
IFRS 13, 'Fair Value Measurement'	<ul style="list-style-type: none"> <li>• para 91-99 – disclosure of valuation techniques and inputs used for fair value measurement of assets and liabilities</li> </ul>
IAS 1, 'Presentation of the Financial Statements'	<ul style="list-style-type: none"> <li>• para 10(d) – statement of cash flows</li> <li>• para 10(f) – a statement of financial position as at the beginning of the preceding period when an entity applies an accounting policy retrospectively or makes a retrospective statement of items in its financial statements, or when it reclassifies items in its financial statements</li> <li>• para 16 – statement of compliance with all IFRS</li> <li>• para 38 – present comparative information in respect of paragraph 79(a)(iv) of IAS 1</li> <li>• para 38A – requirement for minimum of two primary statements, including cash flow statements</li> <li>• para 38B-D – additional comparative information</li> <li>• para 111 – cash flow statement information</li> <li>• para 134-136 – capital management disclosures</li> </ul>
IAS 7, 'Statement of Cash Flows'	<ul style="list-style-type: none"> <li>• Full exemption</li> </ul>
IAS 8, 'Accounting Policies, Changes in Accounting Estimates and Errors'	<ul style="list-style-type: none"> <li>• para 30-31 – requirement for the disclosure of information when an entity has not applied a new IFRS that has been issued but is not yet effective</li> </ul>
IAS 24, 'Related Party Disclosures'	<ul style="list-style-type: none"> <li>• para 17 – key management compensation</li> <li>• The requirements to disclose related party transactions entered into between two or more members of a group, provided that any subsidiary which is a party to the transaction is wholly owned by such a member</li> </ul>
IAS 36, 'Impairment of Assets'	<ul style="list-style-type: none"> <li>• para 134(d)-134(f) and 135(c)-135(e)</li> </ul>

## A. Basis of preparation continued

### Going concern

The Company financial statements are prepared on a going concern basis as set out in note 1 of the Group consolidated financial statements of Burberry Group plc.

### New standards, amendments and interpretations adopted in the period

A number of new amendments to standards are effective for the financial period commencing 2 April 2023 but they do not have a material impact on the financial statements of the Company.

### Standards not yet adopted

Certain new accounting standards and amendments to standards have been published that are not mandatory for the 52 weeks to 30 March 2024 and have not been early adopted by the Company as set out in note 1 of the Group consolidated financial statements of Burberry Group plc.

## B. Accounting policies

The following material accounting policies have been applied in the preparation of these financial statements. These policies have been consistently applied to all the years presented, unless otherwise stated:

### Share schemes

The Group operates a number of equity-settled share-based compensation schemes under which services are received from employees (including Executive Directors) as consideration for equity instruments of the Company. Instruments used include awards and options. The cost of the share-based incentives is measured with reference to the fair value of the equity instruments awarded at the date of grant. Appropriate option pricing models, including Black-Scholes, are used to determine the fair value of the option awards made.

The fair value takes into account the impact of any market performance conditions, but the impact of non-market performance conditions is not considered in determining the fair value on the date of grant. Vesting conditions which relate to non-market conditions are allowed for in the assumptions used for the number of share awards or options expected to vest. The estimate of the number of options expected to vest is revised at each balance sheet date.

In some circumstances, employees may provide services in advance of the grant date. The grant date fair value is estimated for the purpose of recognising the expense during the period between the service commencement period and the grant date.

The grant by the Company of share awards or options over its equity instruments to employees of subsidiary undertakings in the Group is treated as a capital contribution. In the Company's financial statements, the cost of the share-based incentives is recognised over the vesting period of the awards as an increase in investment in subsidiary undertakings, with a corresponding increase in equity. Where amounts are received from Group companies in relation to equity instruments granted to the employees of the subsidiary undertaking, the amount is derecognised from investments in Group companies.

When share awards or options are exercised, they are settled either via issue of new shares in the Company, or through shares held in the ESOP trusts, depending on the terms and conditions of the relevant scheme. For new shares issued, the proceeds received from the exercise of share options, net of any directly attributable transaction costs, are credited to share capital and share premium accounts. When ESOP shares are used, any difference between the exercise price and their cost is recognised in retained earnings.

