

STATEMENT OF DIRECTORS' RESPONSIBILITIES

The Directors are responsible for preparing the Annual Report, the Directors' Remuneration Report and the financial statements in accordance with applicable laws and regulations.

Company law requires the Directors to prepare financial statements for each financial year. Under that law the Directors have prepared the Group consolidated financial statements in accordance with the UK-adopted International Accounting Standards and the Company financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards, comprising FRS 101 'Reduced Disclosure Framework' and applicable law). Under company law the Directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the Group and the Company and of the profit or loss of the Group and the Company for that year. In preparing these financial statements the Directors are required to:

- select suitable accounting policies and then apply them consistently;
- state whether applicable UK-adopted International Accounting Standards have been followed for the Group financial statements, and United Kingdom Accounting Standards, comprising FRS 101, have been followed for the Company financial statements, subject to any material departures disclosed and explained in the Group and parent Company financial statements respectively;
- make judgements and accounting estimates that are reasonable and prudent;
- present information, including accounting policies, in a manner that provides relevant, reliable, comparable and understandable information; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Group and Company will continue in business.

The Directors are responsible for keeping adequate accounting records that are sufficient to show and explain the Group and Company's transactions and disclose with reasonable accuracy at any time the financial position of the Group and Company and enable them to ensure that the financial statements and the Directors' Remuneration Report comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the Company and the Group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In accordance with section 418(2) of the Companies Act 2006, each of the Company's Directors in office at the date of this report confirms that:

- so far as the Director is aware, there is no relevant audit information of which the Company's external auditor is unaware; and
- the Director has taken all appropriate steps to ensure they are aware of any relevant audit information, and to establish that the Company's external auditor is aware of that information.

The Directors are responsible for the maintenance and integrity of the Company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

The Directors consider that the Annual Report, taken as a whole, is fair, balanced and understandable and provides the information necessary for shareholders to assess the Group and the Company's position and performance, business model and strategy.

Each of the Directors, whose names and functions are listed on pages 109 to 112, confirm that, to the best of their knowledge:

- the Company financial statements, which have been prepared in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards, comprising FRS 101 'Reduced Disclosure Framework', and applicable law), give a true and fair view of the assets, liabilities, financial position and profit of the Company;
- the Group financial statements, which have been prepared in accordance with the UK-adopted International Accounting Standards, give a true and fair view of the assets, liabilities, financial position and profit of the Group; and
- the Strategic Report includes a fair review of the development and performance of the business and the position of the Group and the Company, together with a description of the principal risks and uncertainties that it faces.

These statements were approved by the Board on 13 May 2026 and signed on its behalf by:

Joshua Schulman
Chief Executive Officer

Kate Ferry
Chief Financial Officer

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF BURBERRY GROUP PLC

Opinion

In our opinion:

- Burberry Group plc's Group financial statements and Company financial statements (the "financial statements") give a true and fair view of the state of the Group's and of the Company's affairs as at 28 March 2026 and of the Group's profit for the 52-week period then ended;
- the Group financial statements have been properly prepared in accordance with UK adopted International Accounting Standards;
- the Company financial statements have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- the financial statements have been prepared in accordance with the requirements of the Companies Act 2006.

We have audited the financial statements of Burberry Group plc (the 'Company') and its subsidiaries (the 'Group') for the 52 week period then ended 28 March 2026 which comprise:

Group	Company
Income statement for the 52 weeks ended 28 March 2026	Balance sheet as at 28 March 2026
Statement of comprehensive income for the 52 weeks ended 28 March 2026	Statement of changes in equity for the 52 weeks ended 28 March 2026
Balance sheet as at 28 March 2026	Related notes A to M to the financial statements, including a summary of material accounting policies
Statement of changes in equity for the 52 weeks ended 28 March 2026	
Statement of cash flows for the 52 weeks ended 28 March 2026	
Related notes 1 to 30 to the financial statements, including a summary of material accounting policies	

The financial reporting framework that has been applied in the preparation of the Group financial statements is applicable law and UK adopted International Accounting Standards. The financial reporting framework that has been applied in the preparation of the Company financial statements is applicable law and United Kingdom Accounting Standards, including FRS 101 "Reduced Disclosure Framework" (United Kingdom Generally Accepted Accounting Practice).

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Independence

We are independent of the Group and Company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard as applied to listed public interest entities, and we have fulfilled our other ethical responsibilities in accordance with these requirements.

The non-audit services prohibited by the FRC's Ethical Standard were not provided to the Group or the Company and we remain independent of the Group and the Company in conducting the audit.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the directors' use of the going concern basis of accounting in the preparation of the financial statements is appropriate. Our evaluation of the directors' assessment of the Group and Company's ability to continue to adopt the going concern basis of accounting included:

- In conjunction with our walkthrough of the Group's financial statement close process, we confirmed our understanding of management's going concern assessment process and engaged with management early to understand and assess the key assumptions made in their assessment;
- We checked the logic and arithmetical integrity of management's going concern model that includes the cash forecasts for the going concern assessment period covering the 18 month period up to 25 September 2027
- We assessed the appropriateness of the duration of the going concern assessment period of 18 months to 25 September 2027 and considered the existence of any significant events or conditions beyond this period based on our procedures on the group's long-range plan and knowledge arising from other areas of the audit.
- We considered the appropriateness of the revenue and operating expense assumptions used to calculate the cash forecasts under the base case and severe but plausible case scenarios. In light of the current geopolitical environment and uncertain global consumer demand, we specifically challenged management's plausible downside case scenario to assess if it was sufficiently severe for the going concern assessment;
- We reviewed the Group's debt agreements for any conditions precedent outside of management's control and also reviewed forecast compliance with covenant requirements in both the base and severe but plausible downside case scenarios during the going concern assessment period;
- We agreed the 28 March 2026 cash and cash equivalents balance included in the going concern assessment to the Group's year end cash and cash equivalents balance;
- We reviewed the borrowings of the Group to assess whether any are repayable within the going concern assessment period;
- We assessed the reasonableness of the cashflow forecasts included in the going concern assessment by analysing management's historical forecasting accuracy and for consistency of the going concern assessment with information obtained from other areas of the audit such as goodwill impairment, retail store impairment and recoverability of deferred tax assets;
- We evaluated the key assumptions by searching for contrary evidence to challenge these assumptions, including third party sector forecasts and analyst expectations. Further, we tested these assumptions for consistency with the budget approved by the Board;
- We challenged the measurement and completeness of the severe but plausible scenario modelled by management, whether the risks considered are sufficiently severe, and how these compare with the principal risks and uncertainties of the Group;
- We considered the mitigating factors available and that are within control of the Group. This included review of the Group's non-operating cash outflows and evaluating the Group's ability to control these outflows as mitigating actions if required;
- We performed a review of management's reverse stress test to identify the magnitude of decline in revenue that would lead to the Group utilising all liquidity during the going concern assessment period and we have considered the likelihood of such a decline;
- We reviewed activity in the subsequent events period to assess for contrary indicators;
- We reviewed the Group and Company's going concern disclosures included in the Annual Report to assess that the disclosures are consistent with the basis upon which the Board have concluded, and in conformity with the reporting standards.

We observe that in management's base case and severe but plausible downside scenario, there is headroom without taking into consideration the benefit of identified controllable mitigations.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the Group and Company's ability to continue as a going concern for a period up to 25 September 2027.

In relation to the Group and Company's reporting on how they have applied the UK Corporate Governance Code, we have nothing material to add or draw attention to in relation to the Directors' statement in the financial statements about whether the Directors considered it appropriate to adopt the going concern basis of accounting.

Our responsibilities and the responsibilities of the Directors with respect to going concern are described in the relevant sections of this report. However, because not all future events or conditions can be predicted, this statement is not a guarantee as to the Group and Company's ability to continue as a going concern.

Overview of our audit approach

Audit scope	<ul style="list-style-type: none"> We performed an audit of the complete financial information of four components and audit procedures on specific balances for a further five components. We performed central procedures on financial statement line items as detailed in the 'Tailoring the scope' section below.
Key audit matters	<ul style="list-style-type: none"> Valuation of finished goods inventory provision. Impairment of retail store right-of-use assets and related property, plant and equipment. Provision for uncertain tax positions.
Materiality	<ul style="list-style-type: none"> Overall Group materiality of £17.4m which represents approximately 0.7% of revenue.

An overview of the scope of the Company and Group audits

Tailoring the scope

Our audit scoping has been performed in line with the requirements of ISA (UK) 600 (Revised). We have followed a risk-based approach when developing our audit approach to obtain sufficient appropriate audit evidence on which to base our audit opinion. We performed risk assessment procedures, with input from our component auditors, to identify and assess risks of material misstatement of the Group financial statements and identified significant accounts and disclosures.

When identifying components at which audit work needed to be performed to respond to the identified risks of material misstatement of the Group financial statements, we considered our understanding of the Group and its business environment, changes at specific components, macroeconomic and geopolitical factors, the applicable financial reporting framework, the Group's system of internal control at the entity level, the existence of centralised processes, applications, any relevant internal audit results and the potential impact of climate change.

We determined that centralised audit procedures would be performed on revenue, cost of sales, finance income and costs, goodwill included within intangible assets with indefinite lives, right-of-use assets and lease liabilities, impairment and impairment reversal of right-of-use assets and related property, plant and equipment, deferred tax assets, derivative financial assets and liabilities, inventory provision, existence of inventories (note: valuation of inventories was not centralised and was tested by component teams), restructuring charges, equity, borrowings, provision for uncertain tax positions and income tax.

We then identified four of the components of the Group as individually relevant due to materiality or financial size of the component relative to the Group. We then identified a further five of the components as individually relevant to the Group based on the materiality of specific accounts relative to the Group.

For the above nine relevant components, we identified the significant accounts where audit work needed to be performed at these components by applying professional judgement, having considered the Group significant accounts on which centralised procedures would be performed, the reasons for identifying the financial reporting component as an individually relevant component and the size of the component's account balance relative to the Group significant financial statement account balance.

We then considered whether the remaining Group significant account balances not yet subject to audit procedures, in aggregate, could give rise to a risk of material misstatement of the Group financial statements. We determined that no additional components of the Group were required to be included.

Having identified the components for which work would be performed, we determined the scope to assign to each component.

Of the nine components selected, we designed and performed audit procedures on the entire financial information of four components ("full scope components"). For five components, we designed and performed audit procedures on specific significant financial statement account balances or disclosures of the financial information of the component ("specific scope components").

Our scoping to address the risk of material misstatement for each key audit matter is set out in the Key audit matters section of our report.

Changes from the prior year

There have been no changes to the full or specific scope components in scope compared to the prior year.

Involvement with component teams

In establishing our overall approach to the Group audit, we determined the type of work that needed to be undertaken at each of the components by us, as the Group audit engagement team, or by component auditors operating under our instruction.

The Group audit team performs the testing for three of the four full scope components, which are the UK parent company and trading businesses in the UK and United States of America. A component team performs the testing for the mainland China trading business. The Group audit team performs the testing for two of the five specific scope components, which are a trading business in the United States of America and a trading business in Italy. Component audit teams perform the testing for the trading businesses in Korea, Japan and Hong Kong S.A.R., China.

The Group audit team continued to follow a programme of planned visits that has been designed to ensure that the Senior Statutory Auditor visits, virtually or in person, at least all individually relevant component teams each year. During the current year's audit cycle, the Senior Statutory Auditor performed an in person visit to the United States of America components, and to the Mainland China and Hong Kong S.A.R., China component teams. Virtual visits were undertaken by the Group audit team for the Korea and Japan components.

The Hong Kong S.A.R., China and China visits involved visiting local stores, holding meetings with local and regional management, discussing the year-end audit procedures to be performed by the component teams, communicating the procedures that would be performed centrally in the UK by the Group audit team, reviewing relevant working papers, and discussing any issues that had arisen. The Group audit team perform the audit procedures over the two United States of America components, so the site visit focused on visiting the local distribution centre and stores.

The Group audit team interacted regularly with the component teams where appropriate during various stages of the audit, reviewed relevant working papers and were responsible for the scope and direction of the audit process. Where relevant, the section on key audit matters details the level of involvement we had with component auditors to enable us to determine that sufficient audit evidence had been obtained as a basis for our opinion on the Group as a whole.

This, together with the additional procedures performed at Group level, gave us appropriate evidence for our opinion on the Group financial statements.

Climate Change

Stakeholders are increasingly interested in how climate change will impact the Group. The Group has determined that the most significant future impacts from climate change on their operations will be from climate transition risks, specifically market risk associated with changing consumer preference and physical climate risks. These are explained on pages 46 to 75 in the required Task Force On Climate Related Financial Disclosures and on pages 97 to 103 in the principal risks and uncertainties. Climate targets for the Group are also explained on pages 55 to 65. All of these disclosures form part of the "Other information," rather than the audited financial statements. Our procedures on these unaudited disclosures therefore consisted solely of considering whether they are materially inconsistent with the financial statements or our knowledge obtained in the course of the audit or otherwise appear to be materially misstated, in line with our responsibilities on "Other information".

In planning and performing our audit we assessed the potential impacts of climate change on the Group's business and any consequential material impact on its financial statements.

The Group has explained in Note 1 (Consideration of climate-related matters) how they have reflected the impact of climate change in their financial statements, including how this aligns with their commitments in the sustainability strategy. There are no significant judgements or estimates relating to climate change.

