AGENDA

INTRODUCTION
COVID-19 IMPACT AND RESPONSE
FINANCIAL RESULTS
STRATEGY AND OUTLOOK
Q&A

KEY MESSAGES

Excellent strategic progress, ahead of expectations

Material impact from COVID-19, but mitigating actions implemented rapidly and brand heat remains strong

Strong balance sheet and protecting liquidity

Well positioned to navigate next 12 months, and overall strategy confirmed
WHERE WE ARE IN OUR JOURNEY

SET THE FOUNDATION
• Ignite brand heat with influencers & key opinion leaders
• Manage product transition and invest in image-driving channels

STRENGTHEN
• Continue to strengthen the brand
• Complete product transformation
• Adapt the business to the new consumer environment, focusing on DTC and digital

ACCELERATE AND GROW
• Complete brand repositioning
• Accelerate growth

FY18/19 TODAY

OUR PROGRESS TO DATE

BRAND PRODUCT DISTRIBUTION DIGITAL OPERATIONAL EXCELLENCE PEOPLE
**STRONG BRAND MOMENTUM**

**INSTAGRAM - ENGAGEMENT RATE**

%  

FY19 | FY20

**WECHAT - ENGAGEMENT RATE**

%  

FY19 | FY20

**AW20 SHOW – PRESS MENTIONS**

#  

FY19 | FY20

Note: Graph not to scale

---

**STRONG COLLECTION PERFORMANCE**

**FOR THE FIRST 9 MONTHS**

**SUMMER 19 TOTAL SALES**

£m  

FY19 Q1-Q3 | FY20 Q1-Q3

**AUTUMN 19 / WINTER 19 TOTAL SALES**

£m  

FY19 Q1-Q3 | FY20 Q1-Q3

**SPRING 20 TOTAL SALES**

£m  

FY19 Q1-Q3 | FY20 Q1-Q3

Note: Graph not to scale
STRONG QUARTERLY COMP SALES

TOTAL COMP SALES – BY QUARTER

%  

FY19 FY20  
Q1 4%  

FY19 FY20  
Q2 5%  

FY19 FY20  
Q3 3%  

FY19 FY20'  
Dec 29 - Jan 25 2020 11%  

1 Impact of Hong Kong S.A.R and spend shift to China and Korea in December 28, 2019-January 25, 2020 assumed to be equal to Q3

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DEMAND DISRUPTION

STORE CLOSURES BY REGION

AS OF 4 FEB

AS OF 19 MAR

AS OF 28 MAR

CHINA

EMEIA

AMERICAS

REST OF ASIA

6% 40% 60%

24 88 131

24 3 91

3

SUPPLY DISRUPTION

SHORT-LIVED SUPPLY CHAIN DISRUPTION IN CHINA

FACTORY CLOSURES IN EUROPE

REDUCED CAPACITY IN FULFILLMENT HUBS
BURBERRY IMMEDIATE RESPONSE

PROTECT OUR PEOPLE & COMMUNITIES
TIGHTLY MANAGE CASH AND COSTS
SECURE OUR PRODUCT, INVENTORY & SUPPLY CHAIN
DRIVE REVENUE

SUPPORTING THE FIGHT AGAINST COVID-19

PROVIDING PROTECTIVE EQUIPMENT
FUNDING VACCINE DEVELOPMENT
SUPPORTING COMMUNITIES IN NEED
FY20 PERFORMANCE

GROUP REVENUE -3% VS LAST YEAR

PRO FORMA ADJUSTED OPERATING PROFIT
-8% VS LAST YEAR

PRO FORMA REPORTED OPERATING PROFIT
-63% VS LAST YEAR

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Q&A
JULIE BROWN
CHIEF OPERATING & FINANCIAL OFFICER

FY 2020 COMP SALES PROGRESSION

FY 2020 RETAIL COMPARABLE STORE SALES PROGRESSION YOY %

<table>
<thead>
<tr>
<th>Quarter</th>
<th>Q1</th>
<th>Q2</th>
<th>Q3</th>
<th>Q4</th>
</tr>
</thead>
<tbody>
<tr>
<td>Growth</td>
<td>4%</td>
<td>5%</td>
<td>3%</td>
<td>11%</td>
</tr>
</tbody>
</table>