### Dividend distribution

Dividend distributions to Burberry Group plc's shareholders are recognised as a liability in the year in which the dividend becomes a committed obligation. Final dividends are recognised when they are approved by the shareholders. Interim dividends are recognised when paid.

### Investments in subsidiaries

Investments in subsidiaries are stated at cost, less any provisions to reflect impairment in value.

### Impairment of investments in subsidiaries

Investments in subsidiaries are not subject to amortisation and are tested annually for impairment. An impairment loss is recognised for the amount by which the carrying value exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less costs to sell and value-in-use. For the purpose of assessing impairment, assets are grouped at the lowest level for which there are separately identifiable cash flows (cash generating units). Investments for which an impairment has been previously recognised are reviewed for possible reversal of impairment at each reporting date.

## B. Accounting policies continued

### Taxation

Tax expense represents the sum of the current tax expense and the deferred tax charge.

Current tax is based on taxable profit for the year. Taxable profit differs from net profit because it excludes items of income or expense which are taxable or deductible in other years and it further excludes items which are never taxable or deductible. The current tax liability is calculated using tax rates which have been enacted or substantively enacted by the balance sheet date.

Deferred tax is recognised, using the liabilities method, on temporary differences arising between the tax bases of assets and liabilities and their carrying amounts in the financial statements. However, if the temporary difference arises from the initial recognition of an asset or liability in a transaction other than a business combination that at the time of the transaction affects neither accounting nor taxable profit or loss, and does not give rise to equal taxable and deductible temporary differences, no deferred tax will be recognised. Deferred tax is determined using tax rates (and laws) that have been enacted or substantively enacted by the balance sheet date and are expected to apply when the related deferred income tax asset is realised or the deferred tax liability is settled.

Deferred tax assets are recognised to the extent that it is probable that future taxable profits will be available against which the temporary differences can be utilised.

### Financial instruments

A financial instrument is initially recognised at fair value on the Balance Sheet when the Company becomes a party to the contractual provisions of the instrument. A financial asset is derecognised when the contractual rights to the cash flow expire or substantially all risks and rewards of the asset are transferred. A financial liability is derecognised when the obligation specified in the contract is discharged, cancelled or expires.

At initial recognition, all financial liabilities are stated at fair value. Subsequent to initial recognition, all financial liabilities are stated at amortised cost using the effective interest rate method, except for derivatives which are held at fair value and which are classified as fair value through profit and loss. Financial assets are classified as either amortised cost or fair value through profit and loss depending on their cash flow characteristics. Assets with cash flows that represent solely payments of principal and interest are measured at amortised cost. The fair value of the financial assets and liabilities held at amortised cost approximate their carrying amount due to the use of market interest rates.

The Company classifies its instruments in the following categories:

Financial instrument category	Note	Classification	Measurement
Cash and cash equivalents		Amortised cost	Amortised cost
Trade and other receivables	E	Amortised cost	Amortised cost
Trade and other payables	F	Other financial liabilities	Amortised cost
Borrowings	G	Other financial liabilities	Amortised cost
Equity swap contracts		Fair value through profit and loss	Fair value through profit and loss

The Company's primary categories of financial instruments are listed below:

#### Cash at bank and in hand

On the Balance Sheet, cash at bank and in hand comprises cash held with banks. Cash at bank and in hand held at amortised cost is subject to impairment testing each period end.

#### Trade and other receivables

Trade and other receivables are included in current assets. Trade and other receivables with maturities greater than 12 months after the balance sheet date are classified in trade and other receivables amounts falling due after more than one year. The assessment of maturities of loan receivables takes into consideration any intention to renew the loan, where the loan is provided under a facility which has a maturity of more than 12 months from the balance sheet date. Most receivables are held with the objective to collect the contractual cash flows and are therefore recognised initially at fair value and subsequently measured at amortised cost using the effective interest rate method, less provision for impairment. A provision for the expected loss on receivables is established at inception. This is modified when there is a change in the credit risk. The amount of the movement in the provision is recognised in the Income Statement.