Our audit effort in considering the impact of climate change on the financial statements was focused on evaluating management's assessment of the impact of climate risk, physical and transition, their climate targets, specifically on the valuation of the finished goods inventory provision, recoverability of deferred tax assets and impairment of retail store right-of-use assets and related property, plant and equipment. We have assessed whether these risks have been appropriately reflected in asset values, where values are determined through modelling future cash flows, following the requirements of UK adopted International Accounting Standards. As part of this evaluation, we performed our own risk assessment, supported by EY climate change specialists and senior members of the audit team, held meetings with the Group's Sustainability and Financial Reporting teams, to determine the risks of material misstatement in the financial statements from climate change which needed to be considered in our audit.

We also challenged the Directors' considerations of climate change risks in their assessment of going concern and viability and associated disclosures. Where considerations of climate change were relevant to our assessment of going concern, these are described above.

Based on our work, whilst we have not identified the impact of climate change on the financial statements to be a standalone key audit matter, we have considered the impact on the impairment of retail store right-of-use assets and related property, plant and equipment key audit matter. Details of the impact, our procedures and findings are included in our explanation of key audit matters below.

Key audit matters

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the financial statements of the current period and include the most significant assessed risks of material misstatement (whether or not due to fraud) that we identified. These matters included those which had the greatest effect on: the overall audit strategy, the allocation of resources in the audit; and directing the efforts of the engagement team. These matters were addressed in the context of our audit of the financial statements as a whole, and in our opinion thereon, and we do not provide a separate opinion on these matters.

Risk	Our response to the risk
<p>Valuation of finished goods inventory provision</p> <p>As described in the Report of the Audit Committee (page 134); Accounting Policies (page 200); and Note 17 of the Consolidated Financial Statements (page 219) management raises a finished goods inventory provision to reflect where the expected net realisable value is lower than the carrying value of finished goods inventory at the balance sheet date. The Group has £67m of inventory provisions, representing 14.3% of the gross value of inventory of £468m as at 28 March 2026. Of the net inventory of £401m, £371m relates to finished goods.</p> <p>The Group determines the inventory provision considering the aging of inventory by season, identifying problem inventory and considering historical loss rates, and future sales forecasts and the expected channel by which the inventory will be exited. This process is inherently judgmental and there is therefore potential for management bias in relation to its allocation of inventory to certain sales channels as well as in relation to future sales forecasts.</p>	<ul style="list-style-type: none"> • Performed a walkthrough of inventory provisioning process and identified and understood the design of key controls. • Evaluated the appropriateness of the Group's inventory provisioning policy. We assessed the inventory provision model for each relevant component for consistency with the Group's accounting policy. • Tested the integrity and accuracy of the inventory provisioning models and inputs, considering the source of information being used by management. • Applied professional scepticism, and in light of the current geopolitical environment and uncertain global consumer demand, performed sensitivity analysis on management's expected sell through and loss rates of inventory. • Used inventory movement data for the current year and analysed it to consider the inventory composition by season and product type. We used this data to develop an expectation and challenged management on any outliers identified. • Understood the planned sales channels and exit routes for surplus inventory and challenged whether these were consistent with prior periods, the overall sales profile of the Group and the Board-approved forecasts used elsewhere across the Group. We considered whether there was any evidence of management bias in the exit routes and sales forecasts used. • Performed analytical procedures on key assumptions and corroborated to our work performed across other accounts to identify and consider whether any contrary evidence existed. • Used data to corroborate explanations from management and to identify any contrary evidence related to the assumptions used by management in identifying slow-moving inventory or determining exit routes. We performed sensitivity analysis to assess the significance and risk of changed assumptions on the provision, primarily being the sell through, exit route and loss rates applied. • Reviewed disclosures in the financial statements for appropriateness including the requirement to disclose sensitivities where a reasonably possible change in a key assumption would result in a material change to the valuation of finished goods inventory provision.
<p>Key observations communicated to the Audit Committee</p> <p>We are satisfied the finished goods inventory provisions are appropriate and the Group's disclosures are appropriate.</p>	
<p>How we scoped our audit to respond to the risk and involvement with component teams</p> <p>All audit work performed to address this risk was undertaken by the group audit team.</p>	

Key audit matters continued

Risk	Our response to the risk
<p>Impairment of retail store right-of-use assets and related property, plant and equipment</p> <p>As described in the Report of the Audit Committee (page 134); Accounting Policies (page 200); and Notes 13 and 14 of the Consolidated Financial Statements (pages 216 to 217), management assess the retail store right-of-use assets and related property, plant and equipment for impairment charges.</p> <p>The Group has £748m of right-of-use assets and £355m of property, plant and equipment as at 28 March 2026.</p> <p>In the 52 weeks to 28 March 2026, there was a net impairment charge of £10m.</p> <p>There is judgement and estimation uncertainty involved in determining the store forecast cash flows to measure impairment charges, in particular, the revenue growth and profit margin assumptions in light of the current geopolitical environment; and uncertain global consumer demand.</p>	<ul style="list-style-type: none"> • Performed a walkthrough of the retail store impairment process and understood the design of key controls. • Reviewed and challenged the appropriateness of the Group's impairment policy. • Reviewed board minutes and met with regional commercial finance teams, strategy teams and general counsel to determine if any contrary evidence existed in relation to the future plans for stores. • Management considered whether indicators of impairment charges were present for the Group's retail store portfolio based on the Group's latest forecast. We assessed the completeness of the factors considered, including current geopolitical matters, and assessed the accuracy of the forecasted information in conjunction with our testing of the Group's forecasts further outlined below. • For the stores identified with indicators of impairment charge, the Group prepared value-in-use impairment models. Our procedures over the value-in-use impairment models included: <ul style="list-style-type: none"> • Assessed the methodology against the requirements of IAS 36 Impairment of Assets; • Tested the integrity of the model and data inputs used back to source data, for example agreeing store ROU asset and related property, plant and equipment values back to accounting records; • Involved EY valuations specialists to assess the appropriateness of the discount rate used; • Challenged assumptions used in cash flow forecasts such as revenue growth rates (both short-term and long-term) and profit margin assumptions, against historical results, third-party luxury sector forecasts and latest analyst reports; • Performed sensitivity analysis on key assumptions and stress testing calculations for stores most at risk of impairment; • Challenged whether cash flow forecasts adequately factored in known costs associated with physical and transition climate targets and any cashflows required to meet Burberry's publicly stated climate commitments; and • Assessed the disclosures in the financial statements against the requirements of IAS 36 Impairment of Assets, including the requirement to disclose sensitivities where a reasonably possible change in a key assumption would result in a material change to the impairment charge or reversal recorded.

Key observations communicated to the Audit Committee

We are satisfied that the consideration of indicators of impairment, methodology, significant underlying assumptions and judgements are reasonable and support management's conclusion to a net impairment charge during the year.

We are also satisfied with the disclosure and classification of the impairment charges.

How we scoped our audit to respond to the risk and involvement with component teams

All audit work performed to address this risk was undertaken by the group audit team.

Key audit matters continued

Risk	Our response to the risk
<p>Provision for uncertain tax positions As described in the Report of the Audit Committee (page 134); Accounting Policies (page 200); and Note 9 of the Consolidated Financial Statements (page 213), the Group is subject to tax regulation in multiple jurisdictions and the centralised operating structure of the Group requires management to exercise judgement in making determinations as to the amount of tax that is payable.</p> <p>The Group is subject to tax authority audits and has a number of open tax enquiries in multiple jurisdictions at any point in time.</p> <p>As a result, the Group has recognised a number of provisions against uncertain tax positions, the valuation of which requires significant assumptions and judgement. We focused on this area due to the complexity, subjectivity, quantification of the provision and the judgement around the trigger for recognition or release impacting the provision and the effective tax rate.</p>	<ul style="list-style-type: none"> • Performed a walkthrough of the tax provisioning process and understood the design of key controls. • Evaluated the appropriateness of the Group's transfer pricing and uncertain tax provisioning policies having met with tax management to understand the Group's cross-border transactions, status of all significant matters, including those provided for, and any changes to management's judgements in the year; • Read correspondence with tax authorities, tax opinions and external advisors to inform our assessment of recorded estimates and evaluated the completeness of the provisions recorded. For the most material cases, we utilised relevant internal specialists to understand the key judgements in the case. • Independently assessed management's significant assumptions and judgements to record or release provisions following tax audits, settlements and the expiry of statute of limitations; • Tested the accuracy of the calculation of the year end provisions by inspecting underlying documentation and supporting schedules; and • Evaluated the adequacy of tax disclosures in the financial statements, including the requirement to disclose sensitivities where a reasonably possible change in a key assumption would result in a material change to the provision for uncertain tax positions.

Key observations communicated to the Audit Committee

We are satisfied that management's judgements in relation to the extent of provisions for uncertain tax positions are appropriate. We are also satisfied that the tax disclosures are appropriate.

How we scoped our audit to respond to the risk and involvement with component teams

All audit work performed to address this risk was undertaken by the primary audit team and supported by specialists.

There have been no changes to the Key Audit Matters compared to the prior financial year.

Our application of materiality

We apply the concept of materiality in planning and performing the audit, in evaluating the effect of identified misstatements on the audit and in forming our audit opinion.

Materiality

The magnitude of an omission or misstatement that, individually or in the aggregate, could reasonably be expected to influence the economic decisions of the users of the financial statements. Materiality provides a basis for determining the nature and extent of our audit procedures.

We determined materiality for the Group to be £17.4 million (2025: £18.2 million), which is 0.7% of revenue (2025: 0.7% of revenue). The Group has not yet reached a consistent level of profitability and hence an earnings based measure, we believe, would have resulted in a materiality below expectations of the users of the financial statements. We therefore considered other performance metrics that are most relevant to the users of the financial statements and determined revenue to be the most appropriate basis.

We determined materiality for the Company to be £19.2 million (2025: £25.6 million), which is 0.75% (2025: 1%) of total assets. For any Company balances that are consolidated into the Group financial statements, an allocation of Group performance materiality was used.

During the course of our audit, we reassessed initial materiality based on forecasts provided by management. Our final assessment reflected the actual reported performance for the period.

Performance materiality

The application of materiality at the individual account or balance level. It is set at an amount to reduce to an appropriately low level the probability that the aggregate of uncorrected and undetected misstatements exceeds materiality.

On the basis of our risk assessments, together with our assessment of the Group's overall control environment, our judgement was that performance materiality was 75% (2025: 75%) of our planning materiality, namely £13.1m (2025: £13.7m). We have set performance materiality at this percentage due to our assessment of the Group's overall control environment and the likelihood of undetected misstatements.

Audit work was undertaken at component locations for the purpose of responding to the assessed risk of material misstatement of the Group financial statements. The performance materiality set for each component is based on the relative scale and risk of the component to the Group as a whole and our assessment of the risk of misstatement at that component. In the current year, the range of performance materiality allocated to components was £2.5m to £11.1m (2025: £2.7m to £11.5m).

Reporting threshold

An amount below which identified misstatements are considered as being clearly trivial.

We agreed with the Audit Committee that we would report to them all uncorrected audit differences in excess of £0.87m (2025: £0.91m), which is set at 5% of planning materiality, as well as differences below that threshold that, in our view, warranted reporting on qualitative grounds.

We evaluate any uncorrected misstatements against both the quantitative measures of materiality discussed above and in light of other relevant qualitative considerations in forming our opinion.

Other information

The other information comprises the information included in the annual report set out on pages 2 to 180, including the Strategic Report and Corporate Governance Statement, other than the financial statements and our auditor's report thereon. The directors are responsible for the other information contained within the annual report.

Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in this report, we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of the other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, the part of the Directors' Remuneration Report to be audited has been properly prepared in accordance with the Companies Act 2006.

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Strategic Report and the Directors' Report for the financial period for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the directors' report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the Group and the Company and its environment obtained in the course of the audit, we have not identified material misstatements in the Strategic Report or the Directors' Report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept by the Company, or returns adequate for our audit have not been received from branches not visited by us; or
- the Company financial statements and the part of the Directors' Remuneration Report to be audited are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Corporate Governance Statement

We have reviewed the directors' statement in relation to going concern, longer-term viability and that part of the Corporate Governance Statement relating to the Group and Company's compliance with the provisions of the UK Corporate Governance Code specified for our review by the UK Listing Rules.

Based on the work undertaken as part of our audit, we have concluded that each of the following elements of the Corporate Governance Statement is materially consistent with the financial statements or our knowledge obtained during the audit:

- Directors' statement with regards to the appropriateness of adopting the going concern basis of accounting and any material uncertainties identified set out on page 197;
- Directors' explanation as to its assessment of the Company's prospects, the period this assessment covers and why the period is appropriate set out on page 104;
- Directors' statement on whether it has a reasonable expectation that the Group will be able to continue in operation and meets its liabilities set out on page 105;
- Directors' statement on fair, balanced and understandable set out on page 181;
- Board's confirmation that it has carried out a robust assessment of the emerging and principal risks set out on page 136;
- The section of the annual report that describes the review of the effectiveness of risk management and internal control systems set out on page 136; and
- The section describing the work of the audit committee set out on pages 132 to 140.

Responsibilities of directors

As explained more fully in the Directors' Responsibilities Statement set out on page 181, the directors are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the directors determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the directors are responsible for assessing the Group and Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the Group or the Company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Explanation as to what extent the audit was considered capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect irregularities, including fraud. The risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery or intentional misrepresentations, or through collusion. The extent to which our procedures are capable of detecting irregularities, including fraud, is detailed below.

However, the primary responsibility for the prevention and detection of fraud rests with both those charged with governance of the Company and management.