4 wks end 25 Jan (27%)

FY 2020 RETAIL COMPARABLE STORE SALES YOY %

<table>
<thead>
<tr>
<th>Year</th>
<th>FY 2019</th>
<th>YTD 25 Jan 2020</th>
<th>FY 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Growth</td>
<td>+5%</td>
<td>-3%</td>
<td></td>
</tr>
</tbody>
</table>
COMPARABLE RETAIL STORE SALES -3%

EMEIA: STABLE COMP STORE SALES YOY %
- +LSD, +HSD, +HSD
- Q1, Q2, Q3, +DD, 4 wks end 25 Jan, Q4, -DD

AMERICAS: -LSD COMP STORE SALES YOY %
- FLAT, +LSD, FLAT
- Q1, Q2, Q3
- 4 wks end 25 Jan, Q4, -DD

MAINLAND CHINA: +LSD COMP STORE SALES YOY %
- +MT, +HT, +MT
- Q1, Q2, Q3, +HDD, 4 wks end 25 Jan, Q4, -DD

ASIA PACIFIC*: -MSD COMP STORE SALES YOY %
- +HSD, +MSD, +LSD
- Q1, Q2, Q3
- 4 wks end 25 Jan, Q4, -DD

*Asia Pacific includes China, Korea, Japan and South Asia Pacific

GROUP REVENUE -4%

FY 2019 TO FY 2020 REVENUE BRIDGE

- £2,720m, -4%
- £2,624m, +1%
- £2,633m, -3%
- Comparable store sales -3%
**RETAIL AND WHOLESALE REVENUE BY PRODUCT**

<table>
<thead>
<tr>
<th>9-months YOY CER Growth</th>
<th>FY 2020 £m</th>
<th>FY 2019 £m</th>
<th>FY 2020 Reported Growth</th>
<th>FY 2019 CER Growth</th>
</tr>
</thead>
<tbody>
<tr>
<td>+2%</td>
<td>796</td>
<td>837</td>
<td>(3%)</td>
<td>(4%)</td>
</tr>
<tr>
<td>+2%</td>
<td>715</td>
<td>698</td>
<td>(5%)</td>
<td>(5%)</td>
</tr>
<tr>
<td>+9%</td>
<td>122</td>
<td>124</td>
<td>(2%)</td>
<td>(2%)</td>
</tr>
<tr>
<td>+9%</td>
<td>948</td>
<td>1,013</td>
<td>(1%)</td>
<td>(1%)</td>
</tr>
<tr>
<td>(3%)</td>
<td></td>
<td></td>
<td></td>
<td>(6%)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Accessories (-3%) Apparel (63%)</th>
</tr>
</thead>
</table>

**INCOME STATEMENT**

<table>
<thead>
<tr>
<th></th>
<th>FY 2020 pro forma £m</th>
<th>FY 2019 £m</th>
<th>Change pro forma vs FY 2019</th>
<th>- Reported under IFRS 16 -</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>FY 2020 £m</td>
<td></td>
<td>Reported FX</td>
<td>CER</td>
</tr>
<tr>
<td>Revenue</td>
<td>2,633</td>
<td>2,720</td>
<td>(3%)</td>
<td>(4%)</td>
</tr>
<tr>
<td>Gross profit (ex adj items)</td>
<td>1,774</td>
<td>1,861</td>
<td>67.4%</td>
<td>68.4%</td>
</tr>
<tr>
<td>Operating expenses (ex adj items)</td>
<td>(1,370)</td>
<td>(1,423)</td>
<td>(4%)</td>
<td>(4%)</td>
</tr>
<tr>
<td>Adjusted operating profit</td>
<td>404</td>
<td>438</td>
<td>15.3%</td>
<td>16.1%</td>
</tr>
<tr>
<td>Adjusting operating items</td>
<td>(244)</td>
<td>(1)</td>
<td>(244)</td>
<td></td>
</tr>
<tr>
<td>Operating profit</td>
<td>160</td>
<td>437</td>
<td>(63%)</td>
<td>(63%)</td>
</tr>
<tr>
<td>Tax*</td>
<td>(46)</td>
<td>(102)</td>
<td>(47)</td>
<td></td>
</tr>
<tr>
<td>Adjusted diluted EPS</td>
<td>77.9p</td>
<td>82.1p</td>
<td>(5%)</td>
<td>(5%)</td>
</tr>
<tr>
<td>Reported diluted EPS</td>
<td>29.0p</td>
<td>81.7p</td>
<td>(65%)</td>
<td>(64%)</td>
</tr>
</tbody>
</table>

