

BURBERRY GROUP PLC

dbAccess Global Consumer Conference

June 2015

JOHN SMITH

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CHIEF OPERATING OFFICER

FINANCIAL HIGHLIGHTS

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STRATEGIES IN ACTION

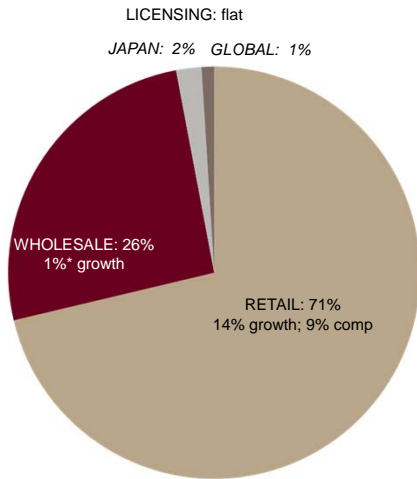
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QUESTIONS

FINANCIAL HIGHLIGHTS

12 MONTHS TO 31 MARCH	2015 £M	2014 £M	CHANGE	
			REPORTED FX	UNDERLYING
REVENUE	2,523	2,330	8%	11%
ADJUSTED PBT	456	461	(1%)	7%
ADJUSTED DILUTED EPS	76.9p	75.4p	2%	
NET CASH	552	403	37%	
DIVIDEND PER SHARE	35.2p	32.0p	10%	

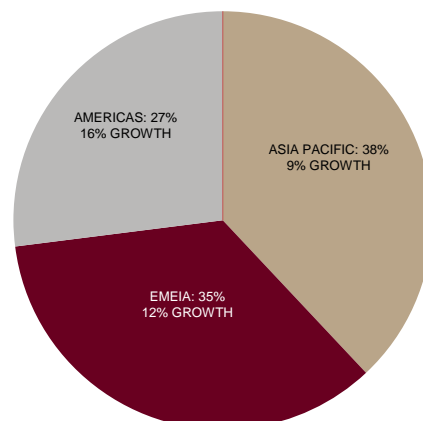
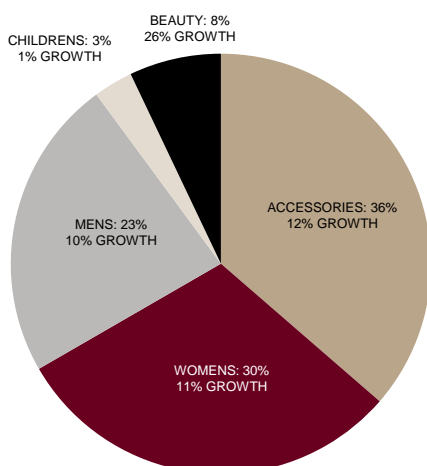
REVENUE BY CHANNEL



RODEO DRIVE, BEVERLY HILLS

FY 2015 GROUP REVENUE £2,523M, +11%
 % GROWTH ON UNDERLYING BASIS
 * UP 6% UNDERLYING INCLUDING BEAUTY

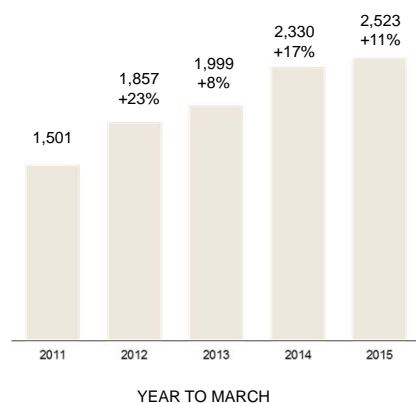
REVENUE BY PRODUCT DIVISION AND REGION



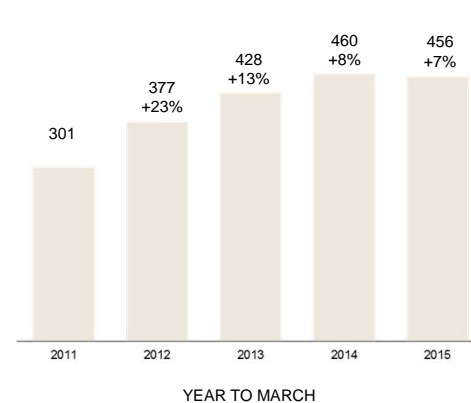
FY 2015 RETAIL/WHOLESALE REVENUE
 % GROWTH ON UNDERLYING BASIS

FIVE YEAR FINANCIAL HISTORY

REVENUE £M

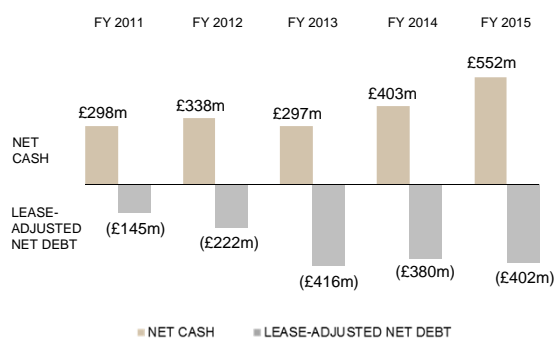


ADJUSTED OPERATING PROFIT £M



% GROWTH ON UNDERLYING BASIS

STRONG CASH GENERATION



- **FY 2015 CASH INFLOW FROM OPERATIONS OF £568M**

- **NET CASH OF £552M**

- Lease-adjusted net debt of £402m
- Calculated as five times annual minimum lease charge less net cash