#### Trade and other payables

Trade and other payables are included in current liabilities, except for maturities greater than 12 months after the balance sheet date. Payables are recognised initially at fair value and subsequently measured at amortised cost using the effective interest rate method.

## B. Accounting policies continued

### Financial instruments continued

#### Borrowings

Borrowings are recognised initially at fair value, inclusive of transaction costs incurred. Borrowings are subsequently stated at amortised cost and the difference between the proceeds (net of transaction costs) and the redemption value is recognised in the Income Statement over the period of the borrowings using the effective interest rate method. Borrowings are classified in creditors amounts falling due within one year unless the Company has an unconditional right to defer settlement of the liability for at least 12 months after the balance sheet date.

#### Derivative instruments

The Company uses equity swap contracts to economically hedge its exposure to fluctuations in the Company's share price which impacts the social security costs payable by Group companies in relation to share-based compensation schemes.

The equity swap contracts are initially recognised at fair value at the trade date and classified as fair value through profit and loss. All subsequent changes in fair value are recognised in the Income Statement up to the maturity date.

Cash settled equity swaps are classified as fair value through profit and loss.

### Foreign currency translation

#### Functional and presentation currency

Items included in the financial statements are measured using the currency of the primary economic environment in which the Company operates (the functional currency). The financial statements are presented in sterling which is the Company's functional and presentation currency.

#### Transactions in foreign currencies

Transactions denominated in foreign currencies are translated into the functional currency at the exchange rate prevailing at the date of the transaction. Monetary assets and liabilities denominated in foreign currencies, which are held at the year end, are translated into the functional currency at the exchange rate ruling at the balance sheet date (closing rate). Exchange differences on monetary items are recognised in the Income Statement in the period in which they arise.

#### Called up share capital

Called up share capital is classified as equity. Incremental costs directly attributable to the issue of new shares or options are shown in equity as a deduction, net of tax, from the proceeds.

Where the Company purchases its own equity share capital (treasury shares), the consideration paid, including any directly attributable incremental costs, is deducted from equity attributable to owners of the Company until the shares are cancelled, reissued or disposed of. Where such shares are subsequently sold or reissued, any consideration received, net of any directly attributable incremental transaction costs and the related income tax effects, is included in equity attributable to owners of the Company.

## C. Key sources of estimation uncertainty and judgements

### Key sources of estimation uncertainty

Preparation of the financial statements in conformity with FRS 101 requires that management make certain estimates and assumptions that affect the reported revenues, expenses, assets and liabilities and the disclosure of contingent liabilities. If in the future such estimates and assumptions, which are based on management's best estimates at the date of the financial statements, deviate from actual circumstances, the original estimates and assumptions will be updated as appropriate in the period in which the circumstances change.

Estimates are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. There were no key sources of estimation uncertainty for the 52 weeks to 30 March 2024 and 1 April 2023.

### Key judgements in applying the Company's accounting policies

Judgements are those decisions made when applying accounting policies which have a significant impact on the amounts recognised in the Company's financial statements. Further details of the Company's accounting policies are provided in note B. There were no key judgements arising in the current year or prior year that have a significant impact on the amounts recognised in the Company's financial statements for the 52 weeks to 30 March 2024 and 1 April 2023.

## D. Investments in subsidiaries

	£m
As at 1 April 2023	1,553
Additions	22
Impairment charges	(3)
<b>As at 30 March 2024</b>	<b>1,572</b>

The Company has reviewed the recoverable value of its investments to identify if there is any indication of impairment of the carrying value. Where applicable, the value in use has been estimated using management's best estimates of future cash generation of its investments.

The Company has not impaired the carrying value of its investments, apart from a £3 million impairment charge in relation to Burberrys Limited, as their cash generation in the long-term is considered sufficient to support the carrying value. The subsidiary undertakings and investments of the Burberry Group are listed in note 31 of the Group financial statements.

