

BURBERRY

LONDON ENGLAND



“We are energised by the early results as we begin to transform and reposition Burberry. The initial response from influencers, press, buyers and customers to our new creative vision and Riccardo’s debut collection *Kingdom* has been exceptional. Mindful that we are only in the first phase of our multi-year plan, we continue to manage dynamically through the transition. We confirm our outlook for the full year.”

Marco Gobbetti, Chief Executive Officer – November 2018

BURBERRY IN A SNAPSHOT

BRITISH LUXURY BRAND

- Authentic British heritage
- Made in England
- Founded in 1856 by Thomas Burberry



OVER 10,000 EMPLOYEES WORLDWIDE



FTSE 100 MEMBER

- Ordinary shares traded in London
- ADR programme



SUSTAINABILITY AGENDA

- Dow Jones sustainability Index member
- Principal Partner Living wage foundation
- Five year responsibility agenda
- No longer destroying unsaleable product
- Not using real fur

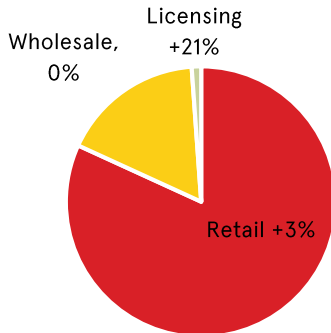


FY 2018

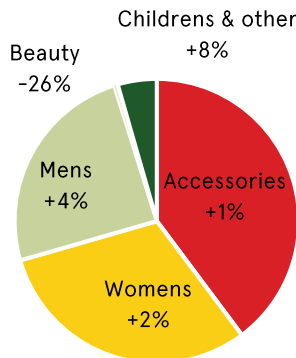
- £2.7bn revenues
- £467m adj. EBIT



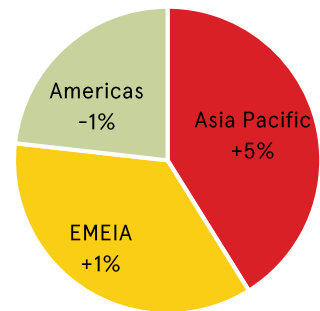
GROUP REVENUE* BY CHANNEL



RETAIL/WHOLESALE REVENUE* BY PRODUCT

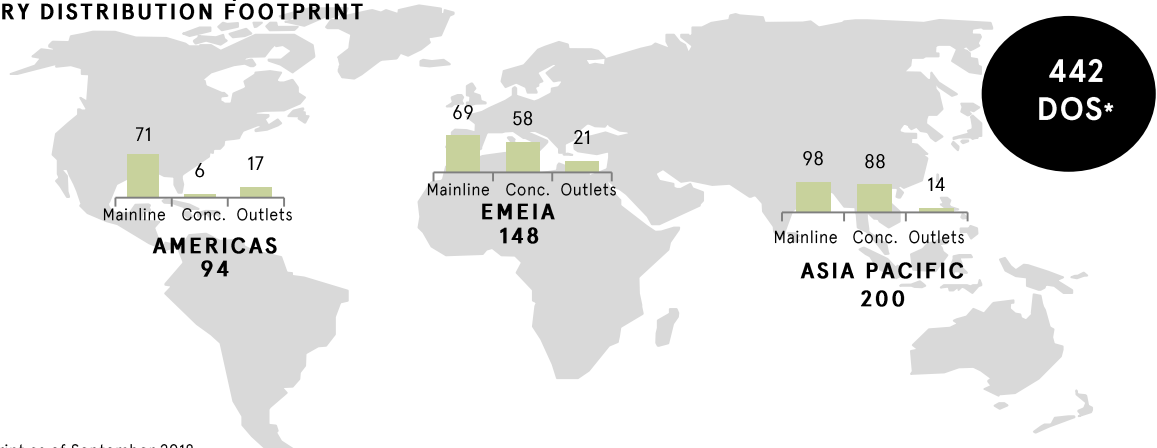


BY REGION



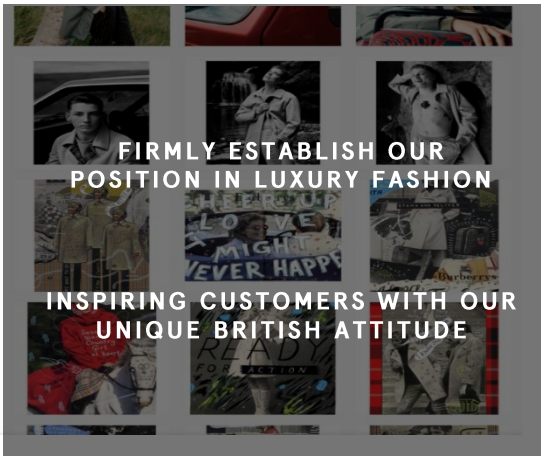
Group FY 2018 revenue: £2,733m
*Growth is CER, excluding Beauty wholesale

WE HAVE AN EXTENSIVE, LUXURY DISTRIBUTION FOOTPRINT

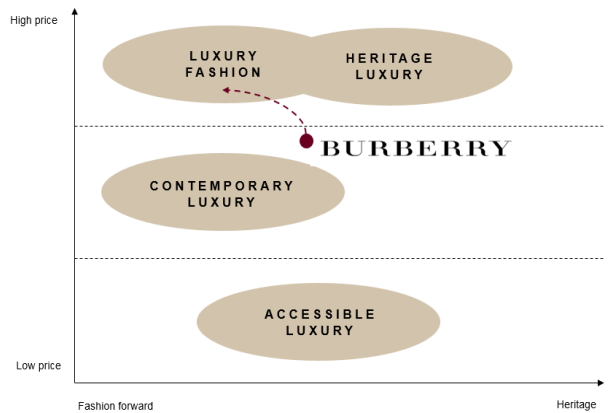


