

BURBERRY

LONDON ENGLAND

BURBERRY IN A SNAPSHOT

FY21 FINANCIAL PERFORMANCE*

Revenue
£2.3bn

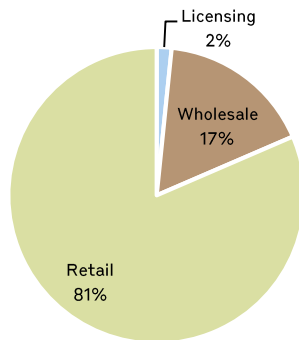
Adjusted operating profit**
£396m

Adjusted operating margin**
16.9%

Cash (net of overdrafts and borrowings)
£919m

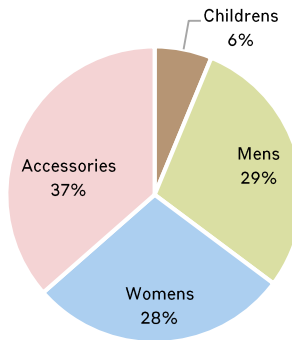
FY21 GROUP REVENUE

BY CHANNEL

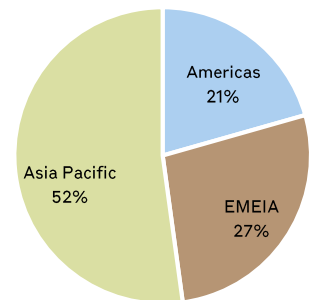


FY21 RETAIL/WHOLESALE REVENUE

BY PRODUCT



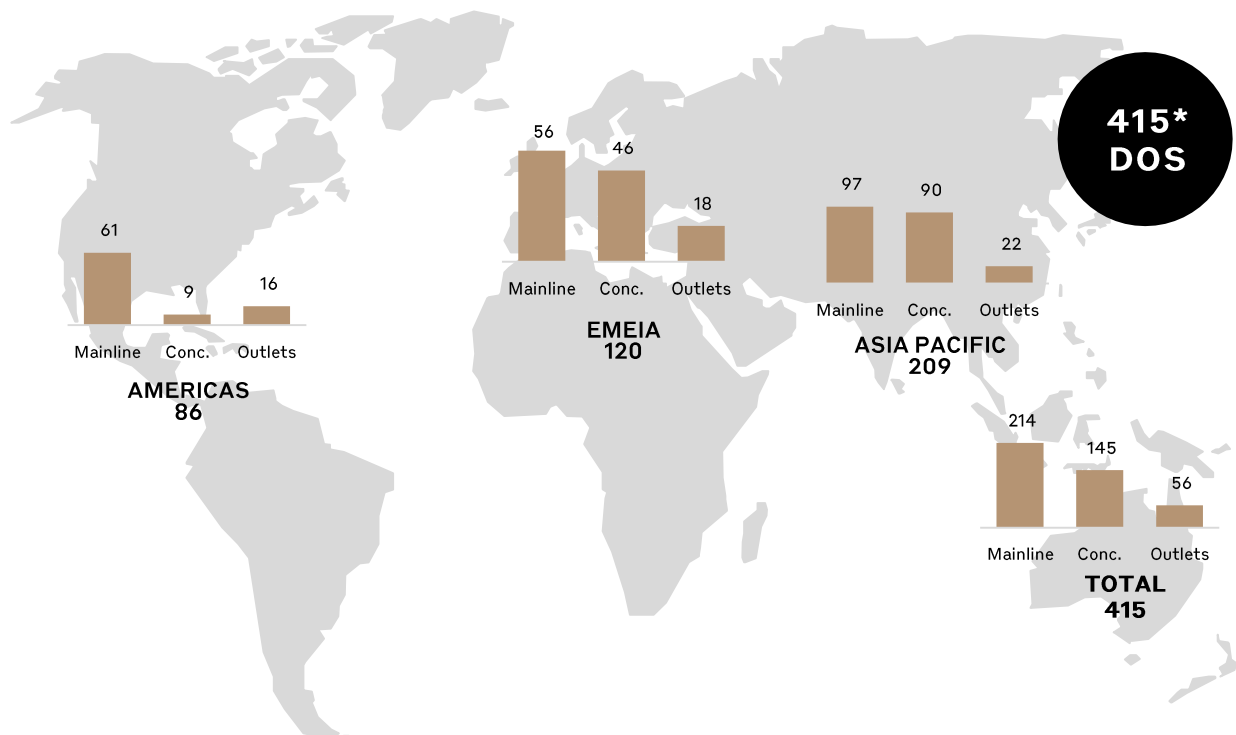
BY REGION