- We obtained an understanding of the legal and regulatory frameworks that are applicable to the Group and determined that the most significant are those that relate to the reporting framework (UK adopted International Accounting Standards, UK GAAP, the Companies Act 2006 and the UK Corporate Governance Code) and the relevant tax laws and regulations in the jurisdictions in which the Group operates. In addition, we concluded that there are certain significant laws and regulations which may have an effect on the determination of the amounts and disclosures in the financial statements, being the Listing Rules of the UK Listing Authority, and those laws and regulations relating to health and safety, employees, environmental, social and anti-bribery and corruption practices.
- We understood how the Group is complying with those frameworks by making enquiries of management, including internal audit, those responsible for legal and compliance procedures, and the company secretary. We corroborated our enquiries through our review of Board minutes and papers provided to the Audit Committee, and observation in Audit Committee and Risk Committee meetings, as well as consideration of the results of our audit procedures across the Group.

- We assessed the susceptibility of the Group's financial statements to material misstatement, including how fraud might occur by meeting with finance and operational management from various parts of the business to understand where it considered there was susceptibility to fraud. We also considered performance targets and their potential to influence management to manage earnings. We have determined there is a risk of fraud associated to a risk of management override of controls over manual revenue journals. We obtained an understanding of the related party transactions and significant transactions occurring with related parties in the year. We considered the policies, processes and controls that the Group has established to address the risks identified, including the design of controls over each significant revenue stream. We also considered the controls that the Group has that otherwise prevent, deter and detect fraud, and how senior management monitors these controls. We performed audit procedures to address each identified fraud risk. These procedures were designed to provide reasonable assurance that the financial statements as a whole are free from material misstatement due to fraud or error.
- Based on this understanding, we designed our audit procedures to identify non-compliance with such laws and regulations. Our procedures involved providing specific instructions to full and specific scope component teams and, where necessary, using relevant specialists. Our procedures included journal entry testing, with a focus on manual journal entries, consolidation journal entries and journal entries indicating large or unusual transactions using data analytics. We based this testing on our understanding of the business, enquiries of management, including internal audit, legal and other advisors, the company secretary and reading relevant reports. We have also reviewed the whistleblowing reports issued during the year. Any instances of non-compliance with laws and regulations identified that might have an impact on components were communicated to the component audit teams and considered in our audit approach, if applicable.
- In addition, we completed procedures to conclude on the compliance of the disclosures in the Annual Report and Accounts with all applicable requirements.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at <https://www.frc.org.uk/auditorsresponsibilities>. This description forms part of our auditor's report.

Other matters we are required to address

- Following the recommendation from the Audit Committee, we were appointed by the Company at its Annual General Meeting on 15 July 2020 to audit the financial statements for the Company for the period ending 27 March 2021, and subsequent financial periods.
- The period of total uninterrupted engagement including previous renewals and reappointments is six years, covering the periods ended 27 March 2021 to 28 March 2026.
- The audit opinion is consistent with the additional report to the Audit Committee.

Use of our report

This report is made solely to the Company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the Company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Company and the Company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Ben Marles (Senior statutory auditor)
for and on behalf of Ernst & Young LLP, Statutory Auditor
London

13 May 2026

GROUP INCOME STATEMENT

52 weeks ended 28 March 2026

	Note	52 weeks to 28 March 2026 £m	52 weeks to 29 March 2025 £m
Revenue	3	2,420	2,461
Cost of sales		(777)	(923)
Gross profit		1,643	1,538
Operating expenses		(1,539)	(1,564)
Other operating income		11	23
Net operating expenses	4	(1,528)	(1,541)
Operating profit/(loss)		115	(3)
Financing			
Finance income		23	25
Finance expense		(89)	(88)
Net finance expense	8	(66)	(63)
Profit/(loss) before taxation	5	49	(66)
Taxation	9	(29)	(9)
Profit/(loss) for the year		20	(75)
Attributable to:			
Owners of the Company		21	(75)
Non-controlling interest		(1)	–
Profit/(loss) for the year		20	(75)
Earnings/(loss) per share			
Basic	10	5.9p	(20.9)p
Diluted	10	5.9p	(20.9)p
		£m	£m
Reconciliation of adjusted profit before taxation:			
Profit/(loss) before taxation		49	(66)
Adjusting operating items:			
Net operating expenses	6	45	29
Adjusted profit/(loss) before taxation – non-GAAP measure		94	(37)
Adjusted earnings/(loss) per share – non-GAAP measure			
Basic	10	15.3p	(14.8)p
Diluted	10	15.2p	(14.8)p
Dividends per share			
Interim	11	–	–
Proposed final (not recognised as a liability at 28 March/29 March)	11	–	–

GROUP STATEMENT OF COMPREHENSIVE INCOME

52 weeks ended 28 March 2026

	Note	52 weeks to 28 March 2026 £m	52 weeks to 29 March 2025 £m
Profit/(loss) for the year		20	(75)
Other comprehensive income/(loss) ¹ :			
Cash flow hedges	24	1	1
Foreign currency translation differences	24	(13)	(25)
Other comprehensive loss for the year, net of tax		(12)	(24)
Total comprehensive income/(loss) for the year		8	(99)
Total comprehensive income/(loss) attributable to:			
Owners of the Company		9	(99)
Non-controlling interest		(1)	–
		8	(99)

1. All items included in other comprehensive income may subsequently be reclassified to profit and loss in a future period.

GROUP BALANCE SHEET

52 weeks ended 28 March 2026

	Note	As at 28 March 2026 £m	As at 29 March 2025 £m
ASSETS			
Non-current assets			
Intangible assets	12	214	229
Property, plant and equipment	13	355	398
Right-of-use assets	14	748	867
Deferred tax assets	15	245	233
Trade and other receivables	16	48	48
		1,610	1,775
Current assets			
Inventories	17	401	424
Trade and other receivables	16	323	309
Derivative financial assets	18	3	11
Income tax receivables		83	95
Cash and cash equivalents	19	671	813
		1,481	1,652
Total assets		3,091	3,427
LIABILITIES			
Non-current liabilities			
Trade and other payables	20	(48)	(54)
Lease liabilities	21	(751)	(866)
Borrowings	23	(511)	(438)
Deferred tax liabilities	15	–	(1)
Derivative financial liabilities	18	(5)	(3)
Provisions for other liabilities and charges	22	(38)	(33)
		(1,353)	(1,395)
Current liabilities			
Trade and other payables	20	(462)	(405)
Bank overdrafts	23	(57)	(105)
Lease liabilities	21	(204)	(215)
Borrowings	23	–	(300)
Derivative financial liabilities	18	(10)	(1)
Income tax liabilities		(41)	(58)
Provisions for other liabilities and charges	22	(18)	(27)
		(792)	(1,111)
Total liabilities		(2,145)	(2,506)
Net assets		946	921
EQUITY			
Capital and reserves attributable to owners of the Company			
Ordinary share capital	24	–	–
Share premium account		231	231
Capital reserve	24	41	41
Hedging reserve	24	4	3
Foreign currency translation reserve	24	160	173
Retained earnings		504	466
Equity attributable to owners of the Company		940	914
Non-controlling interest in equity		6	7
Total equity		946	921

The consolidated financial statements of Burberry Group plc (registered number 03458224) on pages 181 to 236 were approved and authorised for issue by the Board on 13 May 2026 and signed on its behalf by:

Joshua Schulman
Chief Executive Officer

Kate Ferry
Chief Financial Officer

GROUP STATEMENT OF CHANGES IN EQUITY

52 weeks ended 28 March 2026

	Note	Attributable to owners of the Company			Retained earnings £m	Total £m	Non- controlling interest £m	Total equity £m
		Ordinary share capital £m	Share premium account £m	Other reserves £m				
Balance as at 30 March 2024		–	231	241	675	1,147	7	1,154
Loss for the year		–	–	–	(75)	(75)	–	(75)
Other comprehensive income:								
Cash flow hedges	24	–	–	1	–	1	–	1
Foreign currency translation differences	24	–	–	(25)	–	(25)	–	(25)
Total comprehensive loss for the year		–	–	(24)	(75)	(99)	–	(99)
Transactions with owners:								
Employee share incentive schemes								
Equity share awards		–	–	–	18	18	–	18
Dividends paid in the year		–	–	–	(152)	(152)	–	(152)
Balance as at 29 March 2025		–	231	217	466	914	7	921
Profit for the year		–	–	–	21	21	(1)	20
Other comprehensive income:								
Cash flow hedges	24	–	–	1	–	1	–	1
Foreign currency translation differences	24	–	–	(13)	–	(13)	–	(13)
Total comprehensive income for the year		–	–	(12)	21	9	(1)	8
Transactions with owners:								
Employee share incentive schemes								
Equity share awards		–	–	–	21	21	–	21
Tax on share awards		–	–	–	1	1	–	1
Purchase of own shares								
Purchase of shares held by ESOP trusts	24	–	–	–	(5)	(5)	–	(5)
Balance as at 28 March 2026		–	231	205	504	940	6	946

GROUP STATEMENT OF CASH FLOWS

52 weeks ended 28 March 2026

	Note	52 weeks to 28 March 2026 £m	52 weeks to 29 March 2025 £m
Cash flows from operating activities			
Profit/(loss) before tax		49	(66)
Adjustments to reconcile profit before tax to net cash flows:			
Amortisation of intangible assets	12	44	54
Depreciation of property, plant and equipment	13	111	112
Depreciation of right-of-use assets	14	220	247
Impairment charge of intangible assets	12	4	4
Net impairment charge of property, plant and equipment	13	3	10
Net impairment charge of right-of-use assets	14	7	32
Loss on disposal of property, plant and equipment		1	–
Gain on modification of right-of-use assets		(1)	(15)
Loss/(gain) on derivative instruments		16	(8)
Charge in respect of employee share incentive schemes	27	21	18
Net finance expense		66	63
Working capital changes:			
Decrease in inventories		19	80
(Increase)/decrease in receivables		(15)	36
Increase/(decrease) in payables and provisions		37	(41)
Cash generated from operating activities		582	526
Interest received		25	21
Interest paid		(78)	(75)
Taxation paid		(45)	(43)
Net cash generated from operating activities		484	429
Cash flows from investing activities			
Purchase of property, plant and equipment		(72)	(122)
Purchase of intangible assets		(41)	(29)
Proceeds from sale of property, plant and equipment		–	12
Initial direct costs of right-of-use assets		(1)	1
Payment received on termination of lease		–	11
Net cash outflow from investing activities		(114)	(127)
Cash flows from financing activities			
Dividends paid in the year	11	–	(152)
Proceeds from borrowings	23	75	439
Repayment of borrowings	23	(300)	–
Payment of deferred consideration for acquisition of non-controlling interest	20	–	(2)
Payment of lease principal	21	(229)	(232)
Payment on termination of lease	21	–	(5)
Purchase of own shares by ESOP trusts	24	(5)	–
Net cash inflow/(outflow) from financing activities		(459)	48
Net (decrease)/increase cash net of overdrafts		(89)	350
Effect of exchange rate changes		(5)	(4)
Cash net of overdrafts at beginning of year		708	362
Cash net of overdrafts		614	708
		52 weeks to 28 March 2026 £m	52 weeks to 30 March 2025 £m
Cash and cash equivalents	19	671	813
Bank overdrafts	23	(57)	(105)
Cash net of overdrafts		614	708

1. Basis of preparation

Burberry Group plc and its subsidiaries (the Group) is a global luxury goods manufacturer, retailer and wholesaler. The Group also licenses third parties to manufacture and distribute products using the 'Burberry' trademarks. All of the companies which comprise the Group are controlled by Burberry Group plc (the Company) directly or indirectly.

The consolidated financial statements of the Group have been prepared in accordance with the requirements of the Companies Act 2006 and UK-adopted International Accounting Standards (IFRS). These consolidated financial statements have been prepared under the historical cost convention, except as modified by the revaluation of certain financial assets and financial liabilities at fair value.

The consolidated financial statements are presented in £m. Financial ratios are calculated using unrounded numbers.

Consideration of climate-related matters

The Group has performed a climate-related scenario analysis as required by the Task Force on Climate-related Financial Disclosures. This scenario analysis takes into consideration different climate-related scenarios, including a 2°C or lower scenario. Based on this scenario analysis, consideration has been given to the impact of climate-related risks on management's judgements and estimates, including inventory provisions and the impairment of property, plant and equipment and right-of-use assets.

The incurred costs and investments associated with our sustainability strategy are reflected in the Group's financial statements, including within inventories, property, plant and equipment, and operating profit.

The impact of climate-related risks on the consolidated financial statements for the 52 weeks to 28 March 2026 is not material (last year: not material). This is due to the time horizons in which physical risks are expected to be most significant not aligning to the useful lives of our assets and the investments we continue to make to mitigate market and policy risks.

The committed future financial investments associated with our sustainability strategy are included within our budget and three-year forward-looking financial plans. These financial plans have been used to support our impairment reviews and going concern and viability assessment. Future plans may incur additional investment on research and development, higher expenditure on raw materials and other as yet unidentified costs.

Going concern

In considering the appropriateness of adopting the going concern basis in preparing the financial statements, the Directors have assessed the potential cash generation of the Group. This assessment covers the period of a minimum of 12 months from the date of signing the financial statements. The Directors have also considered the forecast for the period up to 25 September 2027, for indicators that the going concern basis of preparation is not appropriate.

The scenarios considered by the Directors include a severe but plausible downside scenario reflecting the Group's base plan adjusted for severe but plausible impacts from the Group's principal risks. This central planning scenario is informed by a comprehensive review of macroeconomic scenarios using third-party projections of macroeconomic data for the luxury fashion industry. The Group's central planning scenario reflects a balanced projection with a continued focus on maintaining momentum built as part of the strategy.