*Effective tax rate on adjusted profit before tax improved 80bps to 22.3%. Note the table above shows the reported tax.
PRO FORMA ADJUSTED OPERATING PROFIT REVIEW

FY 2020 PRO FORMA ADJUSTED OPERATING PROFIT BRIDGE

- Adj operating profit FY 2019: £438m
- Underlying growth and other: -8%
- HK S.A.R and COVID losses: £160m combined
- COVID-19 losses: -8%
- Cost programme: £404m
- Cost savings mitigation: £404m
- Pro forma adj operating profit FY 2020: 15.4%
- Currency: 15.3%
- Pro forma adj operating profit FY 2020: £404m

OPERATIONAL EXCELLENCE
ACCELERATION OF SAVINGS PROGRAMME TO £140M IN FY 2021

CUMULATIVE £140M SAVINGS BY YEAR OF DELIVERY AND PROGRAMME COSTS

<table>
<thead>
<tr>
<th>PROGRAMME BENEFITS</th>
<th>PROGRAMME COSTS</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Accelerated delivery plan</strong></td>
<td><strong>Total programme costs</strong></td>
</tr>
<tr>
<td>FY17: £20m</td>
<td><strong>Total associated costs</strong></td>
</tr>
<tr>
<td>FY18: £44m</td>
<td><strong>£105m</strong></td>
</tr>
<tr>
<td>FY19: £41m</td>
<td><strong>Original delivery plan</strong></td>
</tr>
<tr>
<td>FY20: £20m</td>
<td><strong>£110m</strong></td>
</tr>
<tr>
<td>FY21: £15m</td>
<td><strong>£140m completing a year ahead of plan</strong></td>
</tr>
</tbody>
</table>
### ADJUSTING ITEMS

<table>
<thead>
<tr>
<th></th>
<th>FY 2020 £m</th>
<th>FY 2019 £m</th>
</tr>
</thead>
<tbody>
<tr>
<td>COVID related inventory provisions (recognised in COGS)</td>
<td>(68)</td>
<td>-</td>
</tr>
<tr>
<td>COVID related store impairments</td>
<td>(157)</td>
<td>-</td>
</tr>
<tr>
<td>Other COVID related items</td>
<td>(16)</td>
<td>-</td>
</tr>
<tr>
<td>COVID-19 related adjusting items</td>
<td>(241)</td>
<td>-</td>
</tr>
<tr>
<td>Restructuring costs</td>
<td>(10)</td>
<td>(12)</td>
</tr>
<tr>
<td>Disposal of beauty business</td>
<td>5</td>
<td>7</td>
</tr>
<tr>
<td>BME deferred consideration income</td>
<td>2</td>
<td>4</td>
</tr>
<tr>
<td>Total adjusting operating items</td>
<td>(244)</td>
<td>(1)</td>
</tr>
<tr>
<td>Adjusting financing items</td>
<td>(1)</td>
<td>(1)</td>
</tr>
<tr>
<td>Adjusting items</td>
<td>(245)</td>
<td>(2)</td>
</tr>
</tbody>
</table>

