“We are energised by the early results as we begin to transform and reposition Burberry. The initial response from influencers, press, buyers and customers to our new creative vision and Riccardo’s debut collection *Kingdom* has been exceptional. Mindful that we are only in the first phase of our multi-year plan, we continue to manage dynamically through the transition. We confirm our outlook for the full year.”

*Marco Gobbetti, Chief Executive Officer – November 2018*
BURBERRY IN A SNAPSHOT

BRITISH LUXURY BRAND
- Authentic British heritage
- Made in England
- Founded in 1856 by Thomas Burberry

OVER 10,000 EMPLOYEES WORLDWIDE

FTSE 100 MEMBER
- Ordinary shares traded in London
- ADR programme

SUSTAINABILITY AGENDA
- Dow Jones sustainability Index member
- Principal Partner Living wage foundation
- Five year responsibility agenda
- No longer destroying unsaleable product
- Not using real fur

FY 2018
- £2.7bn revenues
- £467m adj. EBIT

GROUP REVENUE* BY CHANNEL
Wholesale, 0%
Retail, +3%
Licensing, +21%

RETAIL/WHOLESALE REVENUE* BY PRODUCT
Beauty, -26%
Mens, +4%
Accessories, +1%
Womens, +2%
Childrens & other, +8%

RETAIL/WHOLESALE REVENUE* BY REGION
Americas, -1%
Asia Pacific, +5%
EMEIA, +1%

Group FY 2018 revenue: £2,733m
*Growth is CER, excluding Beauty wholesale

WE HAVE AN EXTENSIVE, LUXURY DISTRIBUTION FOOTPRINT

AMERICAS 94
EMEIA 148
ASIA PACIFIC 200

*Footprint as of September 2018
Burberry also has 40 franchise stores
OUR VISION

FIRMELY ESTABLISH OUR POSITION IN LUXURY FASHION
INSPIRING CUSTOMERS WITH OUR UNIQUE BRITISH ATTITUDE

SHARPENING OUR BRAND POSITIONING

LUXURY FASHION
HERITAGE LUXURY
BURBERRY
CONTEMPORARY LUXURY
ACCESSIBLE LUXURY

REVENUE DRIVERS TO REIGNITE THE BRAND

Luxury fashion house
- Increase fashion content
- Transform leather goods
- Continuous engagement
- Wardrobe the customer
- Rebalance price architecture

Luxury network
- Transform in-store customer service experience
- Upgrade and reduce non-luxury PoS (net 20 store closures in FY 2018)
- New store concept
- Grow image-driving wholesale

Lead digital innovation
- Editorialised website and meaningful social content
- Omnichannel experience
- Strengthen third party partnerships (FarFetch)

Inspire luxury consumers
- Product at the heart of communications
- Focus on experiences and collaborations

STRATEGY ENABLERS

An agile company

SIMPLIFIED OPERATING MODEL
PROCUREMENT
SUPPLY CHAIN

Highly engaged global team
- Increase employee engagement
- Strengthen skills and capabilities
- Simplifying ways of working

IT

£64m cumulative savings delivered ahead of plan
£620m Annualised cumulative savings expected
FY 2018
FY 2020F
Cost and efficiency savings
OUR AMBITION: TWO PHASED TRANSFORMATION JOURNEY

BUILD THE FOUNDATION

- Commence programme to re-energise the brand
- Rationalise and invest to align our distribution
- Manage creative transition

ACCELERATE AND GROW

- Complete full brand transformation, including alignment of distribution
- Accelerate growth

Broadly stable revenue and adjusted operating margin for FY 2019 and FY 2020 (CER)

High single digit revenue growth Meaningful adjusted operating margin improvement (CER)

RESPONSIBILITY GOALS FOR FY 2022

DRIVE POSITIVE CHANGE THROUGH ALL PRODUCTS

Ensure 100% of products have >1 positive attribute (social and/or environmental)

FY 2018 progress: 42% of products with 1 or more positive attribute

BECOME CARBON NEUTRAL AND REVALUE WASTE

Improving energy efficiency and reducing carbon consumption. Target 100% renewable sourced energy

FY 2018 progress: 20% reduction in market-based CO2e emissions

POSITIVELY IMPACT 1 MILLION PEOPLE

Primarily supporting the Burberry Foundation in delivering impactful community projects

FY 2018 progress: 23k people positively impacted in Yorkshire, London and Italy

OUR CAPITAL ALLOCATION FRAMEWORK

REINVEST FOR ORGANIC GROWTH

Capex
FY18: £106m
FY19: £150-£160m
FY20: £170-£180m
FY21-23: £190-£210m

PROGRESSIVE DIVIDEND POLICY

Dividend
FY18: 41.3p up 6%
H1 19: 11.0p stable

STRATEGIC INVESTMENTS

Acquired a luxury leather goods business in H1 2019

RETURN EXCESS CASH TO SHAREHOLDERS

Share buyback
FY18: £350m
FY19: £150m

MAINTAIN STRONG BALANCE SHEET WITH SOLID INVESTMENT GRADE CREDIT METRICS
Interim results (08 November 2018):

Exceptional response to new creative vision, including rebranding and Riccardo’s debut collection

Successful launch of new go-to-market model, with social selling innovation contributing to building brand heat

Consumer perception shifting; significant increase in engagement on Instagram and WeChat. Organic endorsement from some of the world’s most followed influencers

Strong wholesale response to new product; distribution headwind through to FY 2020, as guided, with majority of negotiations now completed