*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



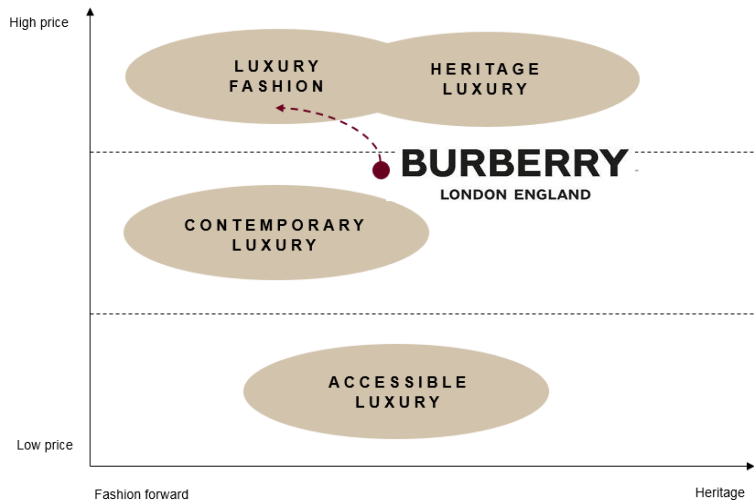
*Footprint as of 27 March 2021 Burberry also has 44 franchise stores

STRATEGY

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 ACHIVE OUR VISION



FY18/19

- Re-energise the brand
- Renew the product
- Evolve the communication
- Transform the experience

FY21

- 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

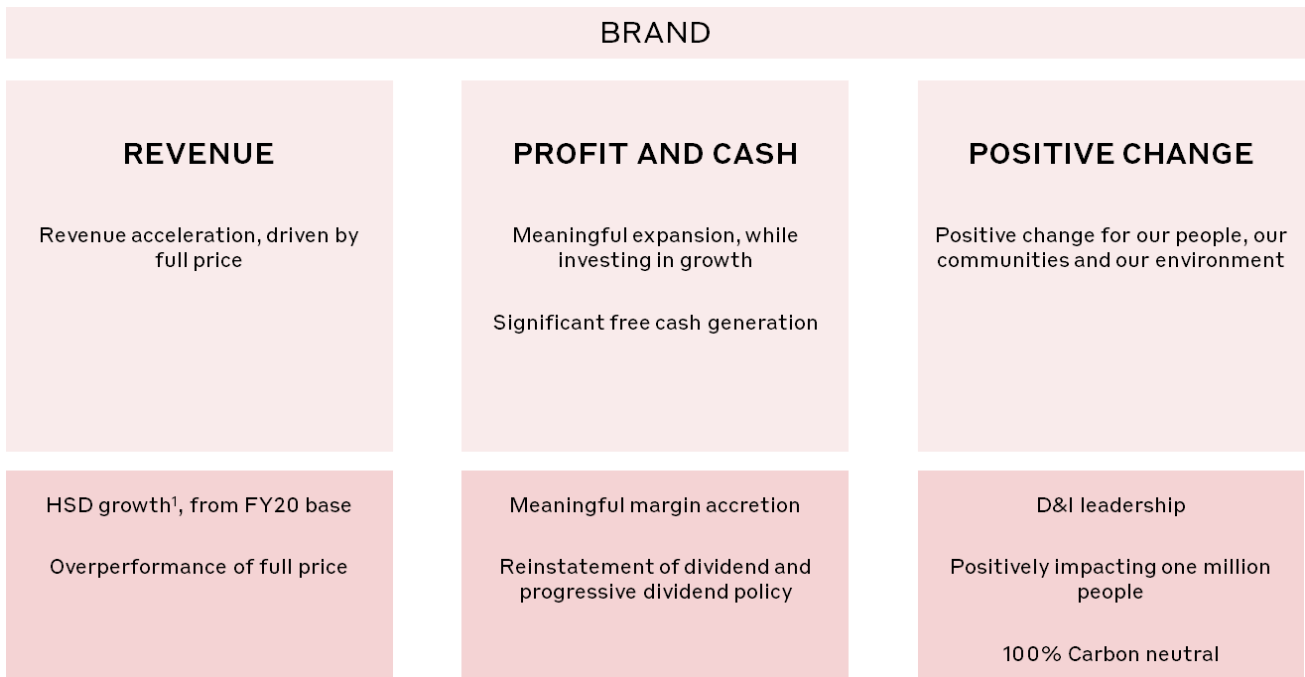
SECURE, INTEGRATED AND CONSUMER-LED TECHNOLOGY