## E. Trade and other receivables

	As at 30 March 2024 £m	As at 1 April 2023 £m
Amounts owed by Group companies	654	300
Prepayments	1	1
<b>Trade and other receivables – amounts falling due after more than one year</b>	<b>655</b>	<b>301</b>
Amounts owed by Group companies	–	288
<b>Trade and other receivables – amounts falling due within one year</b>	<b>–</b>	<b>288</b>
<b>Total trade and other receivables</b>	<b>655</b>	<b>589</b>

All amounts owed by Group companies are interest bearing and unsecured.

Included within amounts owed by Group companies falling due after more than one year are interest bearing loans receivable of £300 million with a facility maturity date of 21 September 2025, and £354 million with a facility maturity date of 22 February 2029. The interest rates applied to these loans are 1.125% and SONIA +0.9%, respectively.

The Company's impairment policies and the calculation of the loss allowances under IFRS 9 are detailed in note H.

## F. Creditors

	As at 30 March 2024 £m	As at 1 April 2023 £m
Amounts owed to Group companies	61	129
<b>Creditors – amounts falling due after more than one year</b>	<b>61</b>	<b>129</b>
Amounts owed to Group companies	102	66
Other payables	–	1
<b>Creditors – amounts falling due within one year</b>	<b>102</b>	<b>67</b>
<b>Total creditors</b>	<b>163</b>	<b>196</b>

Amounts owed to Group companies falling due after more than one year include interest bearing loans of £61 million (last year: £129 million). The interest rate earned is set annually and was based on EURIBOR. The loan is unsecured and repayable on 17 June 2025.

Amounts owed to Group companies falling due within one year include interest bearing loans of £73 million repayable on 17 June 2024 (last year: £nil). The interest rate earned is set annually and was based on SONIA plus adjustment spread of +0.9% at the most recent update. The remaining amounts of £29 million are unsecured, interest free and repayable on demand (last year: £66 million).



## G. Borrowings

On 21 September 2020, Burberry Group plc issued medium term notes with a face value of £300 million and 1.125% coupon maturing on 21 September 2025 (the sustainability bond). Proceeds from the sustainability bond have been used by the Group to finance projects which support the Group's sustainability agenda. There are no financial penalties for not using the proceeds as anticipated. Interest on the sustainability bond is payable semi-annually. The carrying value of the bond at 30 March 2024 is £299 million (last year: £298 million); all movements on the bond are non-cash. The fair value of the bond at 30 March 2024 is £281 million (last year: £273 million).

## H. Credit risk

The Company's principal financial instruments comprise cash, borrowings, trade and other receivables and trade and other payables arising directly from operations.

### Trade and other receivables

The trade and other receivables balance comprises intercompany loans with companies within the Group. These Group companies are assessed at each reporting date as to their ability to repay outstanding balances. The amounts owed by Group companies at 30 March 2024 comprise £654 million owed by Burberry Limited, and £nil owed by other Group companies (last year: £587 million owed by Burberry Limited, and £1 million owed by other Group companies).

The counterparty credit risk of trade and other receivables is reviewed on a regular basis and assessed for impairment as follows:

At inception the receivable is recorded net of expected 12-month credit losses. If a significant increase in the credit risk occurs during the life, credit losses are recorded in the profit and loss account and the effective interest is calculated using the gross carrying amount of the asset. If a loss event occurs, the effective interest is calculated using the amortised cost of the asset net of any credit losses.

The Company's most significant debtor, Burberry Limited, is the holder of the Burberry brand and the main operating company of the Group. Based on its liquidity and expected cash generation, the expected 12 months credit loss for Burberry Limited trade and other receivables is not considered to be significant. As a result, no impairment has been recorded for amounts owed by Group companies as at 30 March 2024.

### Other financial assets

With respect to credit risk arising from other financial assets, which comprise cash and certain other receivables, the Company's exposure to credit risk arises from the default of the counterparty with a maximum exposure equal to the carrying value of these instruments. The Company has policies that limit the amount of credit exposure to any financial institution and only deposits funds with independently rated financial institutions with a minimum rating of 'A', other than where required for operational purposes.

