

BURBERRY

IN A SNAPSHOT

FY24 FINANCIAL PERFORMANCE*

Revenue
£2,968m

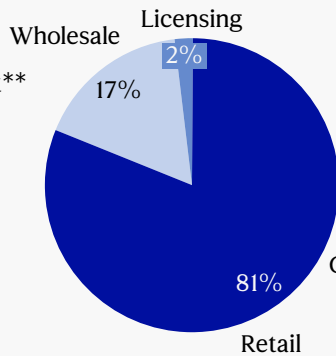
Adjusted operating profit**
£418m

Adjusted operating profit margin** 14.1%

Cash (net of overdrafts and borrowings)
£63m

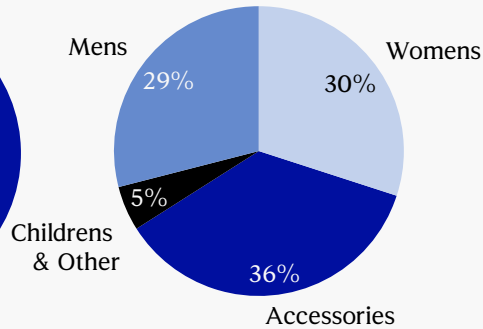
FY24 GROUP REVENUE

BY CHANNEL

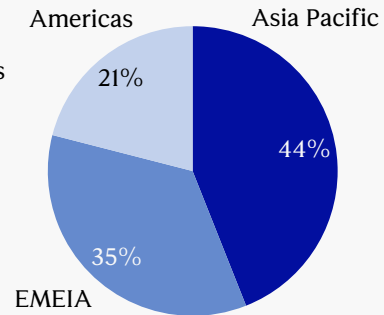


FY24 RETAIL/WHOLESALE REVENUE

BY PRODUCT



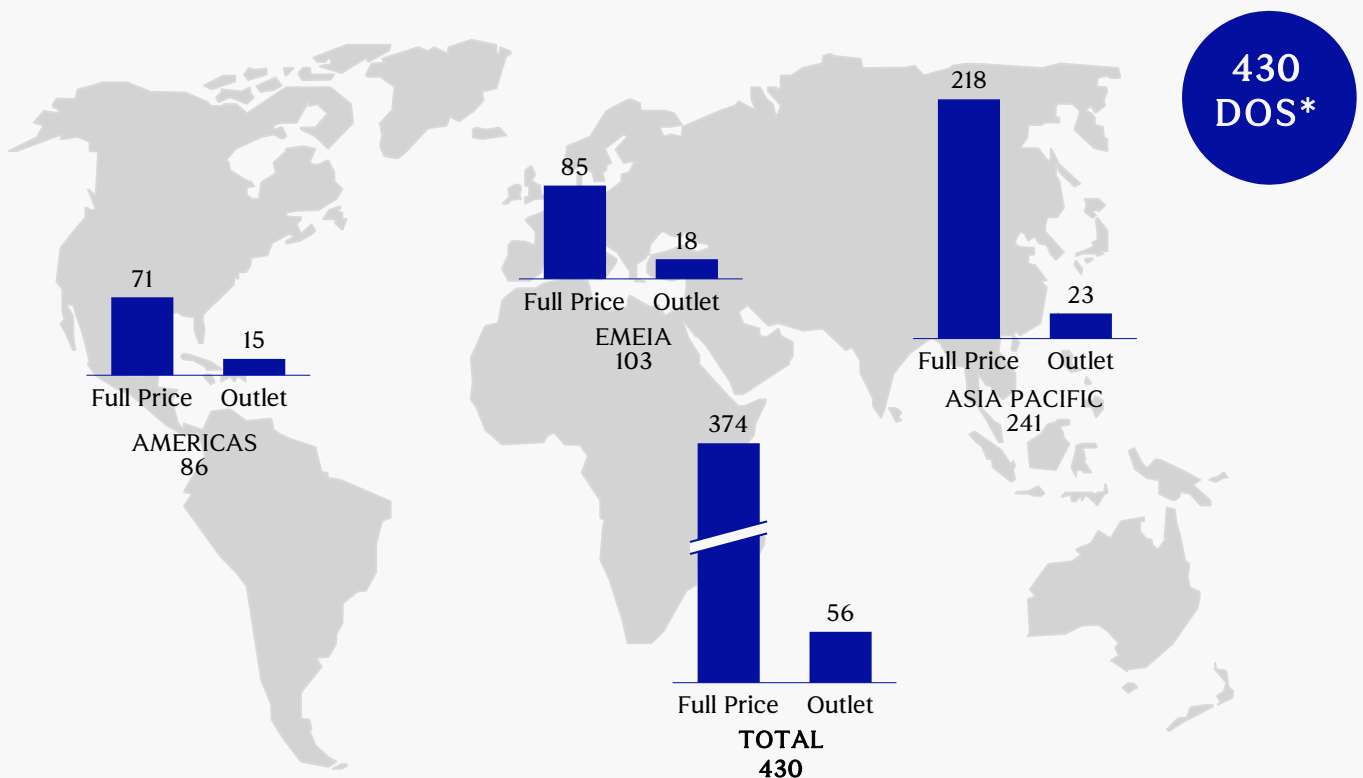
BY REGION