*Footprint as of September 2018
Burberry also has 46 franchise stores

OUR VISION



SHARPENING OUR BRAND POSITIONING



REVENUE DRIVERS TO REIGNITE THE BRAND



Luxury fashion house

- Increase fashion content
- Transform leather goods
- Continuous engagement
- Wardrobe the customer
- Rebalance price architecture



Luxury network

- Transform in-store customer service experience
- Upgrade and reduce non-luxury PoS (net 20 store closures in FY 2018)
- New store concept
- Grow image-driving wholesale



Lead digital innovation

- Editorialised website and meaningful social content
- Omnichannel experience
- Strengthen third party partnerships (FarFetch)

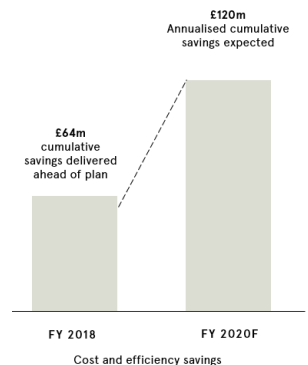
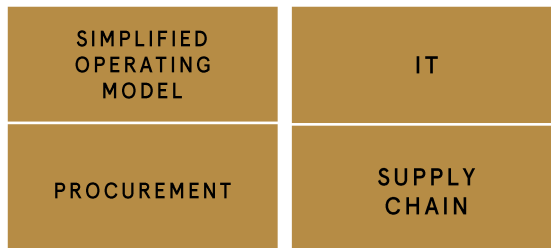


Inspire luxury consumers

- Product at the heart of communications
- Focus on experiences and collaborations

STRATEGY ENABLERS

An agile company



Highly engaged global team

- Increase employee engagement
- Promoting a creative culture
- Strengthen skills and capabilities
- Positively impacting community and environment
- Simplifying ways of working

OUR AMBITION: TWO PHASED TRANSFORMATION JOURNEY

BUILD THE FOUNDATION

ACCELERATE AND GROW

- Commence programme to re-energise the brand
- Rationalise and invest to align our distribution
- Manage creative transition
- Complete full brand transformation, including alignment of distribution
- Accelerate growth