### FREE CASH FLOW

<table>
<thead>
<tr>
<th></th>
<th>FY 2020 £m</th>
<th>FY 2019 £m</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adj operating profit</td>
<td>433</td>
<td>438</td>
</tr>
<tr>
<td>Depreciation and amortisation*</td>
<td>331</td>
<td>116</td>
</tr>
<tr>
<td>Working capital</td>
<td>(130)</td>
<td>(45)</td>
</tr>
<tr>
<td>Other</td>
<td>(9)</td>
<td>7</td>
</tr>
<tr>
<td>Cash inflow from operations</td>
<td>625</td>
<td>516</td>
</tr>
<tr>
<td>Payment of lease liabilities</td>
<td>(244)</td>
<td>-</td>
</tr>
<tr>
<td>Capex net of proceeds on disposal</td>
<td>(146)</td>
<td>(110)</td>
</tr>
<tr>
<td>Interest</td>
<td>(19)</td>
<td>6</td>
</tr>
<tr>
<td>Tax</td>
<td>(150)</td>
<td>(111)</td>
</tr>
<tr>
<td>Free cash flow</td>
<td>66</td>
<td>301</td>
</tr>
</tbody>
</table>

*FY 2020 includes the impact of the adoption of IFRS 16*
AGENDA

INTRODUCTION

COVID-19 IMPACT AND RESPONSE

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STRATEGY AND OUTLOOK

Q&A
IN THIS ENVIRONMENT, OUR STRATEGY IS CRITICAL...

- In challenging environments, consumers favour strong brands and polarise even more between luxury and mass
- Diminished demand will increase competition and reinforce the importance of investing in the brand

...AND WE WILL FOCUS ON THE KEY ELEMENTS THAT WILL DRIVE BRAND SUCCESS

**BALANCE SHEET AND LIQUIDITY**

- Strong luxury positioning
- Brand strength
- Authenticity
- Positive emotions through creativity

- Bespoke plans for each market, rapidly shifting investment as needed
- Focus on local consumers
- Ability to accelerate China and other Asian economies, even more than before

- Direct to consumer distribution at scale, online and offline
- Digital capabilities
- Strong connection between physical and digital, supported by CRM/data

- High quality product
- Strong leather goods offering
- Casualwear
- Tight inventory management
- Flexible supply chains

**SUPPORT OUR PEOPLE AND COMMUNITIES**
BRAND

BRAND VALUES AND AUTHENTICITY
CONTENT AND STORYTELLING
PARTNERSHIPS AND COLLABORATIONS
INFLUENCE AND COMMUNITY BUILDING
LOCALISATION

BESPOKE PLANS FOR EACH MARKET, RAPIDLY REALLOCATE RESOURCES BETWEEN ECONOMIES

FOCUS ON LOCAL CONSUMERS
SIGN OF RECOVERY IN CHINA AND KOREA

SALES GROWTH ALREADY AHEAD OF LAST YEAR

STRONG ONLINE PERFORMANCE

CLEAR TRACTION IN HANDBAGS AND SMALL LEATHER GOODS

DTC & DIGITAL
NEW WAYS OF REACHING CONSUMERS

LIVE STREAMING

REMOTE SELLING

IMMERSIVE EXPERIENCES

ONLINE DEMAND

% YoY sales growth

BURBERRY.COM GLOBAL DEMAND

FY20
Weeks 1-7

FY21
Weeks 1-7 (YTD)

Note: Graph not to scale, demand defined as total value of transactions on.com
PRODUCT, INVENTORY AND SUPPLY CHAIN

PRODUCT

INJECT ENERGY AND NEWNESS WITH CAPSULES

HERO OUTERWEAR

FOCUS ON LEATHER
INVENTORY AND SUPPLY CHAIN

- Manage our stock position
- Reallocate stock to meet demand
- Secure supply chain capacity

BALANCE SHEET AND LIQUIDITY
PLANNING FOR THE FUTURE

- Scientific Epidemiological Data
- Global Economic Forecasts
- Luxury Industry Overlay

