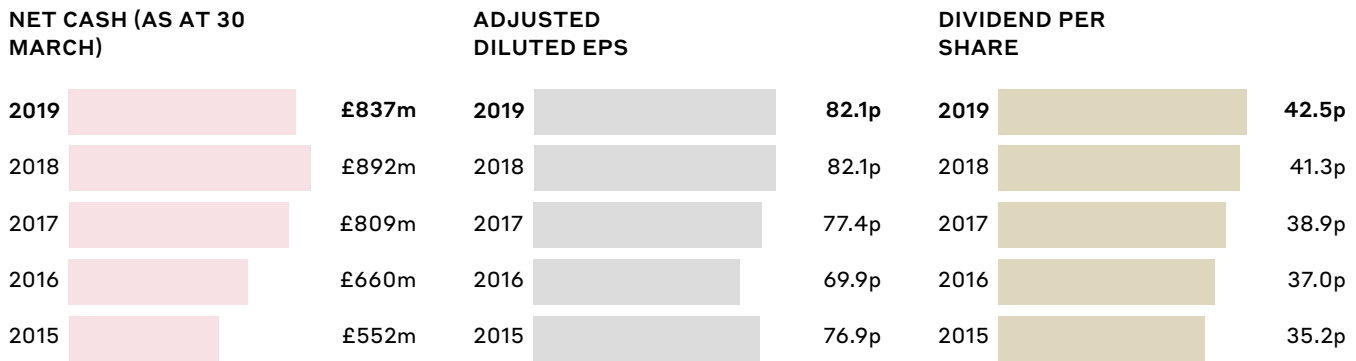
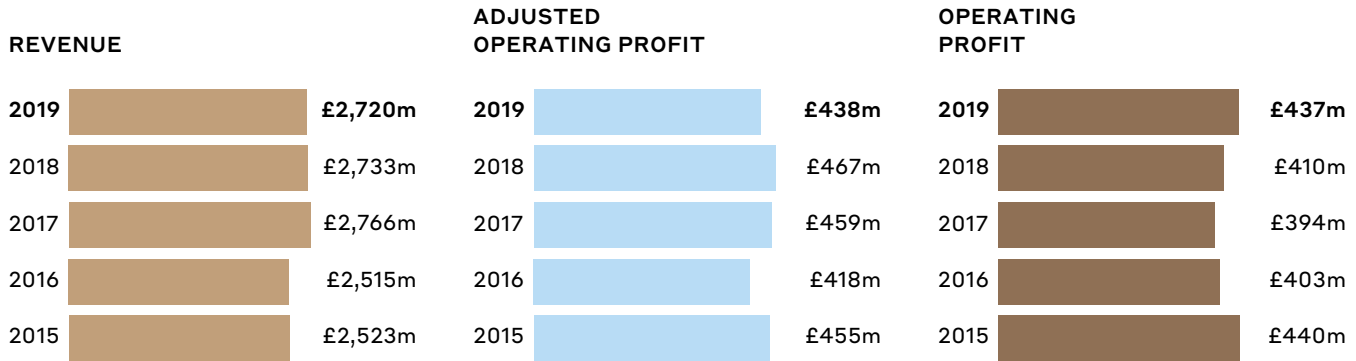


FINANCIAL AND OPERATIONAL HIGHLIGHTS



Reported diluted EPS 81.7p (2018: 68.4p).

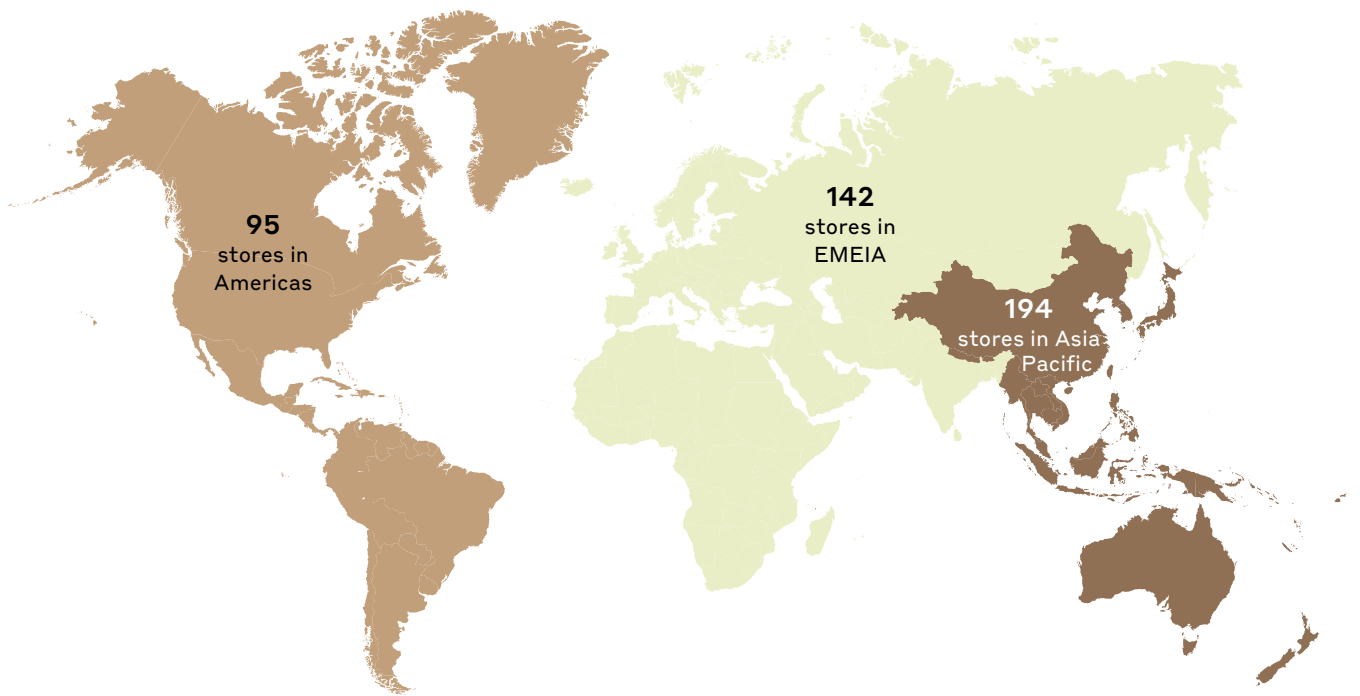
Alternative performance measures, including adjusting measures, are defined on page 71.

REVENUE BY CHANNEL^{1,2}



REVENUE BY REGION^{1,2,3}

Americas	EMEIA	Asia Pacific
£612m, 0%	£958m, +2%	£1,104m, +2%



We have a total of 431 directly operated stores, including mainline, concession and outlet. This excludes 44 franchise stores.

REVENUE BY PRODUCT^{1,2,3}

Accessories	Women's	Men's	Children	Beauty
				
£1,013m, -3%	£837m, +3%	£698m, +8%	£120m, +2%	£6m, -44%

1. All references to revenue growth on pages 14 and 15 are presented at CER. All references to revenue and revenue growth on pages 14 and 15 are excluding Beauty wholesale. See page 67 for reconciliation to total revenue.

2. Retail/wholesale revenue.

3. For more detail on performance see page 66.