Broadly stable revenue and adjusted operating margin for FY 2019 and FY 2020 (CER)

High single digit revenue growth
Meaningful adjusted operating margin improvement (CER)

RESPONSIBILITY GOALS FOR FY 2022

DRIVE POSITIVE CHANGE THROUGH ALL PRODUCTS

Ensure 100% of products have >1 positive attribute (social and/or environmental)

FY 2018 progress:
42% of products with 1 or more positive attribute

BECOME CARBON NEUTRAL AND REVALUE WASTE

Improving energy efficiency and reducing carbon consumption.
Target 100% renewable sourced energy

FY 2018 progress:
20% reduction in market-based CO2e emissions

POSITIVELY IMPACT 1 MILLION PEOPLE

Primarily supporting the Burberry Foundation in delivering impactful community projects

FY 2018 progress:
23k people positively impacted in Yorkshire, London and Italy

OUR CAPITAL ALLOCATION FRAMEWORK

REINVEST FOR ORGANIC GROWTH

Capex
FY18: £106m
FY19: £150-£160m
FY20: £170-£180m
FY21-23: £190-£210m

PROGRESSIVE DIVIDEND POLICY

Dividend
FY18: 41.3p up 6%
H1 19: 11.0p stable

STRATEGIC INVESTMENTS

Acquired a luxury leather goods business in H1 2019

RETURN EXCESS CASH TO SHAREHOLDERS

Share buyback
FY18: £350m
FY19: £150m

MAINTAIN STRONG BALANCE SHEET WITH SOLID INVESTMENT GRADE CREDIT METRICS

FINANCIAL REVIEW

Interim results (08 November 2018):

Exceptional response to new creative vision, including rebranding and Riccardo's debut collection

Successful launch of new go-to-market model, with social selling innovation contributing to building brand heat

Consumer perception shifting; significant increase in engagement on Instagram and WeChat. Organic endorsement from some of the world's most followed influencers

Strong wholesale response to new product; distribution headwind through to FY 2020, as guided, with majority of negotiations now completed

Managing business dynamically in period of transition to deliver financial objectives and protect the brand

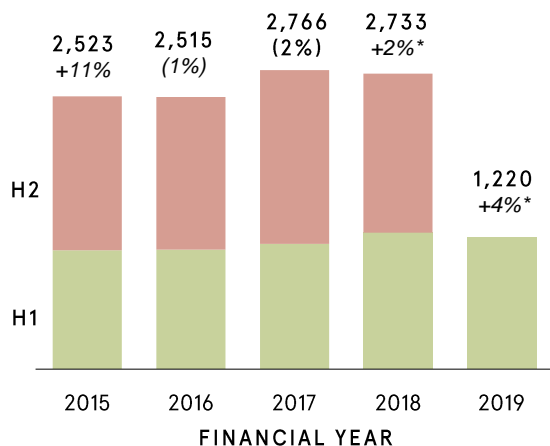
Outlook

Maintaining FY 2019 guidance including delivery of cumulative cost savings of £100m

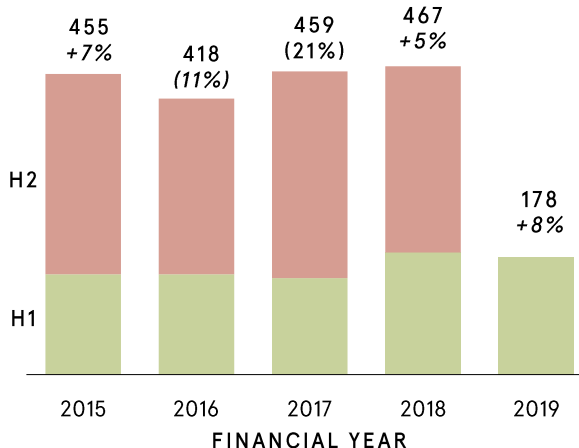
£ million Period ended	29 Sept 2018	30 Sept 2017	% change	
			reported	CER#
Revenue	1,220	1,263	(3)	(2)
Revenue ex. Beauty wholesale*	1,220	1,186	3	4
Retail comparable store sales*	3%	4%		
Adjusted operating profit*	178	185	(4)	8
Adjusted operating profit margin	14.6%	14.6%		
Reported operating profit	173	127	36	
Adjusted Diluted EPS (pence)*	32.9	32.3	2	14
Diluted EPS (pence)	31.6	21.4	48	
Free cash flow	46	171		
Dividend (pence)	11.0	11.0	0	