## I. Called up share capital

Allotted, called up and fully paid share capital	Number	£m
Ordinary shares of 0.05p (last year: 0.05p) each		
As at 1 April 2023	384,267,928	0.2
Allotted on exercise of options during the year	51,904	–
Cancellation of shares	(20,504,089)	–
<b>As at 30 March 2024</b>	<b>363,815,743</b>	<b>0.2</b>

The Company has a general authority from shareholders, renewed at each Annual General Meeting, to repurchase a maximum of 10% of its issued share capital. During the 52 weeks to 30 March 2024, the Company entered into agreements to purchase, at fair value, a total of £400 million of its own shares, excluding stamp duty and fees, through two share buyback programmes of £200 million each (last year: two share buyback programmes of £200 million each). Both programmes were completed during the year.

The cost of own shares purchased by the Company, as part of a share buyback programme, is offset against the profit and loss account, as the amounts paid reduce the profits available for distribution by the Company. When shares are cancelled, a transfer is made from the profit and loss account to the capital reserve, equivalent to the nominal value of the shares purchased and subsequently cancelled. In the 52 weeks to 30 March 2024, 20.5 million shares were cancelled (last year: 21.1 million shares).

As at 30 March 2024, the Company held 5.2 million treasury shares (last year: 6.1 million), with a market value of £63 million (last year: £157 million) based on the share price at the reporting date. The treasury shares held by the Company are related to the share buyback programme completed during the 53 weeks to 2 April 2022. During the 52 weeks to 30 March 2024, 0.9 million treasury shares were transferred to ESOP trusts (last year: 2.3 million). During the 52 weeks to 30 March 2024, no treasury shares were cancelled (last year: none).

## I. Called up share capital continued

The cost of shares purchased by ESOP trusts are offset against the profit and loss account, as the amounts paid reduce the profits available for distribution by the Company. As at 30 March 2024, the cost of own shares held by ESOP trusts and offset against the profit and loss account is £34 million (last year: £42 million). As at 30 March 2024, the ESOP trusts held 1.9 million shares (last year: 2.3 million) in the Company, with a market value of £23 million (last year: £60 million). In the 52 weeks to 30 March 2024 the ESOP trusts and the Company have waived their entitlement to dividends.

## J. Dividends

	52 weeks to 30 March 2024 £m	52 weeks to 1 April 2023 £m
Prior year final dividend paid 44.5p per share (last year: 35.4p)	167	140
Interim dividend paid 18.3p per share (last year: 16.5p)	66	63
<b>Total</b>	<b>233</b>	<b>203</b>

A final dividend in respect of the 52 weeks to 30 March 2024 of 42.7p (last year: 44.5p) per share, amounting to £151 million, has been proposed for approval by the shareholders at the Annual General Meeting subsequent to the balance sheet date. The final dividend has not been recognised as a liability at the year end and will be paid on 2 August 2024 to the shareholders on the register at the close of business on 28 June 2024. The ex-dividend date is 27 June 2024 and the final day for dividend reinvestment plan (DRIP) elections is 12 July 2024.

## K. Financial guarantees

On 26 July 2021, the Group entered into a £300 million multi-currency sustainability-linked revolving credit facility (RCF) with a syndicate of banks, maturing on 26 July 2026. There were no drawdowns or repayments of the RCF during the current or previous year and, at 30 March 2024, there were no outstanding drawings.

The Group is in compliance with the financial and other covenants within the facility and has been in compliance throughout the financial period.

The companies acting as guarantor to the facility consist of Burberry Group plc, Burberry Limited, Burberry Asia Limited, Burberry (Wholesale) Limited (US) and Burberry Limited (US). Based on the liquidity and expected cash generation of Burberry Limited, the expected credit loss in respect of these financial guarantees, as at 30 March 2024, is not considered to be significant. As a result, no liability has been recorded (last year: £nil).

A potential liability may arise in the future if one of the Group members defaults on these loan facilities. Each guarantor, including Burberry Group plc, would be liable to cover the amounts outstanding, including principal and interest elements.

## L. Audit fees

The Company has incurred audit fees of £0.1 million for the current year which are borne by Burberry Limited (last year: £0.1 million).

## M. Employee costs

The Company has no employees and therefore no employee costs are included in these financial statements for the 52 weeks to 30 March 2024 (last year: £nil).