As a sensitivity, this central planning scenario has been stressed to reflect the aggregation of severe impacts arising linked to our principal risks which in total represents a 18% downgrade to revenues in the 18-month period to 25 September 2027, in comparison to the base case, as well as the associated consequences for EBITDA and cash. Management considers that this represents a severe but plausible downside scenario appropriate for assessing going concern.

For the purposes of the reverse stress test, we have considered the plausibility of a scenario that erodes the remaining cash headroom by reference to the lowest cash level in the annual business cycle. This test identified that the amount of revenue decline required on top of the severe but plausible scenario before the Group requires additional fundraising was, in the Group's opinion, implausible.

The severe but plausible downside modelled the following risks occurring simultaneously:

- A more severe and prolonged reduction in the GDP growth assumptions across the markets in which we operate combined with a reduction to our global consumer demand arising from a change in consumer preference compared to our central planning scenario.
- An increase in geopolitical tension which leads to risks compared to the central planning scenario.
- A significant reputational incident such as negative sentiment propagated through social media.
- The impact of a business interruption event, resulting in a two-week interruption arising from the supply chain impact, and interruption to our digital channel.
- The occurrence of a one-time physical risk relating to climate change in FY 2027/28 and the materialisation of a severe but plausible ongoing market risk relating to climate change in line with a scenario reflecting a global temperature increase aligned with a Net Zero 2050 scenario.
- The payment of a settlement arising from a regulatory or compliance-related matter.
- The impact of not delivering the anticipated cost savings from the Burberry Forward transformation programme in FY 2027/28.
- A short-term impact of a 10% weakening in a key non-sterling currency for the Group before it is recovered through price adjustment.

1. Basis of preparation continued

Going concern continued

Further mitigating actions within management control could be taken under each scenario, including working capital reduction measures and limiting capital expenditure, and/or variable marketing costs, but these were not incorporated into the downside modelling.

The Directors have also considered the Group's current liquidity and available facilities. As at 28 March 2026, the Group Balance Sheet reflects cash net of overdrafts of £614 million. In addition, the Group has access to a £300 million revolving credit facility (RCF) which matures in November 2027, which is currently undrawn. The going concern assessment does not rely upon having access to the £300 million RCF. The £75 million RCF is anticipated to be paid using existing cash resources.

The Group is in compliance with the covenants for the revolving credit facilities and the borrowings are not subject to covenants. Details of cash, overdrafts, borrowings and facilities are set out in notes 19 and 23 respectively of these financial statements.

In all the scenarios assessed, taking into account liquidity and available resources, and before the inclusion of any mitigating actions within management control, the Group is able to maintain sufficient liquidity to continue trading throughout the going concern period up to 25 September 2027. On the basis of the assessment performed, the Directors consider it is appropriate to continue to adopt the going concern basis in preparing the consolidated financial statements for the 52 weeks ended 28 March 2026.

New standards, amendments and interpretations adopted in the period

There are no standards or amendments effective for the first time for the 52 weeks to 28 March 2026 that have a material impact on the financial statements of the Group.

Standards not yet adopted

Certain new accounting standards and amendments to standards have been published that are not yet mandatory for the 52 weeks to 28 March 2026 and have not been early adopted by the Group. The Group is assessing the impact of these standards, including the impact from Classification and Measurement of Financial Instruments – Amendments to IFRS 9 and IFRS 7, which is effective for the reporting period beginning 29 March 2026, and may have an impact on the Group. The Group has begun a comprehensive assessment of the impact of IFRS 18 Presentation and Disclosure in Financial Statements, which is effective for the reporting period beginning on 28 March 2027, to identify expected changes in the presentation of the Group's financial statements and in internal processes necessary to meet the requirements.

Basis of consolidation

The Group's annual financial statements comprise those of Burberry Group plc (the Company) and its subsidiaries, presented as a single economic entity. The results of the subsidiaries are prepared for the same reporting year as the Company, using consistent accounting policies across the Group.

The financial year is the 52 weeks ended 28 March 2026 (last year: 52 weeks ended 29 March 2025).

Subsidiaries are all entities over which the Group has control. The Group controls an entity when the Group is exposed to, or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its power over the entity. Subsidiaries are fully consolidated from the date on which control is transferred to the Group and cease to be consolidated from the date on which control is transferred out of the Group. Where there is a loss of control of a subsidiary, the consolidated financial statements include the results for the portion of the reporting period during which the Group had control. Intra-group transactions, balances and unrealised profits on transactions between Group companies are eliminated in preparing the Group financial statements. The Group treats transactions with non-controlling interests as transactions with equity owners of the Group. For acquisitions of additional interests in subsidiaries from non-controlling interests, the difference between any consideration paid and the relevant share acquired of the carrying value of net assets of the subsidiary is recorded in equity. Gains or losses on disposals of interests in subsidiaries to non-controlling interests where control remains are also recorded in equity.

Key sources of estimation uncertainty

Preparation of the consolidated financial statements in conformity with IFRS requires that management make certain estimates and assumptions that affect the measurement of reported revenues, expenses, assets and liabilities and the disclosure of contingent liabilities.

If in the future such estimates and assumptions, which are based on management's best estimates at the date of the financial statements, deviate from actual circumstances, the original estimates and assumptions will be updated as appropriate in the period in which the circumstances change.

1. Basis of preparation continued

Key sources of estimation uncertainty continued

Estimates are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. The key areas where the estimates and assumptions applied have a significant risk of causing a material adjustment to the carrying value of assets and liabilities within the next financial year are discussed below. Further details of the Group's accounting policies in relation to these areas are provided in note 2.

Impairment, or reversals of impairment, of property, plant and equipment and right-of-use assets

Property, plant and equipment and right-of-use assets are reviewed for impairment or reversals of impairment if events or changes in circumstances indicate that the carrying amount may not be recoverable. When a review for impairment is conducted, the recoverable amount of an asset or a cash generating unit is determined based on value-in-use calculations prepared using management's best estimates and assumptions at the time. Refer to notes 13 and 14 for further details of retail property, plant and equipment, right-of-use assets and impairment reviews carried out in the period and for sensitivities relating to this key source of estimation uncertainty.

Inventory provisioning

The Group purchases, manufactures and sells luxury goods and is subject to changing consumer demands and fashion trends. The recoverability of the cost of inventories is assessed every reporting period by considering the expected net realisable value of inventory compared to its carrying value. Where the net realisable value is lower than the carrying value, a provision is recorded. When calculating inventory provisions, management considers the nature and condition of the inventory, as well as applying assumptions in respect of anticipated saleability of finished goods and future usage of raw materials. Refer to note 17 for further details of the carrying value of inventory and inventory provisions and for sensitivities relating to this key source of estimation uncertainty.

Uncertain tax positions

In common with many multinational companies, the Group faces tax audits in jurisdictions around the world in relation to intra-group transactions between associated entities within the Group. These tax audits are often subject to inter-government negotiations. The matters under discussion are often complex and can take many years to resolve.

Tax liabilities are recorded based on management's estimate of either the most likely amount or the expected value amount depending on which method is expected to better reflect the resolution of the uncertainty. Given the inherent uncertainty in assessing tax outcomes, the Group could, in future periods, experience adjustments to these uncertain tax positions that have a material positive or negative effect on the Group's results for a particular period.

Refer to note 9 for further details of management estimates surrounding the outcome of all matters under dispute or negotiation between governments in relation to current tax liabilities recognised at 28 March 2026, and for discussion regarding sensitivities relating to this key source of estimation uncertainty.

Key judgements in applying the Group's accounting policies

Judgements are those decisions made when applying accounting policies which have a significant impact on the amounts recognised in the Group financial statements. Further details of the Group's accounting policies are provided in note 2. Key judgements that have a significant impact on the amounts recognised in the Group financial statements for the 52 weeks to 28 March 2026 and the 52 weeks to 29 March 2025 are as follows:

Where the Group is a lessee, judgement is required in determining the lease term at initial recognition, and throughout the lease term, where extension or termination options exist. In such instances, all facts and circumstances that may create an economic incentive to exercise an extension option, or not exercise a termination option, have been considered to determine the lease term. Considerations include, but are not limited to, the period assessed by management when approving initial investment, together with costs associated with any termination options or extension options. Extension periods (or periods after termination options) are only included in the lease term if the lease is reasonably certain to be extended (or not terminated). Where the lease term has been extended by assuming an extension option will be recognised, this will result in the initial right-of-use assets and lease liabilities at inception of the lease being greater than if the option was not assumed to be exercised. Likewise, assuming a break option will be exercised will reduce the initial right-of-use assets and lease liabilities.

Refer to note 21 for further details surrounding the judgements regarding the impact of breaks and options on lease liabilities.

2. Accounting policies

The material accounting policies of the Group are:

a) Revenue

The Group obtains revenue from contracts relating to sales of luxury goods to retail and wholesale customers. The Group also obtains revenue through licences issued to third parties to produce and sell goods carrying 'Burberry' trademarks. Retail purchases are paid at time of purchase while wholesale and licensing purchases are paid on short-term credit terms. Revenue is stated excluding Value Added Tax and other sales-related taxes.

Retail and wholesale revenue

For retail and wholesale revenue, the primary performance obligation is the transfer of luxury goods to the customer. For retail revenue this is considered to occur when control of the goods passes to the customer. For in-store retail revenue, control transfers when the customer takes possession of the goods in store and pays for the goods. For digital retail revenue, control is considered to transfer when the goods are delivered to the customer. The timing of transfer of control of the goods in wholesale transactions depends upon the terms of trade in the contract. Principally for wholesale revenue, revenue is recognised either when goods are collected by the customer from the Group's premises, or when the Group has delivered the goods to the location specified in the contract. Provision for returns and other allowances are reflected in revenue when revenue from the customer is first recognised. A sales return liability and a corresponding return asset within gross inventory are recognised. Retail customers typically have the right to return product within a limited time frame while wholesale customers typically have the right to return damaged and, under agreement, certain current season products. Returns are initially estimated based on historical levels and adjusted subsequently as returns are incurred.

Some wholesale contracts may require the Group to make payments to the wholesale customer for services directly relating to the sale of the Group's goods, such as the cost of staff handling the Group's goods at the wholesaler. Payments to the customer directly relating to the sale of goods to the customer are recognised as a reduction in revenue, unless in exchange for a distinct good or service. These charges are recognised in revenue at the later of when the sale of the related goods to the customer is recognised or when the customer is paid, or promised to be paid, for the service. Payments to the customer relating to a service which is distinct from the sale of goods to the customer are recognised in operating costs.

The Group sells gift cards and similar products to customers which can be redeemed for goods, up to the value of the card, at a future date. Revenue relating to gift cards is recognised when the card is redeemed, up to the value of the redemption. Unredeemed amounts on gift cards are classified as contract liabilities. Typically, the Group does not expect to have significant unredeemed amounts arising on its gift cards.

Licensing revenue

The Group's licences entitle the licensee to access the Group's trademarks over the term of the licence. Hence revenue from licensing is recognised over the term of access to the licence. Royalties receivable under licence agreements are usually based on production or sales volumes and are accrued in revenue as the subsequent production or sale occurs. Any amounts received which have not been recognised in revenue are classified as contract liabilities.

b) Segment reporting

As required by IFRS 8 Operating Segments, the segmental information presented in the financial statements is reported in a manner consistent with the internal reporting provided to the Chief Operating Decision Maker. The Chief Operating Decision Maker, who is responsible for allocating resources and assessing performance, has been identified as the Board of Directors.

The Group has centralised activities for designing, making and sourcing which ensure a global product offering is sold through retail and wholesale channels worldwide. Resource allocation and performance is assessed across the whole of the retail/wholesale channel globally. Hence the retail/wholesale channel has been determined to be an operating segment.

Licensed products are manufactured and sold by third-party licensees. As a result, this channel is assessed discretely by the Chief Operating Decision Maker and has been determined to be an operating segment.

The Group presents an analysis of its revenue by channel, by product division and by geographical destination.

c) Business combinations

The acquisition method of accounting is used to account for the acquisition of subsidiaries by the Group. The cost of an acquisition is measured as the fair value of the assets given, equity instruments issued and liabilities assumed at the date of exchange. Contingent payments are subsequently remeasured at fair value through the Income Statement. All transaction costs are expensed to the Income Statement. Identifiable assets acquired and liabilities and contingent liabilities assumed in a business combination are measured initially at their fair values at the acquisition date, irrespective of the extent of any non-controlling interest. Non-controlling interests in subsidiaries are identified separately from the Group's equity, and are initially measured either at fair value or at a value equal to the non-controlling interests' share of the identifiable net assets acquired. The choice of the basis of measurement is an accounting policy choice for each individual business combination. The excess of the cost of acquisition together with the value of any non-controlling interest over the fair value of the identifiable net assets acquired is recorded as goodwill. If the cost of acquisition is less than the fair value of the net assets of the subsidiary acquired, the difference is recognised directly in the Income Statement.

2. Accounting policies continued

d) Share schemes

The Group operates a number of equity-settled share-based compensation schemes under which services are received from employees (including Executive Directors) as consideration for equity instruments of the Company. The cost of the share-based incentives is measured with reference to the fair value of the equity instruments awarded at the date of grant, including share awards and options. Appropriate option pricing models, including Black-Scholes, are used to determine the fair value of the option awards made. The fair value takes into account the impact of any market performance conditions, but the impact of non-market performance conditions is not considered in determining the fair value on the date of grant. Vesting conditions which relate to non-market conditions are allowed for in the assumptions used for the number of share awards or options expected to vest. The estimate of the number of share awards or options expected to vest is revised at each balance sheet date.