Range of Industry Demand Scenarios

Burberry Planning Assumptions

- Consumer Facing Activities
  - Optimising revenues
- Inventory
  - Allowing headroom
- Cost Mitigation & Baseline CAPEX
  - Control & agility
- Cash Conservation & Funding Plans
  - Downside protection

Secure the long term value of our brand
Enable efficient and flexible management of our business
Ensure we have financial headroom to fuel growth

MITIGATING COST ACTIONS

Cost Mitigation

Variable OPEX Savings

Discretionary Savings

Situational Savings

Reward Savings

Other Discretionary Costs

Property Related and Other

Flexibility to invest in consumer facing activities to fuel growth when demand returns
PROTECTING OUR LIQUIDITY

**THEME:**
- **TIGHTLY MANAGING INVENTORY:** Tightly managing open to buy and wholesale
- **COST MITIGATION:** Variable, discretionary and property savings
- **PRIORITISING CAPEX:** Only committing to baseline capex
- **BOLSTERING CASH POSITION:** Drawn down RCF £300m and secured CCFF* £300m
- **PAUSING SHAREHOLDER DISTRIBUTIONS:** Pausing the dividend

* * COVID Corporate Financing Facility

RECAP: KEY MESSAGES

- Excellent strategic progress, ahead of expectations
- Material impact from COVID-19, but mitigating actions implemented rapidly and brand heat remains strong
- Strong balance sheet and protecting liquidity
- Well positioned to navigate next 12 months, and overall strategy confirmed
DISCLAIMER

- The financial information contained in this presentation is unaudited.
- Certain statements made in this announcement 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 announcement 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 announcement 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.
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- www.burberryplc.com
- Twitter: @BurberryCorp
- LinkedIn: Burberry

IMPACT OF IFRS 16 ON OUR INCOME STATEMENT

<table>
<thead>
<tr>
<th></th>
<th>FY 2020 £m</th>
<th>Impact of IFRS 16</th>
<th>FY 2020 pro forma £m</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td>2,633</td>
<td>-</td>
<td>2,633</td>
</tr>
<tr>
<td>Gross profit</td>
<td>1,774</td>
<td>-</td>
<td>1,774</td>
</tr>
<tr>
<td>Operating expenses</td>
<td>(1,341)</td>
<td>29</td>
<td>(1,370)</td>
</tr>
<tr>
<td>Adjusted operating profit</td>
<td>433</td>
<td>29</td>
<td>404</td>
</tr>
<tr>
<td>Adjusted operating margin</td>
<td>16.4%</td>
<td></td>
<td>15.3%</td>
</tr>
<tr>
<td>Adjusted profit before tax</td>
<td>414</td>
<td>4</td>
<td>410</td>
</tr>
<tr>
<td>Adjusted diluted EPS</td>
<td>78.7p</td>
<td>0.8p</td>
<td>77.9p</td>
</tr>
<tr>
<td>Reported</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Operating profit</td>
<td>189</td>
<td>29</td>
<td>160</td>
</tr>
<tr>
<td>Reported diluted EPS</td>
<td>29.8p</td>
<td>0.8p</td>
<td>29.0p</td>
</tr>
</tbody>
</table>
IFRS 16 ADOPTED IN FY 2020

**IFRS 16 changes**
- Modified retrospective adoption approach
- Balance Sheet
  - Recognition of right of use asset ("ROU")
  - Recognition of lease liabilities
- Income statement
  - Replacement of minimum lease payments with lease interest expense and depreciation of right of use asset
- Cash flow
  - Payment of lease principal moved from “Net cash generated from operating activities” to “Cash flows from financing activities”

**Impact of IFRS 16 adoption**
- No prior year restatement; adopted from opening balance
- Balance sheet at 28 March 2020
  - Right of use asset: £0.8bn
  - Lease liability: c£1.1bn
- Income statement
  - Operating profit £29m higher in FY 2020 vs pro forma
  - Operating margin 110bps higher in FY 2020 vs pro forma
  - PBT £4m higher in FY 2020 vs pro forma
- No impact on net cash flow