Managing business dynamically in period of transition to deliver financial objectives and protect the brand

Outlook
Maintaining FY 2019 guidance including delivery of cumulative cost savings of £100m

### REVENUE £M

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>H1</td>
<td>2,523</td>
<td>2,515</td>
<td>2,766</td>
<td>2,733</td>
<td>1,220</td>
</tr>
<tr>
<td>H2</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Growth at constant exchange rates * excluding beauty wholesale

### ADJUSTED OPERATING PROFIT £M

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>H1</td>
<td>455</td>
<td>418</td>
<td>459</td>
<td>467</td>
<td></td>
</tr>
<tr>
<td>H2</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*see page 6 for definition of alternative performance measures

### FY 2019 OUTLOOK BROADLY STABLE REVENUE AND OPERATING MARGIN (@ CER)

**REVENUE**
- Retail
- Wholesale (ex. Beauty)
- Licensing

**PROFIT**
- Cumulative cost savings
- Restructuring charges
- Effective tax rate

**CASH**
- Capex
- Share buyback

**FX**
- FX on Adjusted Operating Profit

£100m negative impact vs FY 2018 at 31 Oct 2018 forecast effective rates
FOREIGN EXCHANGE

<table>
<thead>
<tr>
<th>Currency</th>
<th>Forecast effective rates for FY 2019</th>
<th>Average exchange rates FY 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>31 October 2018</td>
<td>29 June 2018</td>
</tr>
<tr>
<td><strong>£1=</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Euro</td>
<td>1.13</td>
<td>1.13</td>
</tr>
<tr>
<td>US Dollar</td>
<td>1.30</td>
<td>1.32</td>
</tr>
<tr>
<td>Chinese Yuan</td>
<td>8.88</td>
<td>8.68</td>
</tr>
<tr>
<td>Renminbi</td>
<td>10.18</td>
<td>10.34</td>
</tr>
<tr>
<td>Hong Kong Dollar</td>
<td>1.459</td>
<td>1.466</td>
</tr>
</tbody>
</table>

**Currency sensitivity:**

In FY 2018, a +/-5% move in sterling would have resulted in a ~+/-%45-50m impact on the adjusted operating profit of £467m

---

**FX EXPOSURES IN FY 2018**

- **Relevance**
  - **Revenue**
  - **COGS**
  - **Opex**
  - **Other**
  - **GBP**
  - **EUR**
  - **USD**
  - **CNY**
  - **HKD**

This is a simplified view of Burberry’s FX exposures to help with analyst modelling.

Other includes HKD, USD, EUR and CNY in opex.

---

Marco Gobbetti became Chief Executive Officer on 5 July 2017. Marco joined Burberry from French luxury brand Céline where he was Chairman and CEO from 2008 to 2016. Prior to this, he served as Chairman and CEO of Givenchy and CEO of Moschino. He has also worked at Bottega Veneta and Valextra.

Julie Brown became Chief Operating and Financial Officer on 18 January 2017. Julie was Chief Financial Officer of Smith & Nephew from 2013 to 2017. Prior to this Julie was with ICI and AstraZeneca plc from 1987, where she held the positions of Interim Group CFO, Vice President Group Finance, VP Corporate Strategy and Regional Vice President Latin America. She is also a Non Executive Director and Audit Committee Chair of Roche Holding Ltd.

---

**CONTACT**

Charlotte Cowley
VP, Investor Relations
charlotte.cowley@burberry.com

Annabel Gleeson
Director, Investor Relations
annabel.gleeson@burberry.com

Laura O’Neill
Investor Relations Coordinator
laura.oneill@burberry.com

www.burberryplc.com
investor.relations@burberry.com
+44 (0)20 3367 3524

---

Certain statements made in this presentation are forward-looking statements. Such statements are based on current expectations and are subject to a number of risks and uncertainties that could cause actual results to differ materially from any expected future results in forward-looking statements. Burberry Group plc undertakes no obligation to update these forward-looking statements and will not publicly release any revisions it may make to these forward-looking statements that may result from events or circumstances arising after the date of this document.

Nothing in this presentation should be construed as a profit forecast. All persons, wherever located, should consult any additional disclosures that Burberry Group plc may make in any regulatory announcements or documents which it publishes. All persons, wherever located, should take note of these disclosures. This presentation does not constitute an invitation to underwrite, subscribe for or otherwise acquire or dispose of any Burberry Group plc shares, in the UK, or in the US, or under the US Securities Act 1933 or in any other jurisdiction.

Burberry is listed on the London Stock Exchange (BIBY.L) and is a constituent of the FTSE 100 index. ADR symbol OTC:BURYB.

BURBERRY, the Equestrian Knight Device and the Burberry Check are trademarks belonging to Burberry which are registered and enforced worldwide. All metrics and commentary in this presentation are at reported FX and exclude adjusting items unless stated otherwise.

Constant exchange rates (CER) removes the effect of changes in exchange rates compared to the prior period. This takes into account both the impact of the movement in exchange rates on the translation of overseas subsidiaries’ results and also on foreign currency procurement and sales through the Group’s UK supply chain.

Revenue excluding Beauty wholesale is presented to exclude Beauty wholesale revenue of £73m (2017: £71m) from total revenue to provide an understanding of the revenue of the business following the disposal of the Beauty business in October 2017.

Comparable sales is the year-on-year change in sales from stores trading over equivalent time periods and measured at constant foreign exchange rates. It also includes online sales.

Cumulative costs savings are savings compared to FY 2016 operating expenses.

Certain financial data within this presentation have been rounded.