In some circumstances, employees may provide services in advance of the grant date. The grant date fair value is estimated for the purposes of recognising the expense during the period between the service commencement period and the grant date.

The cost of the share-based incentives is recognised as an expense over the vesting period of the share awards, or options, with a corresponding credit in equity.

When share awards or options are exercised, they are settled either via the issue of new shares in the Company, or through shares held in an Employee Share Option Plan trust or The Burberry Group plc SIP Trust (collectively known as the ESOP trusts), depending on the terms and conditions of the relevant scheme. For new shares issued, the proceeds received from the exercise of share options, net of any directly attributable transaction costs, are credited to share capital and share premium accounts. When ESOP shares are used, any difference between the exercise price and their cost is recognised in retained earnings.

e) Leases

The Group is a lessee of property, plant and equipment. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration. An identified asset may be specifically or implicitly specified. Control exists when the lessee has both the right to direct the use of the identified asset and the right to obtain substantially all of the economic benefits from that use.

Lessee accounting

The Group's principal lease arrangements where the Group acts as the lessee are for property, most notably the lease of retail stores, corporate offices and warehouses. Other leases are for advertising fixtures, office equipment, vehicles, and supply chain equipment. Lease terms are negotiated on an individual basis and contain a wide range of different terms and conditions.

The Group recognises all lease liabilities and the corresponding right-of-use assets on the Balance Sheet, with the exception of certain short-term leases (12 months or less) and leases of low value assets, which are expensed as incurred. Leases and the corresponding right-of-use assets are initially recognised when the Group obtains control of the underlying asset. Leases for new assets are presented as additions to lease liabilities and right-of-use assets.

Lease liabilities are initially measured on a present value basis. Lease liabilities include the net present value of the following lease payments:

- Fixed payments, less any incentives
- Variable lease payments that are based on a future index or rate
- Amounts expected to be payable by the lessee under residual value guarantees

Where the lease contains an extension option or a termination option which is exercisable by the Group, as lessee, an assessment is made as to whether the Group is reasonably certain to exercise the extension option, or not exercise the termination option, considering all relevant facts and circumstances that create an economic incentive. Considerations may include the contractual terms and conditions for the optional periods compared to market rates, costs associated with the termination of the lease and the importance of the underlying asset to the Group's operations.

Variable lease payments dependent upon a future index or rate are measured using the amounts payable at the commencement date until the index or rate is known. Variable lease payments not dependent on an index or rate, including lease payments based on a percentage of turnover, are excluded from the calculation of lease liabilities.

Payments are discounted at the incremental borrowing rate of the lessee, unless the interest rate implicit in the lease can be readily determined.

Right-of-use assets are classified as property or non-property. The Group has elected not to apply the short-term exemption to the property class of right-of-use assets. Where the exemption is applied to the non-property class of right-of-use assets, lease payments are expensed as incurred. The low value asset exemption has been applied to the non-property class of assets where applicable.

2. Accounting policies continued

e) Leases continued

Lessee accounting continued

In circumstances where the Group is in possession of a property but there is no executed agreement or other binding obligation in relation to the property, rent is expensed until such time the obligation becomes binding, at which point, a right-of-use asset and lease liability will be recognised prospectively. These lease costs are disclosed as lease in holdover expenses. Refer to notes 5 and 21.

Right-of-use assets are measured at cost comprising the following:

- The amount of the initial measurement of the lease liability
- Any lease payments made at or before the commencement date less any lease incentives received and
- Any initial direct costs incurred in entering into the lease

The Group recognises depreciation of right-of-use assets and interest on lease liabilities in the Income Statement over the lease term. Repayments of lease liabilities are classified separately in the Statement of Cash Flows where the cash payments for the principal portion of the lease liability are presented within financing activities, and cash payments for the interest portion are presented within operating activities. Payments in relation to variable lease payments based on turnover, short-term leases and leases of low value assets which are not included on the Balance Sheet are included within operating expenses.

Modifications to lease agreements, extensions to existing lease agreements and changes to future lease payments relating to existing terms in the contract, including market rent reassessments and index-based changes, are presented as remeasurements of the lease liabilities. The related right-of-use asset is also remeasured. If the modification results in a reduction in scope of the lease, either through shortening the lease term or through disposing of part of the underlying asset, a gain or loss on disposal may arise relating to the difference between the lease liabilities and the right-of-use asset applicable to the reduction in scope.

Right-of-use assets are included in the review for impairment of property, plant and equipment and intangible assets with finite economic lives, if there is an indication that the carrying amount of the cash generating unit may not be recoverable.

f) Dividend distributions

Dividend distributions to Burberry Group plc's shareholders are recognised as a liability in the period in which the dividend becomes a committed obligation. Final dividends are recognised when they are approved by the shareholders. Interim dividends are recognised when paid.

g) Pension costs

Eligible employees participate in defined contribution pension schemes, the principal one being in the UK with its assets held in an independently administered fund. The cost of providing these benefits to participating employees is recognised in the Income Statement as they fall due and comprises the amount of contributions from the Group to the schemes.

h) Intangible assets

Goodwill

Goodwill is the excess of the cost of acquisition together with the value of any non-controlling interest, over the fair value of identifiable net assets acquired. Goodwill on acquisition is recorded as an intangible asset. Fair values are attributed to the identifiable assets, liabilities and contingent liabilities that existed at the date of acquisition, reflecting their condition at that date. Adjustments are also made to align the accounting policies of acquired businesses with those of the Group.

Goodwill is assigned an indefinite useful life. Impairment reviews are performed annually, or more frequently if events or changes in circumstances indicate that the carrying value may not be recoverable. Impairment losses recognised on goodwill are not reversed in future periods.

Trademarks, licences and other intangible assets

The cost of securing and renewing trademarks and licences, and the cost of acquiring other intangible assets, is capitalised at purchase price, or fair value if acquired through a business combination, and amortised by equal annual instalments over the period in which benefits are expected to accrue, typically 10 years for trademarks, or the term of the licence. The useful life of trademarks and other intangible assets is determined on a case-by-case basis, in accordance with the terms of the underlying agreement and the nature of the asset.

Computer software

Computer software costs are capitalised during the development phase at the point at which there is sufficient certainty that the software will deliver future economic benefits to the Group. The cost of acquiring computer software (including licences and separately identifiable development costs) is capitalised as an intangible asset at purchase price, plus any directly attributable cost of preparing that asset for its intended use. Software costs are amortised on a straight-line basis over their estimated useful lives, which may be up to seven years.

2. Accounting policies continued

i) Property, plant and equipment

Property, plant and equipment, with the exception of assets in the course of construction, is stated at cost or deemed cost based on historical revalued amounts prior to the adoption of IFRS, less accumulated depreciation and provision to reflect any impairment in value. Assets in the course of construction are stated at cost less any provision for impairment and transferred to completed assets when substantially all of the activities necessary for the asset to be ready for use have occurred. Cost includes the original purchase price of the asset and costs attributable to bringing the asset to its working condition for its intended use.

Depreciation

Depreciation of property, plant and equipment is calculated to write off the cost or deemed cost, less residual value, of the assets in equal annual instalments over their estimated useful lives at the following rates:

Type of asset	Category of property, plant and equipment	Useful life
Land	Freehold land and buildings	Not depreciated
Freehold buildings	Freehold land and buildings	Up to 50 years
Leasehold improvements	Leasehold improvements	Over the unexpired term of the lease
Plant and machinery	Fixtures, fittings and equipment	Up to 15 years
Retail fixtures and fittings	Fixtures, fittings and equipment	Up to 5 years
Office fixtures and fittings	Fixtures, fittings and equipment	Up to 5 years
Computer equipment	Fixtures, fittings and equipment	Up to 7 years
Assets in the course of construction	Assets in the course of construction	Not depreciated

Profit/loss on disposal of property, plant and equipment and intangible assets

Profits and losses on the disposal of property, plant and equipment and intangible assets represent the difference between the net proceeds and net book value at the date of sale or disposal. Disposals are accounted for when the relevant transaction becomes unconditional.

j) Impairment of non-financial assets

Assets that have an indefinite useful life are not subject to amortisation and are tested annually for impairment. Assets under construction are also tested annually. Assets that are subject to amortisation or depreciation are reviewed for impairment whenever events or changes in circumstance indicate that the carrying value may not be recoverable. An impairment loss is recognised for the amount by which the carrying value exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less costs to sell and value-in-use. For the purposes of assessing impairment, retail assets are grouped at the lowest levels for which there are separately identifiable cash inflows, being individual stores (cash generating units), and goodwill assets are considered at the lowest level being monitored by management. Non-financial assets, other than goodwill, for which an impairment has been previously recognised, are reviewed for possible reversal of impairment at each reporting date.

k) Inventories

Inventories are stated at the lower of cost and net realisable value. Cost consists of all costs of purchase, costs of conversion, design costs and other costs incurred in bringing the inventories to their first point of sale location and condition. The cost of inventories is determined using a weighted average cost method, taking account of the fashion seasons for which the inventory was offered. Where necessary, provision is made to reduce cost to no more than net realisable value having regard to the nature and condition of inventory, as well as its anticipated utilisation and saleability.

2. Accounting policies continued

l) Taxation

Tax expense represents the sum of the current tax expense and the deferred tax charge.

Current tax is based on taxable profit for the year. Taxable profit differs from profit or loss as reported in the Income Statement because it excludes items of income or expense which are taxable or deductible in other years and it further excludes items which are never taxable or deductible. The Group's liability for current tax is calculated using tax rates which have been enacted or substantively enacted at the balance sheet date.

Deferred tax is recognised, using the liabilities method, on temporary differences arising between the tax bases of assets and liabilities and their carrying amounts in the consolidated financial statements. However, if the temporary difference arises from the initial recognition of an asset or liability in a transaction other than a business combination that at the time of the transaction affects neither accounting nor taxable profit or loss, and does not give rise to equal taxable and deductible temporary differences, no deferred tax will be recognised. Deferred tax is determined using tax rates (and laws) that have been enacted or substantively enacted at the balance sheet date and are expected to apply when the related deferred tax asset is realised or the deferred tax liability is settled.

Deferred tax assets are recognised to the extent that it is probable that future taxable profits will be available against which the temporary differences can be utilised.

Deferred tax is provided on temporary differences arising on investments in subsidiaries, except where the timing of the reversal of the temporary difference is controlled by the Group and it is probable that the temporary difference will not reverse in the foreseeable future.

Deferred tax assets and liabilities are offset when there is a legally enforceable right to offset current tax assets against current tax liabilities and when deferred tax assets and liabilities relate to income taxes levied by the same taxation authority on either the same taxable entities or different taxable entities where there is an intention to settle the balances on a net basis.

m) Provisions

Provisions are recognised when there is a present legal or constructive obligation as a result of past events, for which it is probable that an outflow of economic benefits will be required to settle the obligation, and where the amount of the obligation can be reliably estimated. When the effect of the time value of money is material, provision amounts are calculated based on the present value of the expenditures expected to be required to settle the obligation. The present value is calculated using forward market interest rates as measured at the balance sheet reporting date, which have been adjusted for risks specific to the future obligation.

Property obligations

A provision for the present value of future property reinstatement costs is recognised where there is an obligation to return the leased property to its original condition at the end of a lease term. The reinstatement cost at the end of a lease usually arises due to leasehold improvements and modifications carried out by the Group in order to customise the property during tenure of the lease. As a result, the cost of the reinstatement provision is recognised as a component of the cost of the leasehold improvements in property, plant and equipment when these are installed and amortised to the Income Statement over the expected life of the lease.

n) Share capital

Ordinary shares are classified as equity. Incremental costs directly attributable to the issue of new shares or options are shown in equity as a deduction, net of tax, from the proceeds.

Where any Group company purchases the Company's equity share capital (treasury shares), the consideration paid, including any directly attributable incremental costs, is deducted from retained earnings. Where such shares are subsequently cancelled, a transfer is made from retained earnings to the capital reserve, equivalent to the nominal value of the shares purchased and subsequently cancelled.

Where such shares are subsequently sold or reissued, any consideration received, net of any directly attributable incremental transaction costs and the related income tax effects, is credited to retained earnings up to the value of the consideration originally paid. Any additional consideration received is credited to the share premium account included in equity attributable to owners of the Company.

2. Accounting policies continued

o) Financial instruments

Financial instruments are initially recognised at fair value plus directly attributable transaction costs on the Balance Sheet when the entity becomes a party to the contractual provisions of the instrument. A financial asset is derecognised when the contractual rights to the cash flow expire or substantially all risks and rewards of the asset are transferred. A financial liability is derecognised when the obligation specified in the contract is discharged, cancelled or expires.

At initial recognition, all financial liabilities are stated at fair value. Subsequent to initial recognition, all financial liabilities are stated at amortised cost using the effective interest rate method, except for derivatives which are held at fair value and which are classified as fair value through profit and loss, except where they qualify for hedge accounting. Financial assets are classified as either amortised cost or fair value through profit and loss depending on their cash flow characteristics. Assets with cash flows that solely represent payments of principal and interest are measured at amortised cost. The fair value of the Group's financial assets and liabilities held at amortised cost mostly approximate their carrying amount due to the short maturity of these instruments. Where the fair value of any financial asset or liability held at amortised cost is materially different to the book value, the fair value is disclosed.