AlTERNATIVE PERFORMANCE MEASURES

<table>
<thead>
<tr>
<th>APM</th>
<th>Description and purpose</th>
<th>GAAP measure reconciled to</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pro forma results</td>
<td>This measure is an estimation of the results for the period when applying the previous accounting standard for leases, IAS 17 cases. It has been included as IFRS 16 was adopted without restatement of the prior period.</td>
<td>Reported results for the same period</td>
</tr>
<tr>
<td>Constant Exchange Rates (CER)</td>
<td>This measure removes the effect of changes in exchange rates compared to the prior period. It incorporates 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.</td>
<td>Results at reported rates</td>
</tr>
</tbody>
</table>

| Comparable sales         | 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. This measure is used to strip out the impact of store openings and closures, or those closures relating to refurbishments, allowing a comparison of equivalent store performance against the prior period. The measurement of comparable sales has not excluded stores temporarily closed as a result of the COVID-19 outbreak. | Retail Revenue:                     |
|                         |                                                                                                                                  | Period ended                        | 28 March 2020 | 30 March 2019 |
|                         |                                                                                                                                  | % change (%)                        |              |              |
|                         |                                                                                                                                  | Comparable sales                   |               |               |
|                         |                                                                                                                                  | (3%)                               |               |               |
|                         |                                                                                                                                  | Change in space                     | (1%)          | (1%)          |
|                         |                                                                                                                                  | FX                                 | 1%            | 1%            |
|                         |                                                                                                                                  | Retail revenue                      | (3%)          | 0%            |

All metrics and commentary in this presentation are at reported FX and exclude adjusting items unless stated otherwise. Certain financial data within this presentation have been rounded.
### ALTERNATIVE PERFORMANCE MEASURES

<table>
<thead>
<tr>
<th>APM</th>
<th>Description and purpose</th>
<th>GAAP measure reconciled to</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adjusted Profit</td>
<td>Adjusted profit measures are presented to provide additional consideration of the underlying performance of the Group's ongoing business. These measures remove the impact of these items which should be excluded to provide a consistent and comparable view of performance.</td>
<td>Reported Profit: A reconciliation of reported profit before tax to adjusted profit before tax is included in the income statement. The Group's accounting policy for adjusted profit before tax is set out in the financial statements.</td>
</tr>
</tbody>
</table>

**Free Cash Flow**

Free cash flow is defined as net cash generated from operating activities less capital expenditure plus cash inflows from disposal of fixed assets and including cash outflows for lease principal payments and other lease related items following the adoption of IFRS 16 in this period.

<table>
<thead>
<tr>
<th>Net cash generated from operating activities:</th>
<th>Period ended</th>
<th>28 March 2020</th>
<th>30 March 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net cash generated from operating activities</td>
<td>456</td>
<td>411</td>
<td></td>
</tr>
<tr>
<td>Capital expenditure</td>
<td>(149)</td>
<td>(110)</td>
<td></td>
</tr>
<tr>
<td>Lease outflows</td>
<td>(244)</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>Other items</td>
<td>3</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>Free cash flow</td>
<td>46</td>
<td>301</td>
<td></td>
</tr>
</tbody>
</table>

**Net Debt**

Net debt is defined as the lease liability recognised on the balance sheet plus borrowings less cash net of overdrafts.

*Prior to the adoption of IFRS 16, lease adjusted net debt was defined as five times minimum lease payments, adjusted for changes and utilisation of onerous lease provisions, less cash net of overdrafts.

