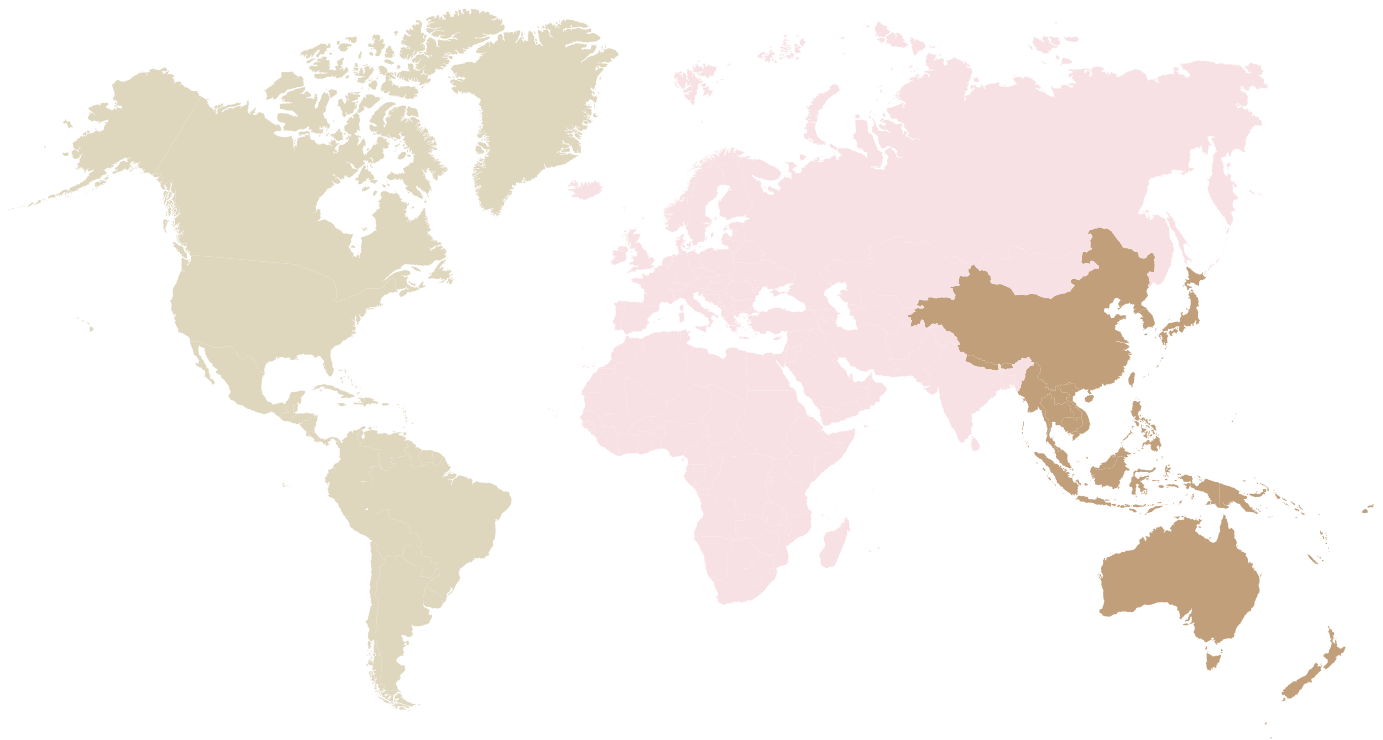


FINANCIAL AND OPERATIONAL HIGHLIGHTS

Revenue by region^{1,2,3}



Americas
£475m, -15% at CER
 Number of stores: **86**

Europe, Middle East, India and Africa (EMEA)
£628m, -35% at CER
 Number of stores: **120**

Asia Pacific
£1,203m, +16% at CER
 Number of stores: **209**

Total revenue by channel

Retail/wholesale revenue by destination

Period ending £m	27 March 2021	28 March 2020
Retail	1,910	2,110
Wholesale	396	476
Licensing	38	47

Revenue by product²

Retail/wholesale revenue by product division

Period ending £m	27 March 2021	28 March 2020
Accessories	841	948
Women's	653	796
Men's	668	715
Children's, Beauty and other	144	127

1. All references to revenue growth on page 2 are presented at Constant Exchange Rates (CER).

See page 49 for reconciliation to total revenue.