The Group classifies its instruments in the following categories:

Financial instrument category	Note	Classification	Measurement	Fair value measurement hierarchy ²
Cash and cash equivalents	19	Amortised cost	Amortised cost	N/A
Cash and cash equivalents	19	Fair value through profit and loss	Fair value through profit and loss	2
Trade and other receivables	16	Amortised cost	Amortised cost	N/A
Trade and other payables	20	Other financial liabilities	Amortised cost	N/A
Borrowings	23	Other financial liabilities	Amortised cost	N/A
Leases	21	Lease liabilities	Amortised cost	N/A
Deferred consideration	20	Fair value through profit and loss	Fair value through profit and loss	3
Derivative contracts	18	Fair value through profit and loss	Fair value through profit and loss	2
Derivative contracts used for hedging ¹	18	Fair value – hedging instrument	Fair value – hedging instrument ³	2

1. Cash flow hedge and net investment hedge accounting is applied to the extent it is achievable.

2. The fair value measurement hierarchy is only applicable for financial instruments measured at fair value.

3. Derivative contracts used for hedging are classified as Fair value – hedging instruments under IFRS 9, however IAS 39 hedge accounting has been applied.

The measurements for financial instruments carried at fair value are categorised into different levels in the fair value hierarchy based on the inputs to the valuation technique used. The different levels are defined as follows:

Level 1: quoted prices (unadjusted) in active markets for identical assets or liabilities that the Group can access at the measurement date;

Level 2: inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly or indirectly;

Level 3: includes unobservable inputs for the asset or liability.

Observable inputs are those which are developed using market data, such as publicly available information about actual events or transactions. The Group has an established framework with respect to measurement of fair values, including Level 3 fair values.

The Group regularly reviews any significant inputs which are not derived from observable market data and considers, where available, relevant third-party information, to support the conclusion that such valuations meet the requirements of IFRS. The classification level in the fair value hierarchy is also considered periodically.

The fair value of those cash and cash equivalents measured at fair value through profit and loss, principally money market funds, is derived from their net asset value which is based on the value of the portfolio investment holdings at the balance sheet date. This is considered to be a Level 2 measurement.

The fair value of derivative contracts and trade and other receivables, principally cash-settled equity swaps, is based on a comparison of the contractual and market rates and, in the case of other derivative contracts, after discounting using the appropriate yield curve as at the balance sheet date. All Level 2 fair value measurements are calculated using inputs which are based on observable market data.

The fair value of the contingent payment component of deferred consideration is considered to be a Level 3 measurement and is derived using a present value calculation, incorporating observable and non-observable inputs. This valuation technique has been adopted as it most closely mirrors the contractual arrangement.

2. Accounting policies continued

o) Financial instruments continued

The Group's primary categories of financial instruments are listed below:

Cash and cash equivalents

Cash and short-term deposits on the Balance Sheet comprise cash at banks and in hand, cash in transit and short-term highly liquid deposits with a maturity of three months or less that are readily convertible to a known amount of cash and subject to an insignificant risk of changes in value. Cash in transit largely comprises amounts receivable on credit cards where the transaction has been authorised, but the funds have yet to clear the bank. These balances are considered to be highly liquid, with minimal risk of default, and are typically received in less than three days. In the Statement of Cash Flows, cash and cash equivalents also include bank overdrafts, which are recorded under current liabilities on the Balance Sheet.

While cash at bank and in hand and cash in transit are classified as amortised cost, some short-term deposits are classified as fair value through profit and loss.

Cash and cash equivalents held at amortised cost are subject to impairment testing at each period end.

Trade and other receivables

Trade and other receivables are included in current assets, except for maturities greater than 12 months after the balance sheet date. Most receivables are held with the objective to collect the contractual cash flows and are therefore initially recognised at fair value and subsequently measured at amortised cost using the effective interest rate method, less provision for impairment. A provision for the expected credit losses on trade receivables is established at inception. Expected credit loss rates are calculated by reviewing lifetime expected credit losses using historic and forward-looking data. The amount of the movement in the provision is recognised in the Income Statement.

Trade and other payables

Trade and other payables are included in current liabilities, except for maturities greater than 12 months after the balance sheet date. Payables are initially recognised at fair value and subsequently measured at amortised cost using the effective interest rate method.

Borrowings

Borrowings are initially recognised at fair value, net of transaction costs incurred. Borrowings are subsequently stated at amortised cost and the difference between the proceeds (net of transaction costs) and the redemption value is recognised in the Income Statement over the period of the borrowings.

Deferred consideration

Deferred consideration is initially recognised at the present value of the expected future payments. It is subsequently remeasured at fair value at each reporting period with the change in fair value relating to changes in expected future payments recorded in the Income Statement as an operating expense or income. Changes in fair value relating to unwinding of discounting to present value are recorded as a financing expense.

Derivative instruments

The Group uses derivative financial instruments to hedge its exposure to fluctuations in foreign exchange and interest rates arising on certain operating and financing transactions.

Derivatives instruments are initially recognised at fair value at the trade date and are remeasured at their fair value at subsequent balance sheet dates. The method of recognising the resulting gain or loss depends on whether the derivative is designated as a hedging instrument, and if so, the nature of the item being hedged. Where derivatives do not qualify for hedge accounting, any gains or losses on remeasurement are recognised in the Income Statement as an operating expense or income.

On adoption of IFRS 9, the Group elected to continue to apply the hedge accounting guidance in IAS 39 Financial Instruments: Recognition and Measurement.

Fair value hedge accounting

Derivative instruments are classified as fair value hedges when they hedge the Group's exposure to changes in the fair value of a recognised asset or liability. Changes in fair value of the derivative instrument are recognised as part of the carrying value of the derivative instrument and in the Income Statement. Changes in fair value of the hedged item attributable to the hedged risk are recognised as part of the carrying value of the hedged item and in the Income Statement.

If the hedge no longer meets the criteria for hedge accounting, the adjustment to the carrying amount of the hedged item is amortised to the Income Statement over the remaining period to maturity.

2. Accounting policies continued

o) Financial instruments continued

Derivative instruments continued

Cash flow hedge accounting

Derivative instruments are classified as cash flow hedges when they hedge the Group's exposure to changes in cash flows that are attributable to particular risk associated with a recognised asset or liability, an unrecognised firm commitment or a highly probable forecast transaction.

The effective portion of changes in the fair value relating to derivative instruments that are designated and qualify as cash flow hedges is deferred in other comprehensive income. The gain or loss relating to the ineffective portion of the gain or loss is recognised immediately in the Income Statement. Amounts deferred in other comprehensive income are recycled through the Income Statement in the periods when the hedged item affects the Income Statement. When a hedging instrument expires or is sold, the hedge relationship is terminated or when a hedge no longer meets the criteria for hedge accounting, any cumulative gain or loss existing in equity at the time remains in other comprehensive income and is recognised when the forecast transaction is ultimately recognised in the Income Statement. When a forecast transaction is no longer expected to occur, the cumulative gain or loss that was reported in equity is immediately transferred to the Income Statement.

p) Foreign currency translation

Functional and presentation currency

Items included in the financial statements of each of the Group's entities are measured using the currency of the primary economic environment in which the entity operates (the functional currency). The consolidated financial statements are presented in sterling which is the Company's functional and the Group's presentation currency.

Transactions in foreign currencies

Transactions denominated in foreign currencies within each entity in the Group are translated into the functional currency at the exchange rate prevailing at the date of the transaction. Monetary assets and liabilities denominated in foreign currencies which are held at the year end, are translated into the functional currency at the exchange rate ruling at the balance sheet date (closing rate). Exchange differences on monetary items are recognised in the Income Statement in the period in which they arise, except where these exchange differences form part of a net investment in overseas subsidiaries of the Group, in which case such differences are recognised in other comprehensive income.

Translation of the results of overseas businesses

The results of overseas subsidiaries are translated into the Group's presentation currency of sterling each month at the average exchange rate for the month, weighted according to the phasing of the Group's trading results. The average exchange rate is used, as it is considered to approximate the actual exchange rates on the date of the transactions. The assets and liabilities of such undertakings are translated at the closing rates. Differences arising on the retranslation of the opening net investment in subsidiary companies, and on the translation of their results, are recognised in other comprehensive income.

Goodwill and fair value adjustments arising on the acquisition of a foreign operation are treated as assets and liabilities of the foreign operation and translated at the closing rate.

The principal exchange rates used were as follows:

	Average rate		Closing rate	
	52 weeks to 28 March 2026	52 weeks to 29 March 2025	As at 28 March 2026	As at 29 March 2025
Euro	1.16	1.19	1.15	1.20
US Dollar	1.34	1.28	1.33	1.29
Chinese Yuan Renminbi	9.50	9.21	9.17	9.40
Hong Kong Dollar	10.47	9.98	10.38	10.07
South Korean Won	1,917	1,781	2,004	1,903
Japanese Yen	203	194	213	194

q) Adjusted profit before taxation

In order to provide additional understanding of the underlying performance of the Group's ongoing business, the Group's results include a presentation of adjusted operating profit and adjusted profit before taxation (adjusted PBT). Adjusted PBT is defined as profit before taxation and before adjusting items. Adjusting items are those items which, in the opinion of the Directors, should be excluded in order to provide a consistent and comparable view of the performance of the Group's ongoing business. Generally, this will include those items that are largely one-off and/or material in nature, such as restructuring charges, as well as income or expenses relating to acquisitions or disposals of businesses or other transactions of a similar nature, including the impact of changes in fair value of expected future payments or receipts relating to these transactions. Adjusting items are identified and presented on a consistent basis each year and a reconciliation of adjusted PBT to profit before taxation is included in the financial statements. Adjusting items and their related tax impacts, as well as adjusting taxation items, are added back to/deducted from profit attributable to owners of the Company to arrive at adjusted earnings per share. Refer to note 6 for further details on adjusting items and note 10 for details on adjusted earnings per share.

3. Segmental analysis

The Chief Operating Decision Maker has been identified as the Board of Directors. The Board reviews the Group's internal reporting in order to assess performance and allocate resources. Management has determined the operating segments based on the reports used by the Board. The Board considers the Group's business through its two channels to market, being retail/wholesale and licensing.

Retail/wholesale revenues are generated by the sale of luxury goods through Burberry full price stores, concessions, outlets and digital commerce as well as Burberry franchisees, prestige department stores globally and multi-brand speciality accounts. The flow of global product between retail and wholesale channels and across our regions is monitored and optimised at a corporate level and implemented via the Group's inventory hubs and principal distribution centres situated in Europe, the USA, Mainland China and Hong Kong S.A.R., China.

Licensing revenues are generated through the receipt of royalties from global licensees of beauty products and eyewear and from licences relating to the use of non-Burberry trademarks in Japan.

The Board assesses channel performance based on a measure of adjusted operating profit. This measurement basis excludes the effects of adjusting items. The measure of earnings for each operating segment that is reviewed by the Board includes an allocation of corporate and central costs. Interest income and charges are not included in the result for each operating segment that is reviewed by the Board.

	Retail/Wholesale		Licensing		Total	
	52 weeks to 28 March 2026 £m	52 weeks to 29 March 2025 £m	52 weeks to 28 March 2026 £m	52 weeks to 29 March 2025 £m	52 weeks to 28 March 2026 £m	52 weeks to 29 March 2025 £m
Retail	2,056	2,076	–	–	2,056	2,076
Wholesale	303	319	–	–	303	319
Licensing	–	–	62	67	62	67
Total segment revenue	2,359	2,395	62	67	2,421	2,462
Inter-segment revenue ¹	–	–	(1)	(1)	(1)	(1)
Revenue from external customers	2,359	2,395	61	66	2,420	2,461
Depreciation and amortisation ²	(375)	(413)	–	–	(375)	(413)
Impairment charge of intangible assets	(4)	(4)	–	–	(4)	(4)
Net impairment charge of property, plant and equipment	(3)	(10)	–	–	(3)	(10)
Net impairment charge of right-of-use assets ³	(7)	(32)	–	–	(7)	(32)
Net movement in inventory provisions	(10)	(44)	–	–	(10)	(44)
Other non-cash items:						
Share-based payments	(21)	(18)	–	–	(21)	(18)
Adjusted operating profit/(loss)	103	(36)	57	62	160	26
Adjusting items ⁴					(45)	(29)
Operating profit/(loss)					115	(3)
Finance income					23	25
Finance expense					(89)	(88)
Profit/(loss) before taxation					49	(66)

- Inter-segment transfers or transactions are entered into under the normal commercial terms and conditions that would be available to unrelated third parties.
- For the 52 weeks to 29 March 2025, depreciation of right-of-use assets was presented including a charge of £1 million arising as a result of the Group's restructuring programme, which was presented as an adjusting item (refer to note 6).
- For the 52 weeks to 29 March 2025, impairment charge of right-of-use assets was presented including £1 million in relation to non-retail right-of-use assets arising as a result of the Group's restructuring programme, which was presented as an adjusting item (refer to note 6).
- Adjusting items relate to the Retail/Wholesale segment. Refer to note 6 for details of adjusting items.

	Retail/Wholesale		Licensing		Total	
	52 weeks to 28 March 2026 £m	52 weeks to 29 March 2025 £m	52 weeks to 28 March 2026 £m	52 weeks to 29 March 2025 £m	52 weeks to 28 March 2026 £m	52 weeks to 29 March 2025 £m
Additions to non-current assets	155	217	–	–	155	217
Total segment assets	1,964	2,164	13	8	1,977	2,172
Goodwill					115	114
Cash and cash equivalents					671	813
Taxation					328	328
Total assets per Balance Sheet					3,091	3,427

3. Segmental analysis continued

Additional revenue analysis

All revenue is derived from contracts with customers. The Group derives retail and wholesale revenue from contracts with customers from the transfer of goods and related services at a point in time. Licensing revenue is derived over the period the licence agreement gives the customer access to the Group's trademarks.

