BURBERRY IN A SNAPSHOT

**FY21 FINANCIAL PERFORMANCE***

- Revenue: £2.3bn
- Adjusted operating profit**: £396m
- Adjusted operating margin**: 16.9%
- Cash (net of overdrafts and borrowings): £919 m

**FY21 GROUP REVENUE BY CHANNEL**
- Retail 81%
- Wholesale 17%
- Licensing 2%

**FY21 RETAIL/WHOLESALE REVENUE BY PRODUCT**
- Accessories 37%
- Mens 29%
- Womens 28%
- Childrens 6%

**FY21 RETAIL/WHOLESALE REVENUE BY REGION**
- Americas 21%
- Asia Pacific 52%
- EMEIA 27%

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*Financial information is presented at reported exchange rates
**Adjusted Profit is an alternative performance measure. For details of Burberry’s reported results and alternative performance measures please see page 54 of the FY21 Annual Report and Accounts

EXTENSIVE LUXURY DISTRIBUTION FOOTPRINT

*Footprint as of 26 June 2021. Burberry also has 42 franchise stores
In 2017 we announced our vision for Burberry to firmly establish our position in luxury fashion, inspiring customers with our unique British attitude. We based our strategy on four revenue drivers with two enablers as shown in the diagram below.

We set out two phases to reach our vision, with clear objectives for the first phase. We wanted to re-energise our brand, renew our product, evolve our communications and transform the customer experience. We also set out to maintain sales and profit broadly stable while undergoing this transition.

In the last three years we have met our objectives and transformed the business.

**TWO PHASES TO ACHIEVE OUR VISION**

**SET THE FOUNDATION**
- Re-energise the brand
- Renew the product
- Evolve the communication
- Transform the experience

**ACCELERATE AND GROW**
- Continue to invest in our brand
- Accelerate revenue growth
- Meaningfully expand margin
- Drive positive change
THE NEXT CHAPTER: GROWTH ACCELERATION

DRIVE REVENUE THROUGH 5 KEY LEVERS:
1. BUILD BRAND ADVOCACY AND COMMUNITY
2. FOCUS ON CORE CATEGORIES
3. DRIVE STORE PERFORMANCE
4. SUPERCHARGE DIGITAL SALES
5. FOCUS ON FULL PRICE

DRIVE PROFIT THROUGH 5 KEY LEVERS:
1. GROSS MARGIN STRENGTH THROUGH LUXURY PRICING AND REPLENISHMENT
2. FULL PRICE PENETRATION
3. SALES DENSITY
4. DIGITAL PENETRATION
5. COST CONTROL

ENABLERS OF OUR STRATEGY

AGILE SUPPLY CHAIN DELIVERING EXCEPTIONAL QUALITY AND SERVICE
SECURE, INTEGRATED AND CONSUMER-LED TECHNOLOGY
WORLD-CLASS TALENT
OPERATIONAL EFFICIENCY
MEDIUM-TERM TARGETS

<table>
<thead>
<tr>
<th>BRAND</th>
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<tbody>
<tr>
<td><strong>REVENUE</strong></td>
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<tr>
<td>Revenue acceleration, driven by full price</td>
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<tr>
<td>HSD growth1, from FY20 base</td>
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<tr>
<td>Overperformance of full price</td>
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<tr>
<td><strong>PROFIT AND CASH</strong></td>
</tr>
<tr>
<td>Meaningful expansion, while investing in growth</td>
</tr>
<tr>
<td>Significant free cash generation</td>
</tr>
<tr>
<td>Meaningful margin accretion</td>
</tr>
<tr>
<td>Reinstatement of dividend and progressive dividend policy</td>
</tr>
<tr>
<td><strong>POSITIVE CHANGE</strong></td>
</tr>
<tr>
<td>Positive change for our people, our communities and our environment</td>
</tr>
<tr>
<td>D&amp;I leadership</td>
</tr>
<tr>
<td>Positively impacting one million people</td>
</tr>
<tr>
<td>100% Carbon neutral</td>
</tr>
</tbody>
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1 Medium term CAGR from FY20 base; CER.

OUR CAPITAL ALLOCATION FRAMEWORK

Our capital allocation principles are based on maintaining an investment grade credit rating – Moody’s Baa2 (stable). We aim for Net Debt/adjusted EBITDA to be in the range of 0.5x to 1.0x on a rolling 12 month period.

