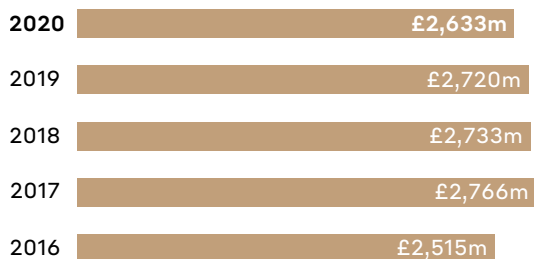


FINANCIAL AND OPERATIONAL HIGHLIGHTS

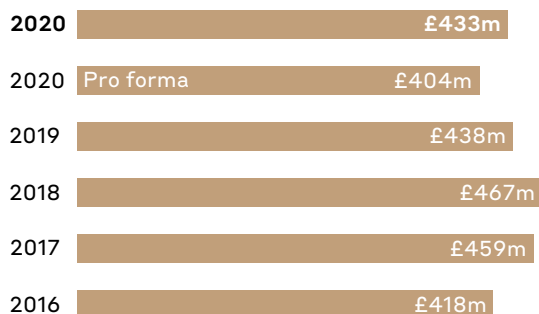
REVENUE



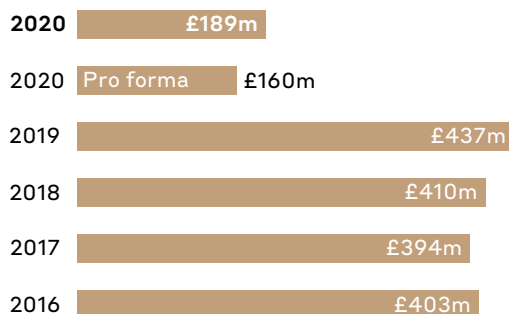
CASH (NET OF OVERDRAFTS)*



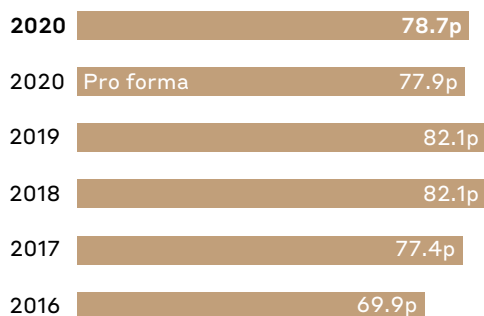
ADJUSTED OPERATING PROFIT



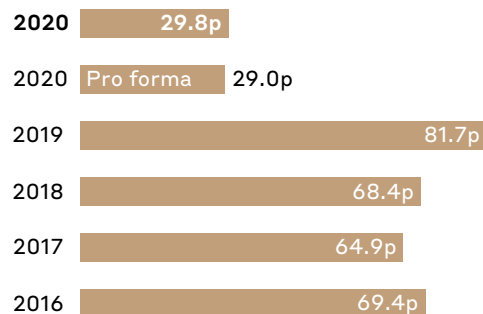
OPERATING PROFIT



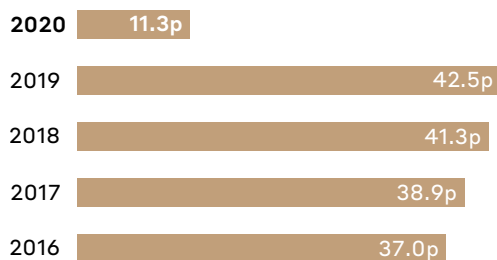
ADJUSTED DILUTED EPS



EPS

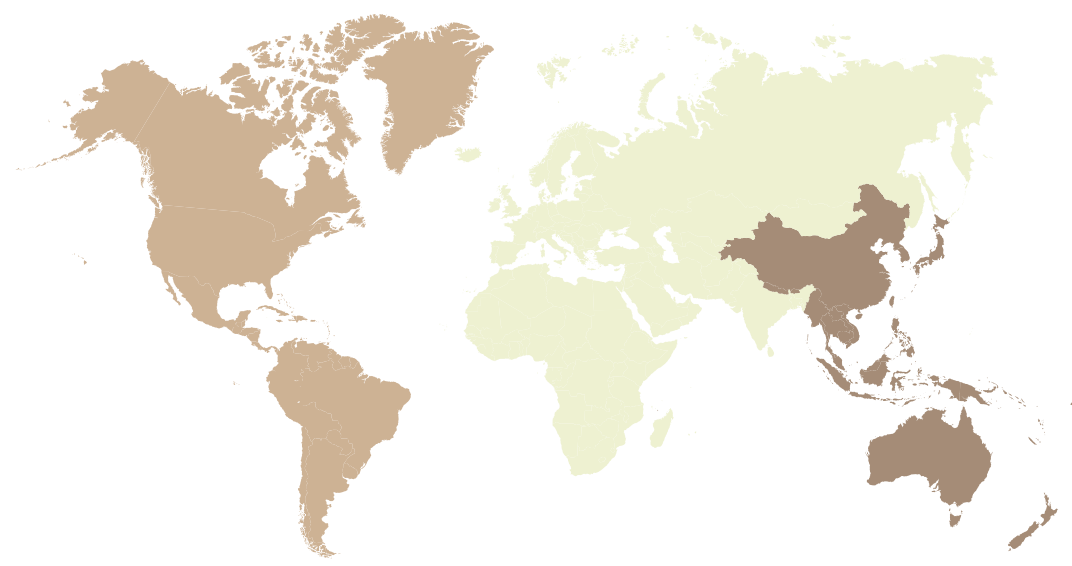


DIVIDEND PER SHARE



Alternative performance measures, including adjusting measures, are defined on page 88. Pro forma is an estimation of the FY 2019/20 results when applying the previous accounting standard for leases, IAS 17 Leases, to be consistent with FY 2018/19 reporting.

* Cash of £887m at March 2020 includes £300m drawn from the Group's revolving credit facility in March 2020.

REVENUE BY REGION^{1,2,3}

Americas
£585m, -7% at CER
Number of stores
91

EMEA
£960m, +1% at CER
Number of stores
131

Asia Pacific
£1,041m, -6% at CER
Number of stores
199

REVENUE BY CHANNEL

Period ending £m	28 March 2020	30 March 2019
Retail	2,110	2,186
Wholesale	476	488
Licensing	47	46

REVENUE BY PRODUCT²

Retail/wholesale revenue by product division

Period ending £m	28 March 2020	30 March 2019
Accessories	948	1,013
Women's	796	837
Men's	715	698
Children's, Beauty and other	127	126

1. All references to revenue growth on pages 4 and 5 are presented at CER. See page 85 for reconciliation to total revenue.

2. Retail/wholesale revenue.

3. For more detail on performance see page 84.