Revenue by product	52 weeks to 28 March 2026 £m	52 weeks to 29 March 2025 £m
Accessories	837	841
Womenswear	728	718
Menswear	701	732
Childrenswear and other	93	104
Retail/Wholesale	2,359	2,395
Licensing	61	66
Total	2,420	2,461

Revenue by destination	52 weeks to 28 March 2026 £m	52 weeks to 29 March 2025 £m
EMEIA ¹	821	842
Greater China ^{2,3}	670	662
Americas	505	510
Asia Pacific ^{2,4}	363	381
Retail/Wholesale	2,359	2,395
Licensing	61	66
Total	2,420	2,461

1. EMEIA comprises Europe, Middle East, India and Africa.

2. Commencing 30 March 2025, the former Asia Pacific region was restructured into two regions, Asia Pacific and Greater China. The revenue by destination for the comparative periods has been restated to reflect the new regional structure. For the 52 weeks to 29 March 2025, revenue attributable to Asia Pacific decreased by £662 million with that revenue now attributable to Greater China.

3. Greater China consists of Mainland China; Hong Kong S.A.R., China; Macau S.A.R., China; and Taiwan Area, China.

4. Asia Pacific consists of the rest of Asia; including Japan, South Korea, Southeast Asia, Australia and New Zealand.

Entity-wide disclosures

Revenue derived from external customers in the UK totalled £203 million for the 52 weeks to 28 March 2026 (last year: £208 million).

Revenue derived from external customers in foreign countries totalled £2,217 million for the 52 weeks to 28 March 2026 (last year: £2,253 million). This amount includes £437 million of external revenues derived from customers in the USA (last year: £447 million) and £547 million of external revenues derived from customers in Mainland China (last year: £534 million).

The total of non-current assets, other than financial instruments, and deferred tax assets located in the UK is £396 million (last year: £458 million). The remaining £925 million of non-current assets are located in other countries (last year: £1,041 million), with £295 million located in the USA (last year: £330 million) and £148 million located in Mainland China (last year: £173 million).

4. Net operating expenses

	Note	52 weeks to 28 March 2026 £m	52 weeks to 29 March 2025 £m
Other operating income		(11)	(23)
Selling and distribution costs		1,127	1,172
Administrative expenses		367	363
		1,483	1,512
Adjusting operating expenses	6	45	29
		45	29
Net operating expenses		1,528	1,541

5. Profit before taxation

	Note	52 weeks to 28 March 2026 £m	52 weeks to 29 March 2025 £m
Profit before taxation is stated after charging/(crediting):			
Depreciation of property, plant and equipment			
Within cost of sales		2	2
Within selling and distribution costs		91	93
Within administrative expenses		18	17
Depreciation of right-of-use assets			
Within cost of sales		1	1
Within selling and distribution costs ¹		207	225
Within administrative expenses		12	21
Amortisation of intangible assets			
Within selling and distribution costs		–	1
Within administrative expenses		44	53
Net movement in inventory provisions within cost of sales	17	10	44
Gain on modification of right-of-use assets		(1)	(15)
Loss on disposal of property, plant and equipment		1	–
Net impairment charge of property, plant and equipment	13	3	10
Net impairment charge of right-of-use assets ²	14	7	32
Impairment charge of intangible assets	12	4	4
Employee costs ³	27	587	576
Other lease expense			
Property lease variable lease expense	21	99	92
Property lease in holdover expense	21	12	8
Non-property short-term lease expense	21	6	9
Net exchange (gain)/loss on revaluation of monetary assets and liabilities		(10)	16
Net gain on derivatives – fair value through profit and loss		–	(21)
Receivables impairment charge		7	2

- For the 52 weeks to 29 March 2025, depreciation of right-of-use assets was presented including a charge of £1 million arising as a result of the Group's restructuring programme, which was presented as an adjusting item (refer to note 6).
- For the 52 weeks to 29 March 2025, impairment charge of right-of-use assets was presented including £1 million in relation to non-retail right-of-use assets arising as a result of the Group's restructuring programme, which was presented as an adjusting item (refer to note 6).
- Employee costs for the 52 weeks to 28 March 2026 are presented including a charge of £33 million arising as a result of the Group's restructuring programme (last year: £16 million), which is presented as an adjusting item (refer to note 6).

6. Adjusting items

	52 weeks to 28 March 2026 £m	52 weeks to 29 March 2025 £m
Total adjusting operating items	45	29
Tax on adjusting items	(11)	(7)
Total adjusting items (post-tax)	34	22

Restructuring costs

During the 52 weeks to 28 March 2026, restructuring costs of £45 million (last year: £29 million) were incurred, arising as a result of the Burberry Forward transformation programme initiated during the prior year and expected to conclude in FY 2026/27. The costs, principally related to redundancies and consultancy costs, were recorded in operating expenses. These costs are presented as an adjusting item, in accordance with the Group's accounting policy, as the anticipated cost of the restructuring programme is considered material and discrete in nature. A related tax credit of £11 million (last year: £7 million) has also been recognised in the current year. The cumulative costs, which are largely cash costs, related to the Burberry Forward transformation programme are expected to total £80 million.

7. Auditor remuneration

Fees incurred during the year in relation to audit and non-audit services are analysed below:

	52 weeks to 28 March 2026 £m	52 weeks to 29 March 2025 £m
Audit services in respect of the financial statements of the Company and consolidation	0.5	0.5
Audit services in respect of the financial statements of subsidiary companies	3.2	3.0
Audit-related assurance services	0.3	0.2
Other non-audit-related services	0.1	0.3
Total	4.1	4.0

8. Financing

	Note	52 weeks to 28 March 2026 £m	52 weeks to 29 March 2025 £m
Finance income – amortised cost		7	12
Finance income – fair value through profit and loss		16	13
Finance income		23	25
Finance expense on lease liabilities	21	(47)	(49)
Finance expense on overdrafts		(2)	(7)
Interest expense on borrowings		(33)	(25)
Other finance expense		(5)	(5)
Bank charges		(2)	(2)
Finance expense		(89)	(88)
Net finance expense		(66)	(63)

9. Taxation

Analysis of charge for the year recognised in the Group Income Statement:

	52 weeks to 28 March 2026 £m	52 weeks to 29 March 2025 £m
Current tax		
UK corporation tax		
Current tax on income for the 52 weeks to 28 March 2026 at 25% (last year: 25%)	(1)	4
Double taxation relief	–	–
Adjustments in respect of prior years ¹	1	(7)
	–	(3)
Foreign tax		
Current tax on income for the year	22	26
Adjustments in respect of prior years ¹	16	15
	38	41
Total current tax	38	38
Deferred tax		
UK deferred tax		
Origination and reversal of temporary differences	(43)	(2)
Adjustments in respect of prior years ¹	(3)	2
	(46)	–
Foreign deferred tax		
Origination and reversal of temporary differences	35	(31)
Adjustments in respect of prior years ¹	2	2
	37	(29)
Total deferred tax	(9)	(29)
Total tax charge on profit	29	9

1. Adjustments in respect of prior years relate mainly to adjustments to estimates of prior period tax liabilities, outcomes of historical tax audits and tax accruals.

Analysis of charge for the year recognised in other comprehensive income and directly in equity:

	52 weeks to 28 March 2026 £m	52 weeks to 29 March 2025 £m
Current tax		
Recognised in other comprehensive income:		
Current tax credit on exchange differences on loans (foreign currency translation reserve)	–	–
Total current tax recognised in other comprehensive income	–	–
Deferred tax		
Recognised in equity:		
Deferred tax charge on share options (retained earnings)	(1)	–
Total deferred tax recognised directly in equity	(1)	–

9. Taxation continued

The tax rate applicable on profit varied from the standard rate of corporation tax in the UK due to the following factors:

	52 weeks to 28 March 2026 £m	52 weeks to 29 March 2025 £m
Profit/(loss) before taxation	49	(66)
Tax at 25% (last year: 25%) on profit before taxation	12	(16)
Rate adjustments relating to overseas profits	1	(1)
Permanent differences	3	8
Tax on dividends not creditable	2	–
Share schemes	(2)	–
Current year tax losses not recognised	–	6
Prior year temporary differences and tax losses recognised	(2)	–
Adjustments in respect of prior years	15	12
Total taxation charge	29	9

Total taxation recognised in the Group Income Statement arises on the following items:

	Note	52 weeks to 28 March 2026 £m	52 weeks to 29 March 2025 £m
Tax on adjusted profit/(loss) before taxation		40	16
Tax on adjusting items	6	(11)	(7)
Total taxation charge		29	9

Factors affecting future tax charges

Uncertain tax positions

The Group operates in numerous tax jurisdictions around the world and is subject to factors that may affect future tax charges including transfer pricing, tax rate changes, tax legislation changes, tax authority interpretation, expiry of statutes of limitation, tax litigation, and resolution of tax audits and disputes.

At any given time, the Group has open years outstanding in various countries and is involved in tax audits and disputes, some of which may take several years to resolve. Provisions are based on best estimates and management's judgements concerning the likely ultimate outcome of any audit or dispute. Management considers the specific circumstances of each tax position and takes external advice, where appropriate, to assess the range of potential outcomes and estimate additional tax that may be due.

At 28 March 2026 the Group recognised provisions of £76 million in respect of uncertain tax positions (last year: £107 million), being provisions of £87 million net of expected reimbursements of £11 million (last year: £128 million net of expected reimbursements of £21 million). The majority of these provisions relate to the tax impact of intra-group transactions between the UK and the various jurisdictions in which the Group operates, as would be expected for a group operating internationally.

The Group believes that it has made adequate provision in respect of additional tax liabilities that may arise from open years, tax audits and disputes. However, the actual liability for any particular issue may be higher or lower than the amount provided, resulting in a negative or positive effect on the tax charge in any given year. A reduction in the tax charge may also arise for other reasons such as an expiry of the relevant statute of limitations. Depending on the final outcome of tax audits which are currently in progress, statute of limitations expiry, and other factors, an impact on the tax charge could arise. The tax impact of intra-group transactions is a complex area and resolution of matters can take many years. Given the inherent uncertainty, it is difficult to predict the timing of when these matters will be resolved and the quantum of the ultimate resolution.

In the 52 weeks to 28 March 2026, uncertain positions on the majority of material audits have been agreed in principle with tax authorities in line with the provided position, as such, the level of uncertainty in this area is significantly reduced. The majority of exposures relate to transfer pricing and double taxation of cross border payments between the UK and other territories, in respect of which the Group intends to apply for relief via Mutual Agreement Procedures. These processes are complex and can take several years to resolve, and on this basis, the Group does not recognise the value of potential credits for double tax relief in full until outcomes are more certain.

Legislative changes

The OECD Pillar Two GloBE Rules introduce a global minimum corporate tax rate of 15% applicable to multinational enterprise groups with global revenue over €750 million. All participating OECD members are required to incorporate these rules into national legislation. The Group is subject to the Pillar Two Model Rules from FY 2024/25 onwards but does not meet the threshold for application of the Pillar One transfer pricing rules. The Group applies the temporary exception from the accounting requirements for deferred taxes in IAS 12. Accordingly, the Group neither recognises nor discloses information about deferred tax assets and liabilities related to Pillar Two income taxes.

9. Taxation continued

Factors affecting future tax charges continued

Legislative changes continued

UK legislation in relation to Pillar Two was substantively enacted on 20 June 2023 and applies to the Group for the reporting period beginning 31 March 2024. The Group has performed an analysis of the potential exposure to Pillar Two income taxes. The analysis of the potential exposure to Pillar Two income taxes is based on the most recently submitted Country by Country Reporting available for the constituent entities in the Group (for the 52 weeks to 29 March 2025). Based on the analysis, the transitional safe harbour relief should apply in respect of most jurisdictions in which the Group operates. Although there are a number of jurisdictions where the transitional safe harbour relief may not apply, the Group does not expect a material exposure to Pillar Two income taxes in those jurisdictions.

10. Earnings per share

The calculation of basic earnings per share is based on profit or loss attributable to owners of the Company for the year divided by the weighted average number of ordinary shares in issue during the year. Basic and diluted earnings per share based on adjusted profit before taxation are also disclosed to indicate the underlying profitability of the Group.

	52 weeks to 28 March 2026 £m	52 weeks to 29 March 2025 £m
Attributable profit/(loss) for the year before adjusting items ¹	55	(53)
Effect of adjusting items (after taxation) ¹	(34)	(22)
Attributable profit/(loss) for the year	21	(75)

1. Refer to note 6 for details of adjusting items.

The weighted average number of ordinary shares represents the weighted average number of Burberry Group plc ordinary shares in issue throughout the year, excluding ordinary shares held in the Group's ESOP trusts and treasury shares held by the Company or its subsidiaries.

Diluted earnings per share is based on the weighted average number of ordinary shares in issue during the year. In addition, account is taken of any options and awards made under the employee share incentive schemes, which will have a dilutive effect when exercised. Refer to note 27 for additional information on the terms and conditions of the employee share incentive schemes.

	52 weeks to 28 March 2026 Millions	52 weeks to 29 March 2025 Millions
Weighted average number of ordinary shares in issue during the year	358.3	357.5
Dilutive effect of the employee share incentive schemes ¹	2.0	0.9
Diluted weighted average number of ordinary shares in issue during the year¹	360.3	358.4

	52 weeks to 28 March 2026 Pence	52 weeks to 29 March 2025 Pence
Earnings/(loss) per share		
Basic	5.9	(20.9)
Diluted ¹	5.9	(20.9)
Adjusted earnings/(loss) per share		
Basic	15.3	(14.8)
Diluted ¹	15.2	(14.8)

1. For the 52 weeks to 29 March 2025, the effect of employee share incentive schemes is antidilutive and therefore not included in the calculation of diluted loss per share for the year.