*Financial information is presented at reported exchange rates

**Adjusted operating profit is an alternative performance measure. For details of Burberry's reported results and alternative performance measures please see page 27-28 of the FY24 Annual Report and Accounts.

EXTENSIVE LUXURY DISTRIBUTION FOOTPRINT

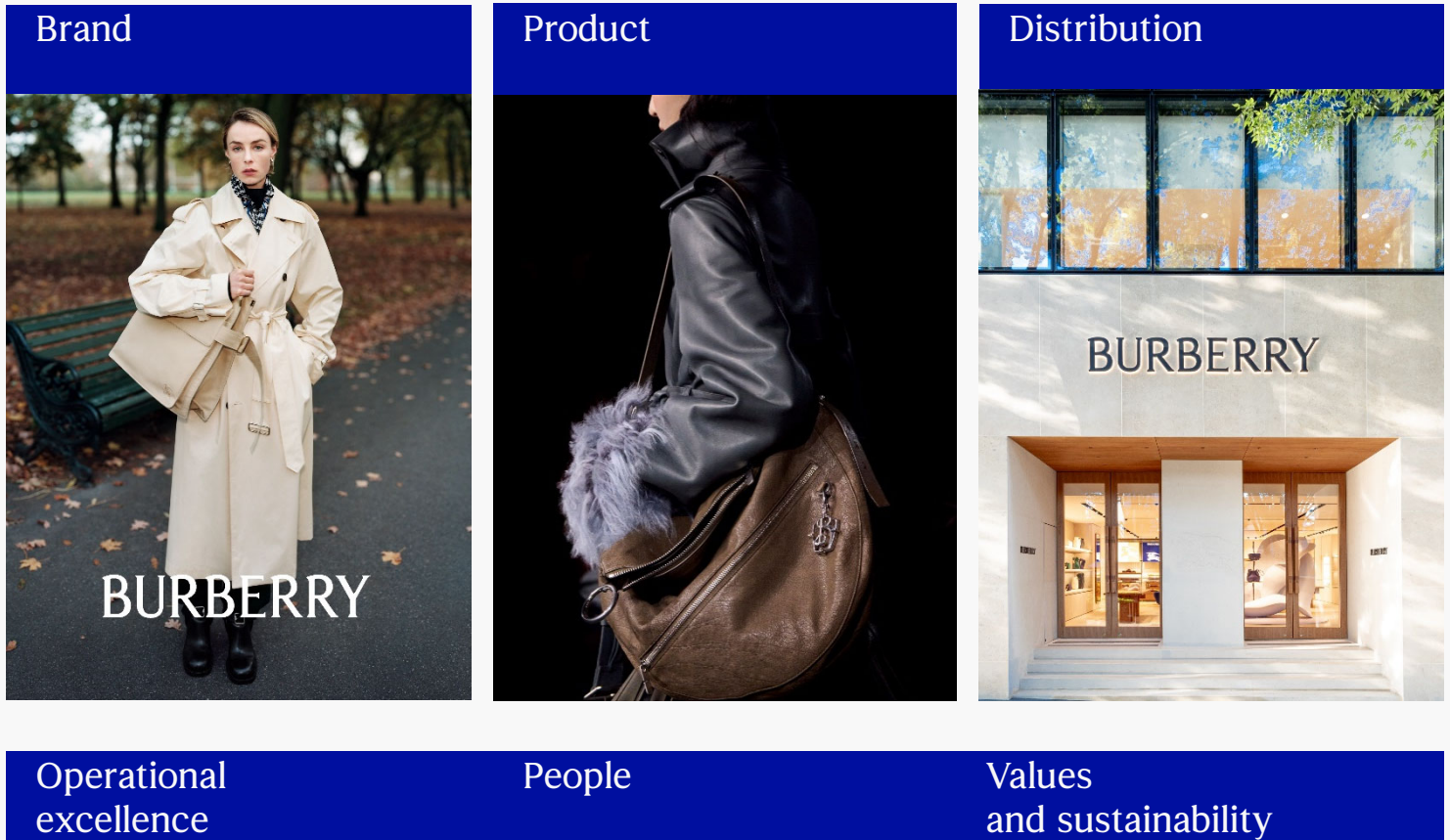


Note: Full Price stores consist of 229 Mainline and 145 Concession stores as of 29 June 2024.