<table>
<thead>
<tr>
<th>Cash:</th>
<th>Period ended</th>
<th>28 March 2020</th>
<th>30 March 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net cash:</td>
<td></td>
<td>887</td>
<td>837</td>
</tr>
<tr>
<td>Lease liability/Operating lease debt</td>
<td>(1,125)</td>
<td>(1,246)</td>
<td></td>
</tr>
<tr>
<td>Borrowings</td>
<td>(300)</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>Lease adjusted net debt</td>
<td>(538)</td>
<td>(409)*</td>
<td></td>
</tr>
</tbody>
</table>

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*All metrics and commentary in this presentation are at reported FX and exclude adjusting items unless stated otherwise. Certain financial data within this presentation have been rounded.*

### RETAIL & WHOLESALE REVENUE BY REGION

<table>
<thead>
<tr>
<th>Region</th>
<th>FY 2020</th>
<th>FY 2019</th>
<th>YOY Growth Reported</th>
<th>YOY CER Growth</th>
</tr>
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<tbody>
<tr>
<td>ASIA PACIFIC</td>
<td>£2,586m</td>
<td>£2,674m</td>
<td>(3%)</td>
<td>(4%)</td>
</tr>
<tr>
<td>EMEA</td>
<td>£960m</td>
<td>£958m</td>
<td>0%</td>
<td>1%</td>
</tr>
<tr>
<td>AMERICAS</td>
<td>£585m</td>
<td>£612m</td>
<td>(4%)</td>
<td>(7%)</td>
</tr>
</tbody>
</table>
FOREIGN EXCHANGE RATES

<table>
<thead>
<tr>
<th></th>
<th>Spot rates</th>
<th>Actual average effective exchange rates</th>
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<tbody>
<tr>
<td>£1=</td>
<td>1 May 2020</td>
<td>FY 2020</td>
</tr>
<tr>
<td>Euro</td>
<td>1.15</td>
<td>1.14</td>
</tr>
<tr>
<td>US Dollar</td>
<td>1.26</td>
<td>1.27</td>
</tr>
<tr>
<td>Chinese Yuan Renminbi</td>
<td>8.90</td>
<td>8.88</td>
</tr>
<tr>
<td>Hong Kong Dollar</td>
<td>9.76</td>
<td>9.89</td>
</tr>
<tr>
<td>Korean Won</td>
<td>1,529</td>
<td>1,504</td>
</tr>
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</table>

STORE PORTFOLIO

<table>
<thead>
<tr>
<th></th>
<th>Directly-operated stores</th>
<th>Franchise stores</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Stores</td>
<td>Concessions</td>
</tr>
<tr>
<td>At 30 March 2019</td>
<td>233</td>
<td>146</td>
</tr>
<tr>
<td>Additions</td>
<td>19</td>
<td>15</td>
</tr>
<tr>
<td>Closures</td>
<td>(34)</td>
<td>(12)</td>
</tr>
<tr>
<td>At 28 March 2020</td>
<td>218</td>
<td>149</td>
</tr>
</tbody>
</table>

<table>
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<tr>
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<td>Concessions</td>
</tr>
<tr>
<td>At 28 March 2020</td>
<td>218</td>
<td>149</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>Directly-operated stores</th>
<th>Franchise stores</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>Stores</td>
<td>Concessions</td>
</tr>
<tr>
<td>Asia Pacific</td>
<td>92</td>
<td>89</td>
</tr>
<tr>
<td>EMEIA</td>
<td>61</td>
<td>51</td>
</tr>
<tr>
<td>Americas</td>
<td>65</td>
<td>9</td>
</tr>
<tr>
<td>Total</td>
<td>218</td>
<td>149</td>
</tr>
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</table>
IR CONTACTS

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

Mitesh Kotecha
Interim Investor Relations Director
mitesh.kotecha@burberry.com

Sophie Parker
Investor Relations Coordinator
sophie.parker@burberry.com

Reporting calendar

<table>
<thead>
<tr>
<th>Event</th>
<th>Date</th>
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</thead>
<tbody>
<tr>
<td>Q1 Trading update</td>
<td>15 July 2020</td>
</tr>
<tr>
<td>AGM</td>
<td>15 July 2020</td>
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</tbody>
</table>

Horseferry House
Horseferry Road
London
SW1P 2AW
Tel: +44 (0)20 3367 3524
investor.relations@burberry.com