Dividend reinstated to pre-COVID-19 levels.
RESponsibility Agenda 2017 - 2022

Positively impact 1 million people

Drive positive change through all products by 2022

Ensure 100% of products have more than one positive attribute (social and/or environmental improvements achieved at either the raw material sourcing or manufacturing stage).

FY21 progress:
94% of products had at least one positive attribute and 82% had more than one.

78% of cotton procured more sustainably, by using a portfolio approach. This includes working with partners and exploring new sources, including organic and regenerative cotton.

80% of leather sourced from tanneries with environmental, traceability and social certifications.

Be climate positive by 2040* Become carbon neutral and revalue waste by 2022

Be carbon neutral across our own operational energy use by 2022. Reduce our absolute scope 1 and 2 GHG emissions by 95% by 2022 and use 100% renewable electricity by 2022.

FY21 progress:
92% reduction in scopes 1 and 2 market-based emissions since base year FY17.

93% of electricity procured from renewable sources, through close collaboration with procurement and retail teams and engagement with landlords.

0% of operational waste sent to landfill from key sites.

Positively impact 1 million people by 2022

Primarily supporting the Burberry Foundation in delivering impactful community programmes.

FY21 progress:
Over 680k people positively impacted since the launch of the partnerships in FY17.
Tackling educational inequality and building cultural capital. Benefiting 130,360 people.
Fostering community cohesion and employability skills. Benefiting 42,810 people.
Supporting social and economic empowerment. Benefiting 73,189 people.

*New target launched in June 2021.

- Accelerate ambition to reduce emissions by 46% across extended supply chain (from a previous target of 30%) by 2030.
- This means Burberry’s Science Based Targets will be aligned to the 1.5°C pathway set out in the Paris Agreement.
- Become Net-Zero by 2040, 10 years ahead of the 1.5°C pathway set out in the Paris Agreement.
- Accelerate low-carbon future solutions and invest in nature-based projects with carbon benefits that restore and protect natural ecosystems and enhance the livelihoods of global communities through the Burberry Regeneration Fund.
FOREIGN EXCHANGE

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<th>Exchange rates</th>
<th>Spot rates 25-Jun-21</th>
<th>FY21</th>
<th>FY20</th>
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<td>£1=</td>
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<tr>
<td>Euro</td>
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<td>US Dollar</td>
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<td>Chinese Yuan</td>
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<tr>
<td>Korean Won</td>
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</tbody>
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Simplified view of Burberry's FX exposures in FY21

- GBP: 5%
- EUR: 18%
- USD: 13%
- CNY: 25%
- HKD: 18%
- Other: 58%

*Other opex includes HKD, USD, EUR and CNY

In FY21, a +/−5% move in GBP would have resulted in a +/−£35m impact on adjusted operating profit

EXECUTIVE MANAGEMENT

Marco Gobbetti became Chief Executive Officer on 5 July 2017. Marco joined Burberry from the French luxury leather group Céline, where he was Chairman and CEO from 2008 to 2016. Marco has previously served as Chairman and CEO of Givenchy and was CEO of Moschino from 1993 to 2004. In his early career Marco worked as Marketing and Sales Director at Bottega Veneta, before joining luxury leather specialist Valextra as Managing Director.

Marco has now resigned from Burberry and will be leaving on 31 December 2021

Julie joined Burberry from Smith & Nephew where she was the Group CFO from 2013-2017. Prior to this, she was Interim Group CFO of AstraZeneca. During her 25 years with the firm, she held a number of positions across three continents, covering Group and Business Finance, Strategy and Commercial positions, including Regional and Country President. She gained extensive M&A and transformational experience in AZ and Smith & Nephew and is a Fellow of the Institute of Chartered Accountancy and the Institute of Tax, after qualifying with KPMG.

She is also Audit Chair of Roche Holding Limited, co-Chair of The Prince’s Accounting for Sustainability Project and Patron of Oxford University Women in Business.

CONTACT

Julian Easthope
VP, Investor Relations
julian.easthope@burberry.com

Stephanie Crinnegan
Director, Investor Relations
stephanie.crinnegan@burberry.com

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

www.burberryplc.com/investor.relations@burberry.com +44 (0)20 33673524

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

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* All metrics and commentary in this presentation are as at reported FX and exclude adjusting items unless stated otherwise.

* Details of Burberry Alternative Performance Measures are set out on page 20 of the Preliminary Announcement 2021

* Certain financial data within this presentation have been rounded.

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