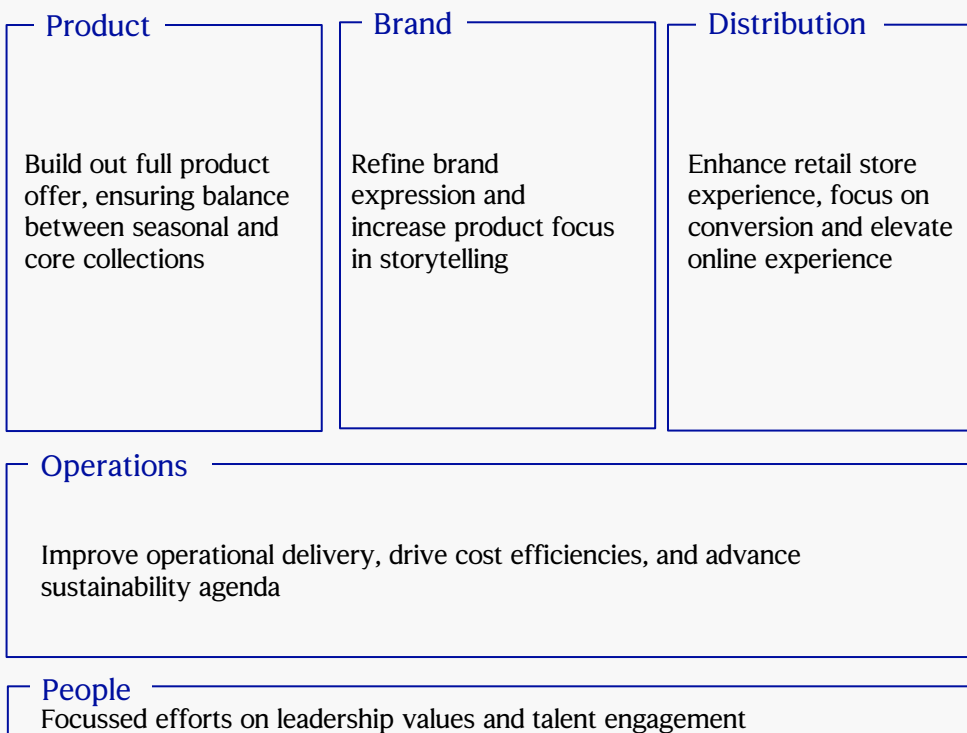
*Directly operated stores. Footprint also has 33 franchise stores; 9 Asia Pacific and 24 EMEIA as of 29 June 2024.

OUR STRATEGY

Our vision is to realise Burberry's potential as the Modern British Luxury brand. We have a clear strategy to achieve this across brand, product and distribution, supported by operational excellence, people and talent, and values and sustainability.



FY25 PRIORITIES



NEAR-TERM ACTIONS

- Reshaping marketing plans; launch of dedicated global outerwear campaign in October
- Strong pipeline of product deliveries from July, including broader everyday luxury offer and more complete assortment across categories
- Refresh of website in progress, completed by end of August
- Evolving ways of working to improve agility and efficiency; resetting cost base
- We expect actions to start to deliver an improvement in H2 FY25

ESG | BURBERRY BEYOND STRATEGIC PRIORITIES

Our Responsibility strategy, Burberry Beyond, focuses on the four pillars of Product, Planet, People and Communities. We set 13 targets across these pillars to embed responsible business practices and build on our ongoing commitments.