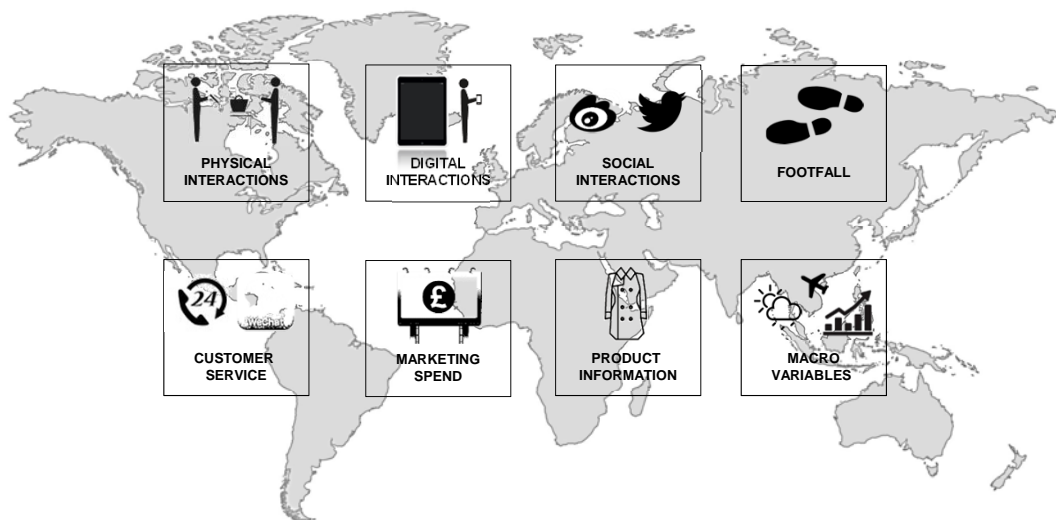
- **OVER LAST FIVE YEARS**

- Nearly £1bn of investment
- Over £700m of capital expenditure
- Over £200m on acquisitions, including Beauty and China
- Over £550m returned to shareholders through dividend payments

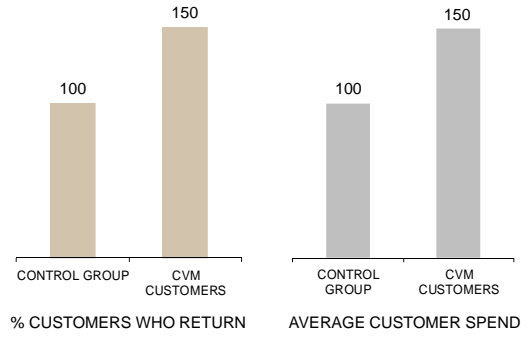
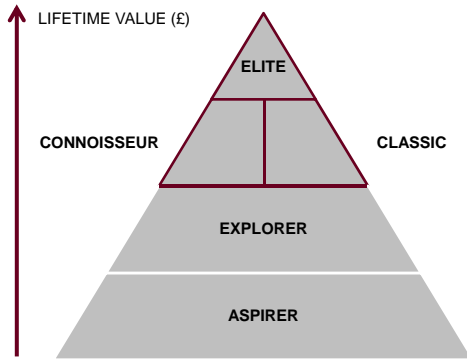
CORE STRATEGIES



INSPIRE WITH THE BRAND *INVESTING IN CUSTOMER ANALYTICS*



INSPIRE WITH THE BRAND
CUSTOMER VALUE MANAGEMENT



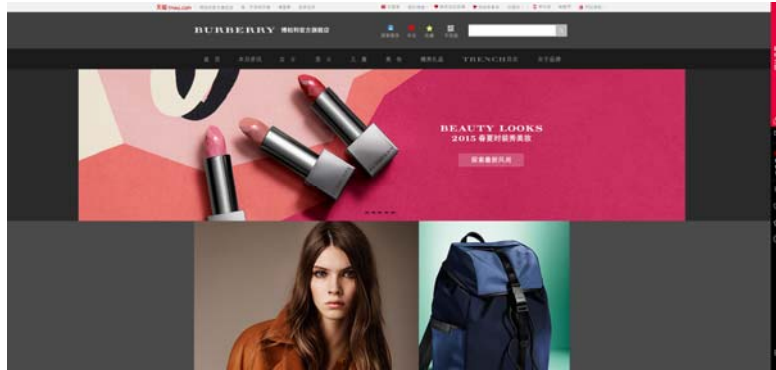
OPTIMISE CHANNELS
INVESTING IN DIGITAL



CUSTOMER END TO END JOURNEY

OPTIMISE CHANNELS
DIGITAL THIRD PARTIES

- REACH
- REVENUE
- REPUTATION



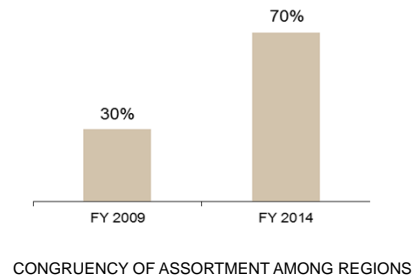
PURSUE OPERATIONAL EXCELLENCE
DRIVING PRODUCTIVITY

- RETAIL
- PROCESS
- PRODUCT



PURSUE OPERATIONAL EXCELLENCE
DRIVING PRODUCTIVITY – THE PRODUCT OPPORTUNITY

- **IMPROVE SALES, GROSS MARGIN AND INVENTORY EFFICIENCY**
 - Rationalized assortments by almost 65%
 - Global buy now about 70%
- **FUTURE OPPORTUNITIES**
 - Store profiling
 - Warm climate stores
 - Automated allocation



ROBUST BUSINESS MOMENTUM

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STRONG FINANCIAL POSITION

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FOCUS ON WHAT WE CAN CONTROL IN MORE UNCERTAIN ENVIRONMENT