WORLD-CLASS TALENT

OPERATIONAL EFFICIENCY



MEDIUM-TERM TARGETS

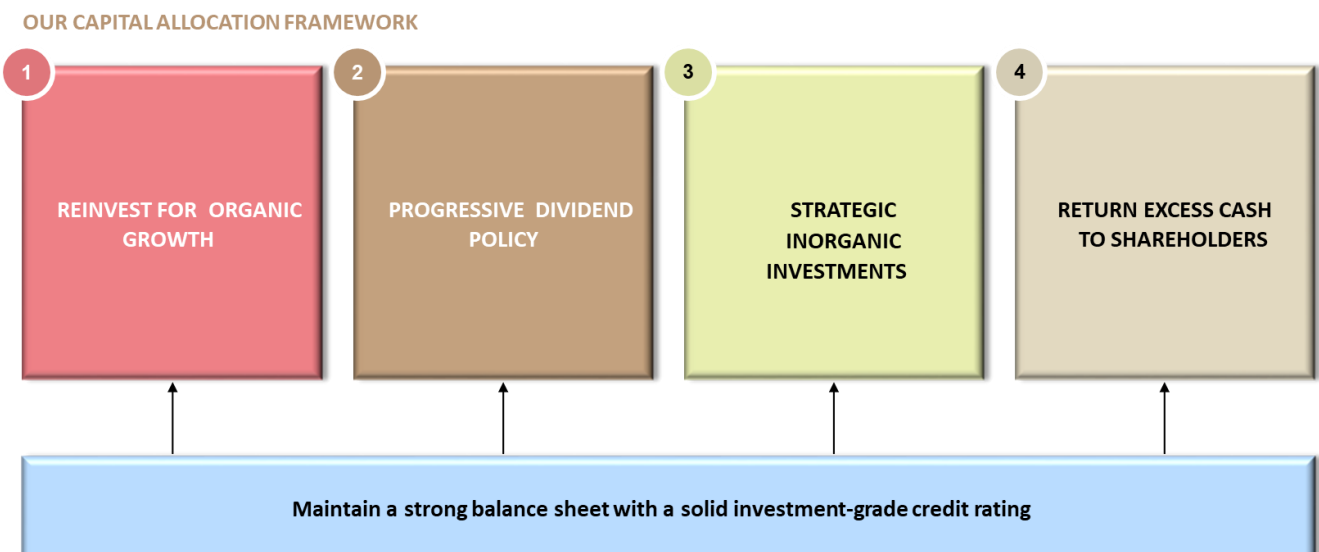


¹ Medium term CAGR from FY20 base; CER.