# SHAREHOLDER INFORMATION

## General shareholder enquiries

Enquiries relating to shareholdings, such as the transfer of Shares, change of name or address, lost Share certificates or dividend cheques, should be referred to the Company's registrar at:

Equiniti  
Aspect House  
Spencer Road, Lancing, West Sussex, BN99 6DA  
Website: [www.shareview.co.uk](http://www.shareview.co.uk)

## American Depositary Receipts

We have a sponsored Level 1 American Depositary Receipt (ADR) programme to enable US investors to purchase ADRs in US Dollars. Each ADR represents one Share.

For queries relating to ADRs in Burberry, please use the following contact details:

BNY Mellon Shareowner Services  
P.O. BOX 43006 Providence, RI 02940-3078, USA  
Tel: toll free within the USA: +1 888 269 2377  
Tel: international: +1 201 680 6825  
Email enquiries: [shrrelations@cpushareownerservices.com](mailto:shrrelations@cpushareownerservices.com)  
Website: [www.mybnymdr.com](http://www.mybnymdr.com)

## Managing your shares online

Shareholders and employees can manage their Burberry holdings online by registering with Shareview, a secure online platform provided by Equiniti. Registration is a straightforward process and allows shareholders to:

- access information on their shareholdings, including Share balance and dividend information
- sign up for electronic shareholder communications
- buy and sell Shares
- update their records following a change of address
- have dividends paid into their bank account
- vote by proxy online in advance of general meetings of the Company

Burberry encourages shareholders to sign up for electronic communication as it allows information to be disseminated quickly and efficiently and also reduces paper usage, which makes a valuable contribution to our global footprint.

## Website

The investor section of Burberry Group plc's website, [Burberryplc.com](http://Burberryplc.com), contains a wide range of information including:

- regulatory news
- Share price information
- dividend history, Share analysis and an investment calculator
- financial results announcements
- frequently asked questions
- financial calendar

It is also possible to sign up to receive email alerts for RNS news and press releases relating to Burberry Group plc at [www.burberryplc.com/en/alerts.html](http://www.burberryplc.com/en/alerts.html).

## Duplicate accounts

Shareholders who have more than one account due to inconsistency in account details may avoid duplicate mailings by contacting Equiniti and requesting the amalgamation of their Burberry Share accounts.

## Burberry Share dealing

Burberry Shares can be traded through most banks, building societies or stockbrokers. Equiniti offers a telephone and internet dealing service. Terms and conditions and details of the commission charges are available on request.

For telephone dealing, please telephone 0345 603 7037 between 8.00am and 4.30pm, Monday to Friday, and for internet dealing visit [www.shareview.co.uk/dealing](http://www.shareview.co.uk/dealing).

Shareholders will need their reference number, which can be found on their Burberry Share certificate.

## Annual General Meeting (AGM)

Our AGM will be held at 10:30am on Tuesday 16 July 2024 at Conrad London St. James, 22-28 Broadway, London SW1H 0BH. The Notice of Meeting, which includes details of the business to be conducted at the meeting, is available on our Company website, [Burberryplc.com](http://Burberryplc.com).

The voting results for the 2024 AGM will also be accessible on [Burberryplc.com](http://Burberryplc.com) shortly after the meeting.

## Our privacy policy

Please see the privacy policy on <https://www.burberryplc.com/en/investors/shareholder-centre/shareholder-privacy-notice.html> for details on how Burberry collects and uses shareholder personal information.

## Shareholder Information

## Dividends

An interim dividend for FY 2023/24 of 18.3p per Share was paid on 26 January 2024. A final dividend of 42.7p per Share has been proposed and, subject to approval at the AGM on 16 July 2024, will be paid according to the following timetable:

Ex-dividend date:	27 June 2024
Final dividend record date:	28 June 2024
Deadline for return of Dividend Reinvestment Plan (DRIP) mandate forms:	12 July 2024
Final dividend payment date:	2 August 2024

The ADR local payment date will be approximately five business days after the proposed dividend payment date for ordinary shareholders.