2. Retail/wholesale revenue.

3. For more detail on performance see Group Financial Highlights on pages 48 to 54.

Revenue

2021	£2,344m
2020	£2,633m
2019	£2,720m
2018	£2,733m
2017	£2,766m

Cash (net of overdrafts)*

2021	£1,216m
2020	£887m
2019	£837m
2018	£892m
2017	£809m

Adjusted operating profit

2021	£396m
2020	£433m
2020	Pro forma £404m
2019	£438m
2018	£467m
2017	£459m

Operating profit

2021	£521m
2020	£189m
2020	Pro forma £160m
2019	£437m
2018	£410m
2017	£394m

Adjusted diluted EPS

2021	67.3p
2020	78.7p
2020	Pro forma 77.9p
2019	82.1p
2018	82.1p
2017	77.4p

Diluted EPS

2021	92.7p
2020	29.8p
2020	Pro forma 29.0p
2019	81.7p
2018	68.4p
2017	64.9p

Dividend per share

2021	42.5p
2020	11.3p
2019	42.5p
2018	41.3p
2017	38.9p

Alternative performance measures, including adjusting measures, are defined on page 53. Pro forma FY 2019/20 results are included to better indicate the impact of adoption of IFRS 16 Leases in FY 2019/20. These pro forma results are estimations of the results for FY 2019/20 if the previous accounting standard for leases, IAS 17 Leases, had been applied.

* The Group also had borrowings at March 2021 of £297m (March 2020: £300m).

Environmental, Social and Governance (ESG) highlights

As a purposeful, values-driven brand, we are committed to being a force for good in the world. We champion diversity, equity and inclusion and prioritise the wellbeing of our people. We support our communities, in particular young people, providing them with the skills, confidence and opportunities to succeed. We are building a more sustainable future for luxury by reducing our environmental impacts and helping transform our industry. Below are some of our achievements in these areas over the past year. Read more about this on pages 60 to 91.

PEOPLE

- Rolled out a new global Diversity and Inclusion strategy and policy
- Launched an industry-leading global Parental Leave policy
- Maintained a leading position in the FTSE 100 for women in leadership for the third straight year, according to the 2020 Hampton-Alexander Review report
- Included in the 2021 Bloomberg Gender-Equality Index for the first time, scoring 10 percentage points more than the company average
- The first luxury company to partner with organisations including the Business Disability Forum, Investing in Ethnicity and the Stonewall Diversity Champions Programme, and one of the first of our peers to join The Valuable 500

COMMUNITIES

- Manufactured and donated Personal Protective Equipment (PPE) to medical and care professionals
- Contributed to COVID-19 vaccine development and distribution through early donations to the University of Oxford's emergency vaccine research and UNICEF's COVID-19 Vaccines Appeal
- Supported charities, including FareShare, The Trussell Trust and The Felix Project, helping tackle food poverty across the UK
- Partnered with Marcus Rashford MBE and charities supporting youth in the UK, USA and Asia
- Expanded creative arts scholarships, supporting underrepresented students

ENVIRONMENT

- Reduced our market-based emissions by 92% since 2016
- Currently source 93%^ of our electricity from renewable sources
- Reduced our scope 1 and 2 emissions by 84% compared to FY 2016/17 and reduced our scope 3 emissions from purchased goods and services by nearly 8,700 tonnes
- Launched ReBurberry Edit, a selection of key pieces from the Spring/Summer 2020 collection, crafted from the latest sustainable materials
- Launched dedicated in-store aftercare spaces and piloted Trench Refresh and Leather Restore services
- Launched ReBurberry Fabric programme with the British Fashion Council, donating more than 7,000 metres of leftover fabrics to fashion students across 33 schools

^ See page 65