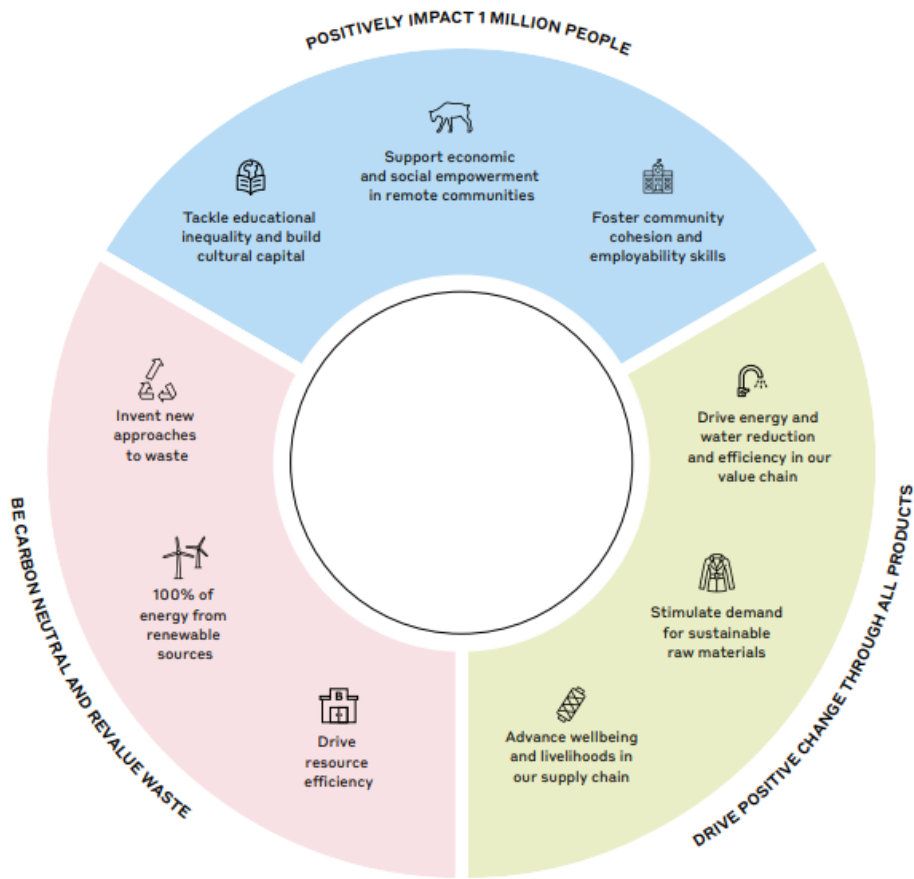
OUR CAPITAL ALLOCATION FRAMEWORK

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



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.

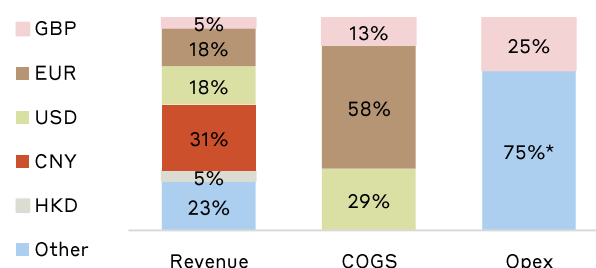
*New target launched in June 2021.

- 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

Exchange rates	Spot rates	Actual effective exchange rates	
	30-Apr-21	FY21	FY20
£1=			
Euro	1.15	1.12	1.14
US Dollar	1.39	1.30	1.27
Chinese Yuan	9.03	8.85	8.88
Hong Kong Dollar	10.82	10.08	9.89
Korean Won	1,545	1,514	1,504

Simplified view of Burberry's FX exposures in FY21



*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 Gobetti 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.



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 time as a Regional and Country President. She gained extensive mergers and acquisition and transformational experience through the merger of Astra and Zeneca and in her role at Smith & Nephew. Julie is also a Non-Executive Director and Audit Chair of Roche Holding Limited. She is Ambassador for the Prince's Trust Women Supporting Women initiative and co-Chair of The Prince's Accounting for Sustainability Project's CFO Leadership Network. Julie is also a member of the Mayor of London's Business Advisory Board and Patron of Oxford University Women in Business. She is a Fellow of the Institute of Chartered Accountancy and the Institute of Tax, after qualifying with KPMG.

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- All metrics and commentary in this presentation are 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.