Dividends can be paid by BACS directly into a UK bank account, with the dividend confirmation being sent to the shareholder's address. This is the easiest way for shareholders to receive dividend payments and avoids the risk of lost or out-of-date cheques. A dividend mandate form is available from Equiniti or online at [www.shareview.co.uk/info/directdividends](http://www.shareview.co.uk/info/directdividends). If you are a UK taxpayer, please note that you are eligible for a tax-free dividend allowance in each tax year (£500 in the tax year from 6 April 2024 to 5 April 2025). See: <https://www.gov.uk/government/publications/reduction-of-the-dividend-allowance/income-tax-reducing-the-dividend-allowance>

Any dividends received above this amount will be subject to taxation. Dividends paid on Burberry Shares held within pensions and Individual Savings Accounts (ISAs) will continue to be tax-free. Further information can be found at [www.gov.uk/tax-on-dividends](http://www.gov.uk/tax-on-dividends).

## Dividends payable in foreign currencies

Equiniti is able to pay dividends to shareholder bank accounts in over 30 currencies worldwide through the Overseas Payment Service. An administrative fee will be deducted from each dividend payment. Further details can be obtained from Equiniti or online at [www.shareview.co.uk/info/ops](http://www.shareview.co.uk/info/ops).

## Dividend Reinvestment Plan (DRIP)

The DRIP enables shareholders to use their dividends to buy further Burberry Shares. Full details of the DRIP can be obtained from Equiniti or online at [www.shareview.co.uk/info/drip](http://www.shareview.co.uk/info/drip).

## Electronic communication

Shareholders may at any time choose to receive all shareholder documentation in electronic form via the internet, rather than in paper format. Shareholders who decide to register for this option will receive an email each time a shareholder document is published on the internet. Shareholders who wish to receive documentation in electronic form should register online at [www.shareview.co.uk](http://www.shareview.co.uk).

Equiniti offers a range of shareholder information and services online at [www.shareview.co.uk](http://www.shareview.co.uk).

## Financial calendar

AGM:	16 July 2024
First quarter trading update:	19 July 2024
Interim results announcement:	November 2024
Third quarter trading update:	January 2025
Preliminary results announcement:	May 2025

## Registered office

Burberry Group plc  
Horseferry House  
Horseferry Road  
London SW1P 2AW

Registered in England and Wales  
Registered number 03458224

## ShareGift

Shareholders with a small number of shares, the value of which makes them uneconomical to sell, may wish to consider donating their shares to charity through ShareGift, a donation scheme operated by The Orr Mackintosh Foundation. A ShareGift donation form can be obtained from Equiniti. Further information is available at [www.sharegift.org](http://www.sharegift.org) or by telephone on 020 7930 3737.

## Tips on protecting your information

- Keep any documentation that contains your shareholder reference number in a safe place and shred any unwanted documentation
- Inform our registrar, Equiniti, promptly when you change address
- Be aware of dividend payment dates and contact Equiniti if you do not receive your dividend cheque or, better still, make arrangements to have the dividend paid directly into your bank account
- Consider holding your shares electronically in a CREST account via a nominee

## Unauthorised brokers (boiler room scams)

Shareholders are advised to be very wary of any unsolicited advice, offers to buy shares at a discount, or offers of free company reports. These are typically from overseas-based 'brokers' who target UK shareholders, offering to sell them what often turn out to be worthless or high-risk shares. These operations are commonly known as boiler rooms.

If you receive any unsolicited investment advice, obtain the correct name of the person and organisation, and check that they are properly authorised by the FCA before getting involved. This can be done by visiting [www.fca.org.uk/register/](http://www.fca.org.uk/register/).

If you deal with an unauthorised firm, you will not be eligible to receive payment under the Financial Services Compensation Scheme if things go wrong.

If you think you have been approached by an unauthorised firm, you should contact the FCA consumer helpline on 0800 111 6768 from the UK, or +44 207 066 1000 from outside the UK.

More detailed information can be found on the FCA website at [www.fca.org.uk/consumers/protect-yourself/unauthorised-firms](http://www.fca.org.uk/consumers/protect-yourself/unauthorised-firms).