*see page 6 for definition of alternative performance measures

REVENUE £M



ADJUSTED OPERATING PROFIT £M



Growth at constant exchange rates * excluding beauty wholesale

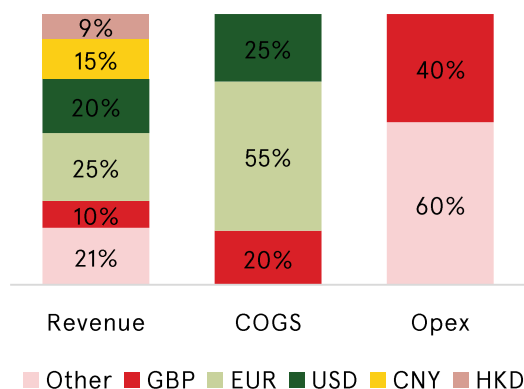
FY 2019 OUTLOOK BROADLY STABLE REVENUE AND OPERATING MARGIN (@ CER)

REVENUE	Retail	Net space impact -1%
	Wholesale (ex. Beauty)	Mid single digit % increase
	Licensing	+ £15m
PROFIT	Cumulative cost savings	£100m (incremental £36m)
	Restructuring charges	£35m
	Effective tax rate	c.24%, moving towards the range of 23-24% by FY2020
CASH	Capex	c.£150m-£160m
	Share buyback	£150m (fully completed in H1 2019)
FX	FX on Adjusted Operating Profit	£25m negative impact vs FY 2018 at 31 Oct 2018 forecast effective rates

FOREIGN EXCHANGE

£1=	Forecast effective rates for FY 2019		Average exchange rates FY 2018
	31 October 2018	29 June 2018	
Euro	1.13	1.13	1.13
US Dollar	1.30	1.32	1.33
Chinese Yuan Renminbi	8.88	8.68	8.79
Hong Kong Dollar	10.18	10.34	10.37
Korean Won	1,459	1,466	1,473

FX EXPOSURES IN FY 2018



Currency sensitivity:

In FY 2018, a +/-5% move in sterling would have resulted in a -/+£45-50m impact on the adjusted operating profit of £467m

*This is a simplified view of Burberry's FX exposures to help with analyst modelling
Other includes HKD, USD, EUR and CNY in opex*



Marco Gobbetti became Chief Executive Officer on 5 July 2017. Marco joined Burberry from French luxury brand Céline where he was Chairman and CEO from 2008 to 2016. Prior to this, he served as Chairman and CEO of Givenchy and CEO of Moschino. He has also worked at Bottega Veneta and Valextra



Julie Brown became Chief Operating and Financial Officer on 18 January 2017. Julie was Chief Financial Officer of Smith & Nephew from 2013 to 2017. Prior to this Julie was with ICI and AstraZeneca plc from 1987, where she held the positions of Interim Group CFO, Vice President Group Finance, VP Corporate Strategy and Regional Vice President Latin America. She is also a Non Executive Director and Audit Committee Chair of Roche Holding Ltd.

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Constant exchange rates (CER) removes the effect of changes in exchange rates compared to the prior period. This takes into account 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.

Revenue excluding Beauty wholesale is presented to exclude Beauty wholesale revenue of £73m (2017: £171m) from total revenue to provide an understanding of the revenue of the business following the disposal of the Beauty business in October 2017.

Comparable sales is 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.

Cumulative costs savings are savings compared to FY 2016 operating expenses.

Certain financial data within this presentation have been rounded.