PRIORITY AREAS

TARGETS

PRODUCT: RESPONSIBLE CRAFTMANSHIP

- 100% of key raw materials in our products to be certified or responsibly sourced by FY 2029/30 (as defined in our Sustainable Raw Materials Portfolio)
- Embed circular business models and evolve our aftercare offer
- Eliminate plastic from consumer packaging by FY 2025/26. Eliminate unnecessary plastic used in operational packaging and maximise recycled content by FY 2029/2030

PLANET: CLIMATE POSITIVE

- SBTi approved targets to reduce absolute scope 1, 2 and 3 greenhouse gas (GHG) emissions and reach net zero GHG emissions across our value chain by FY 2039/40
- Extend sustainable manufacturing initiatives within our own manufacturing and across our supply chain, covering chemicals management, water and waste
- Contribute to sustainable management of natural forests and support zero deforestation across our products and supply chain by FY 2025/26

PEOPLE: CHAMPION DE&I AND PEOPLE IN OUR SUPPLY CHAIN

- Establish Burberry as a luxury brand which is inclusive of all
- Aim to increase representation of ethnic minority candidates and ensure recruitment campaigns are gender balanced
- Cultivate greater employee engagement and ensure our policies, processes and practices promote equal gender representation in our leadership population
- Advance our ethical trading standards across our supply chain, while helping vendors manage their ethical trading programmes
- Extend our Supply Chain Engagement programmes to further advance wellbeing, livelihoods, inclusivity and worker voice across our supply chain

COMMUNITIES: INSPIRE YOUNG PEOPLE

- Positively impact 500,000 people by FY 2025/26 through Burberry Inspire, our global youth engagement programme supported by Burberry Group plc and The Burberry Foundation.
- Increase volunteering and fundraising opportunities for our global colleagues through our new platform, Spark

For more information on our targets and progress, please read the [Burberry Annual Report FY 2023/24](#)

RECOGNITION



We rank as a leader, and have maintained our AAA rating for the fourth year in a row



We rank as fourth out of 217 companies in the textiles and apparel sector and are rated as Negligible Risk.



We received a disclosure score of 89%, ahead of the sector average of 60%

We ranked in the leadership band (A-) score in the 2023 CDP Climate Change Survey



FTSE4Good
We are included in the FTSE4Good Index, with a rating of 4.2 out of 5, significantly above the industry average of 2.4

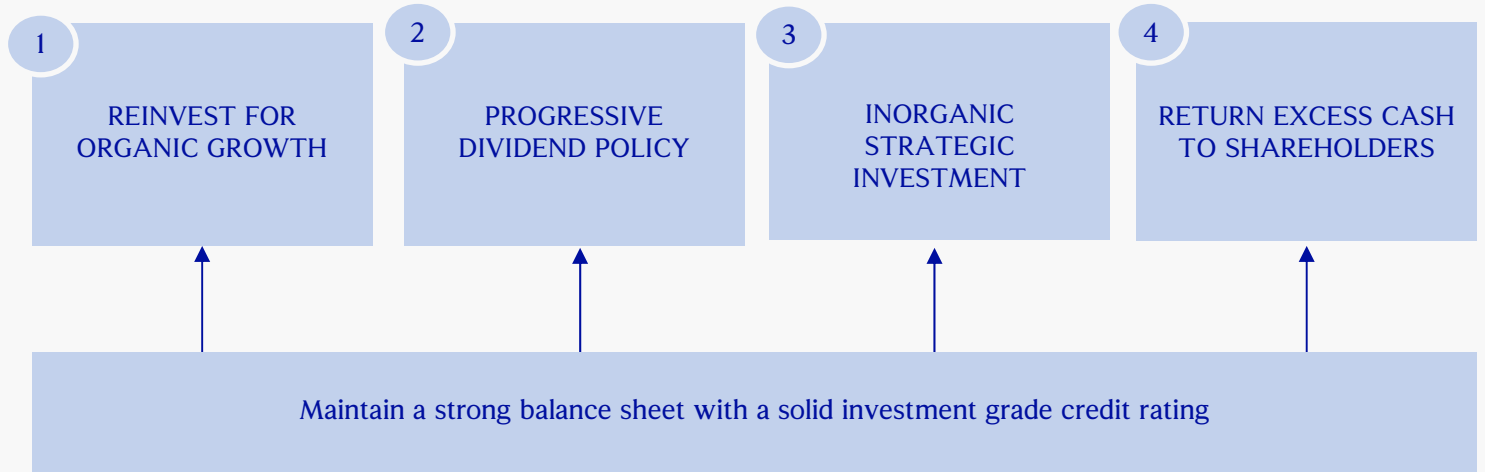
OUR CAPITAL ALLOCATION FRAMEWORK

Our capital allocation framework seeks to maintain an appropriate capital structure for the business and a strong balance sheet with a solid investment grade credit rating – Moody’s Baa2 (stable).

We target Net Debt/adjusted EBITDA to be in the range of 0.5x to 1.0x on a rolling 12 month period.

Burberry has a progressive dividend policy, whereby the absolute amount of dividend per share will remain stable or increase on a full-year basis, broadly targeting a pay-out of around 50% of adjusted earnings per share at reported rates. The interim dividend pay-out is 30% of the absolute value of the prior year full-year dividend.

OUR CAPITAL ALLOCATION FRAMEWORK



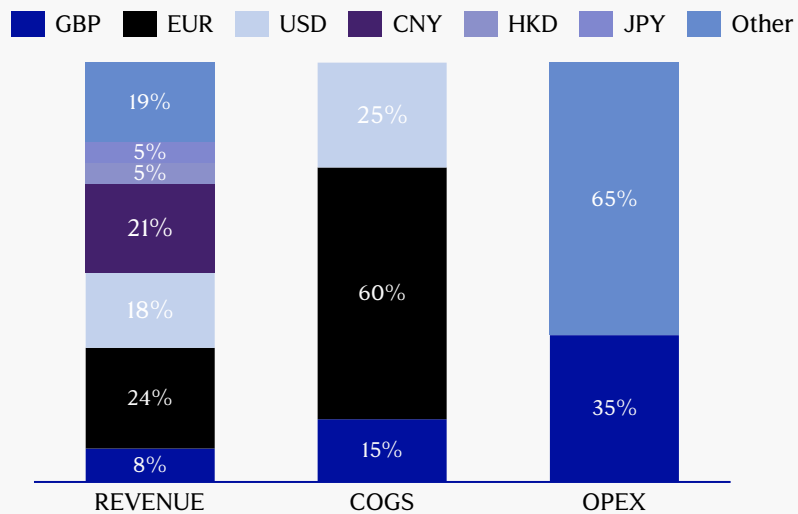
For details of each priority of the framework, please see page 29 of the FY24 Annual Report and Accounts.

Refer to our Q1 Trading Update released on 15 July 2024 [here](#) for detail on our FY25 outlook which covers dividend. We have decided to suspend dividend payments in respect of FY25 in order to maintain a strong balance sheet and our capacity to invest in Burberry’s long term. There is no change to the final dividend for the period ended 30 March 2024, which is currently scheduled for payment 2 August 2024. No share buybacks have been announced by the company for FY25.

FOREIGN EXCHANGE

Exchange rates	Effective forecast rates for FY25	Actual effective exchange rates
£1=	28 June 2024	FY24
Euro	1.18	1.16
US Dollar	1.26	1.26
Chinese Renminbi	9.18	9.01
Hong Kong Dollar	9.87	9.84
Korean Won	1,747	1,657
Japanese Yen	202	182

SIMPLIFIED VIEW OF BURBERRY’S FX EXPOSURES IN FY24



*Other opex includes CNY, USD, EUR, HKD, KRW, JPY.

In FY24, a +/-5% move in GBP would have resulted in around a +/-£50m impact on adjusted operating profit

BURBERRY

CEO and CFO



JOSHUA SCHULMAN, CEO

Joshua joined Burberry on 17th July 2024. An American national, Joshua joins with a track record of driving transformative growth and value creation as CEO of global luxury, fashion, and retail businesses. Joshua was previously CEO of American fashion brands Michael Kors (2021-2022) and Coach where he also served as Brand President (2017-2020). Prior to this, at Neiman Marcus Group, he was President of Bergdorf Goodman for five years. From 2007 to 2012, Joshua was CEO of Jimmy Choo in London. Earlier, Joshua was Executive Vice President/ Worldwide Merchandising and Sales at Yves Saint Laurent and Worldwide Director/ Women's Ready To Wear at Gucci. Joshua is based at our headquarters in London.



KATE FERRY, CFO

Kate joined Burberry in July 2023 and became a member of Burberry's Board and Executive Committee, reporting to CEO Jonathan Akeroyd. Prior to joining Burberry Kate was Chief Financial Officer of McLaren Group where she oversaw financial strategy and investor relations and supported the broader strategic development of the company. Previously to McLaren, Kate was Group Chief Financial Officer of TalkTalk Telecom Group PLC (2017 to 2021). She is also currently a non-executive director and Chair of the audit committee of Greggs plc.

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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 27-28 of the FY24 Annual Report and Accounts.
- Certain financial data within this presentation have been rounded.