11. Dividends paid to owners of the Company

	52 weeks to 28 March 2026 £m	52 weeks to 30 March 2025 £m
Prior year final dividend paid £nil per share (last year: 42.7p)	–	152
Interim dividend paid £nil per share (last year: £nil)	–	–
Total	–	152

The Directors have elected not to declare an interim or final dividend in respect of the 52 weeks to 28 March 2026 (last year: £nil).

No dividends were paid during the 52 weeks to 28 March 2026 in relation to the 52 weeks to 29 March 2025. A dividend of 42.7p per share was paid during the 52 weeks to 29 March 2025 in relation to the 52 weeks to 30 March 2024.

12. Intangible assets

Cost	Goodwill £m	Trademarks, licences and other intangible assets £m	Computer software £m	Intangible assets in the course of construction £m	Total £m
As at 30 March 2024	125	16	279	61	481
Effect of foreign exchange rate changes	(5)	–	(1)	–	(6)
Additions	–	–	2	22	24
Disposals	–	(1)	(28)	–	(29)
Reclassifications from assets in the course of construction	–	–	61	(61)	–
As at 29 March 2025	120	15	313	22	470
Effect of foreign exchange rate changes	1	–	–	–	1
Additions	–	–	4	28	32
Disposals	–	–	(18)	–	(18)
Reclassifications from assets in the course of construction	–	–	21	(21)	–
As at 28 March 2026	121	15	320	29	485
Accumulated amortisation and impairment					
As at 30 March 2024	6	9	199	–	214
Effect of foreign exchange rate changes	–	–	(2)	–	(2)
Charge for the year	–	1	53	–	54
Disposals	–	(1)	(28)	–	(29)
Impairment charge on assets	–	–	4	–	4
As at 29 March 2025	6	9	226	–	241
Effect of foreign exchange rate changes	–	–	–	–	–
Charge for the year	–	1	43	–	44
Disposals	–	–	(18)	–	(18)
Impairment charge on assets	–	–	4	–	4
As at 28 March 2026	6	10	255	–	271
Net book value					
As at 28 March 2026	115	5	65	29	214
As at 29 March 2025	114	6	87	22	229

Impairment testing of goodwill

The carrying value of the goodwill allocated to cash generating units:

	As at 28 March 2026 £m	As at 29 March 2025 £m
Mainland China	46	45
South Korea	21	22
Retail and Wholesale segment ¹	35	34
Other	13	13
Total	115	114

1. Goodwill which arose on acquisitions of Burberry Manifattura S.R.L. and Burberry Tecnica S.R.L. has been allocated to the group of cash generating units which make up the Group's Retail and Wholesale operating segment cash generating unit. This reflects the lowest level at which the goodwill is being monitored by management.

The Group tests goodwill for impairment annually or when there is an indication that goodwill might be impaired. The recoverable amount of all cash generating units has been determined on a value-in-use basis. Value-in-use calculations for each cash generating unit are based on projected pre-tax discounted cash flows together with a discounted terminal value. The cash flows have been discounted at pre-tax rates reflecting the Group's weighted average cost of capital adjusted for country-specific tax rates and risks. Where the cash generating unit has a non-controlling interest which was recognised at a value equal to its proportionate interest in the net identifiable assets of the acquired subsidiary at the acquisition date, the carrying amount of the goodwill has been grossed up to include the goodwill attributable to the non-controlling interest, for the purpose of impairment testing the goodwill attributable to the cash generating unit. The key assumptions contained in the value-in-use calculations include the future revenues, the operating profit margins achieved and the discount rates applied.

The value-in-use calculations have been prepared using management's cost and revenue projections for the next three years to 31 March 2029 and a longer-term growth rate of 5% to 29 March 2031 (last year: 5% to 30 March 2030). A terminal value has been included in the value-in-use calculation based on the cash flows for the year ending 29 March 2031, incorporating the assumption that growth beyond 29 March 2031 is equivalent to nominal inflation rates, assumed to be 2% (last year: 2% beyond 30 March 2030), which are not significant to the assessment.

The value-in-use estimates indicated that the recoverable amount of the cash generating unit exceeded the carrying value for each of the cash generating units. As a result, no impairment has been recognised in respect of the carrying value of goodwill in the year.

12. Intangible assets continued

Impairment testing of goodwill continued

For the material goodwill balances of Mainland China, South Korea and the Retail and Wholesale segment, management has considered the potential impact of reasonably possible changes in assumptions on the recoverable amount of goodwill. The sensitivities include applying a 10% reduction in revenue and gross profit and the associated impact on operating profit margin from management's base cash flow projections, considering the macroeconomic and political uncertainty risk on the Group's retail operations and on the global economy. Under this scenario, the estimated recoverable amount of goodwill in Mainland China, South Korea and the Retail and Wholesale segment still exceeded the carrying value.

The pre-tax discount rates for Mainland China, South Korea and the Retail and Wholesale segment were 12%, 12% and 12% respectively (last year: Mainland China 12%, South Korea 11%, and the Retail and Wholesale segment 12%). No reasonably possible change in these pre-tax discount rates would result in the carrying value exceeding the estimated recoverable amount of goodwill.

The other goodwill balance of £13 million (last year: £13 million) consists of amounts relating to eight cash generating units, none of which have goodwill balances individually exceeding £6 million as at 28 March 2026 (last year: £6 million).

13. Property, plant and equipment

Cost	Freehold land and buildings £m	Leasehold improvements £m	Fixtures, fittings and equipment £m	Assets in the course of construction £m	Total £m
As at 30 March 2024	91	631	358	49	1,129
Effect of foreign exchange rate changes	(2)	(18)	(9)	(1)	(30)
Additions	2	86	15	20	123
Disposals	–	(36)	(23)	–	(59)
Reclassifications from assets in the course of construction	–	26	21	(47)	–
As at 29 March 2025	91	689	362	21	1,163
Effect of foreign exchange rate changes	(2)	(3)	(3)	–	(8)
Additions	1	31	13	30	75
Disposals	–	(49)	(29)	(1)	(79)
Reclassifications from assets in the course of construction	2	5	10	(17)	–
As at 28 March 2026	92	673	353	33	1,151
Accumulated depreciation and impairment					
As at 30 March 2024	48	394	281	–	723
Effect of foreign exchange rate changes	(2)	(12)	(7)	–	(21)
Charge for the year	2	77	33	–	112
Disposals	–	(36)	(23)	–	(59)
Impairment charge on assets	–	8	2	–	10
As at 29 March 2025	48	431	286	–	765
Effect of foreign exchange rate changes	(1)	(1)	(3)	–	(5)
Charge for the year	2	74	35	–	111
Disposals	–	(49)	(29)	–	(78)
Impairment charge on assets	–	3	1	–	4
Impairment reversal on assets	–	(1)	–	–	(1)
As at 28 March 2026	49	457	290	–	796
Net book value					
As at 28 March 2026	43	216	63	33	355
As at 29 March 2025	43	258	76	21	398

13. Property, plant and equipment continued

During the 52 weeks to 28 March 2026, management carried out a review of retail cash generating units comprising right-of-use asset and property, plant and equipment, for any indication of impairment charges or reversals of impairments previously recorded. Where indications of impairment charges or reversals were identified, the impairment review compared the value-in-use of the cash generating units to their net book values at 28 March 2026. The pre-tax cash flow projections used for this review were based on financial plans of expected revenues and costs of each retail cash generating unit, approved by management, reflecting their latest plans over the next three years to 31 March 2029. For the remainder of the asset life, the cash flows assume industry growth rates of 5% (last year: 5%) and cost inflation rates appropriate to each store's location. The pre-tax discount rates used in these calculations were between 8.7% and 13.6% (last year: between 10.5% and 12.8%) based on the Group's weighted average cost of capital adjusted for country-specific borrowing costs, tax rates and risks for those countries in which a charge was incurred. Where indicators of impairment have been identified and the value-in-use was less than the carrying value of the cash generating unit, an impairment of property, plant and equipment and right-of-use asset was recorded.

During the 52 weeks to 28 March 2026, a net charge of £10 million (last year: £42 million) was recorded within net operating expenses as a result of the annual review of impairment for retail store assets related to trading impacts. The net charge consists of £3 million (last year: £10 million) recorded against property, plant and equipment and £7 million (last year: £32 million) recorded against right-of-use assets. Refer to note 14 for further details of right-of-use assets.

The net impairment charge recorded in property, plant and equipment related to 15 retail cash generating units (last year: 17 retail cash generating units) for which the total recoverable amount at the balance sheet date is £12 million (last year: £17 million).

Management has considered the potential impact of changes in assumptions on the impairment recorded against the Group's retail assets. Given the macroeconomic and political uncertainty risk on the Group's retail operations and on the global economy, management has considered sensitivities to the impairment charge as a result of changes to the estimate of future revenues achieved by the retail stores. The sensitivities applied are an increase or decrease in revenue of 10% from the estimate used to determine the impairment charge or reversal. It is estimated that a 10% decrease/increase in revenue assumptions for the 52 weeks to 27 March 2027, with no change to subsequent forecast revenue growth rate assumptions, would result in a £14 million increase/£9 million decrease in the impairment charge of retail store assets in the 52 weeks to 28 March 2026 (last year: £11 million increase/£18 million decrease).

14. Right-of-use assets

Net book value	Property right- of-use assets £m	Non-property right- of-use assets £m	Total right- of-use assets £m
As at 30 March 2024	1,013	–	1,013
Effect of foreign exchange rate changes	(17)	–	(17)
Additions	65	5	70
Remeasurements	80	–	80
Depreciation for the year	(244)	(3)	(247)
Impairment charge on right-of-use assets	(32)	–	(32)
As at 29 March 2025	865	2	867
Effect of foreign exchange rate changes	2	–	2
Additions	48	–	48
Remeasurements	58	–	58
Depreciation for the year	(218)	(2)	(220)
Impairment charge on right-of-use assets	(11)	–	(11)
Impairment reversal on right-of-use assets	4	–	4
As at 28 March 2026	748	–	748

As a result of the assessment of retail cash generating units for impairment, a net impairment charge of £7 million (last year: £31 million) was recorded for impairment of right-of-use assets related to trading impacts. Refer to note 13 for further details of impairment assessment of retail cash generating units.

The net impairment charge recorded in right-of-use assets relates to 15 retail cash generating units (last year: 18 retail cash generating units) for which the total recoverable amount at the balance sheet date is £40 million (last year: £53 million).

In the 52 weeks to 29 March 2025, an impairment charge of £1 million was recognised in relation to non-retail right-of-use assets arising as a result of the Group's restructuring programme and was presented as an adjusting item (refer to note 6). As a result, the total impairment charge for right-of-use assets in the 52 weeks to 29 March 2025 was £32 million.

15. Deferred taxation

Deferred tax assets and liabilities are offset when there is a legally enforceable right to offset current tax assets against current tax liabilities and there is an intention to settle on a net basis, and to the same fiscal authority. The assets and liabilities presented in the Balance Sheet, after offset, are shown in the table below:

	As at 28 March 2026 £m	As at 29 March 2025 £m
Deferred tax assets	245	233
Deferred tax liabilities	–	(1)
Net amount	245	232

	52 weeks to 28 March 2026 £m	52 weeks to 29 March 2025 £m
The movement in the deferred tax account is as follows:		
At start of year	232	207
Effect of foreign exchange rate changes	3	(4)
Credited to the Income Statement	9	29
Charged to equity	1	–
At end of year	245	232

The movement in the net deferred tax balances during the year is as follows:

	Capital allowances £m	Unrealised inventory profit and other inventory provisions £m	Share schemes £m	Unused tax losses £m	Leases £m	Other ¹ £m	Total £m
As at 30 March 2024	2	124	3	29	35	14	207
Effect of foreign exchange rate changes	–	2	–	(6)	–	–	(4)
Credited/(charged) to the Income Statement	5	(15)	–	42	4	(7)	29
As at 29 March 2025	7	111	3	65	39	7	232
Effect of foreign exchange rate changes	–	–	–	2	–	1	3
Credited/(charged) to the Income Statement	2	(26)	3	20	(4)	14	9
Credited to equity	–	–	1	–	–	–	1
As at 28 March 2026	9	85	7	87	35	22	245

1. Deferred balances within Other relate largely to temporary differences arising on other provisions and accruals.

Deferred tax assets are recognised for tax losses carried forward to the extent that the realisation of the related benefit through future taxable profits is probable. The Group did not recognise deferred tax assets of £52 million (last year: £50 million) in respect of losses and temporary timing differences amounting to £219 million (last year: £210 million) that can be set off against future taxable income. There is a time limit for the recovery of £4 million of these potential assets (last year: £3 million) which ranges from one to 10 years (last year: one to 10 years).

The Group has recognised a deferred tax asset of £73 million (last year: £92 million) (not including profit in stock consolidation adjustments) in Mainland China, of which £47 million (last year: £60 million) has arisen due to losses in FY 2022/2023, FY 2023/2024 and FY 2024/2025. Group financial forecasts indicate that the subsidiary in Mainland China is expected to generate future taxable profits which will enable the deferred tax asset to be utilised in full.

The Group has recognised a deferred tax asset of £37 million in relation to losses arising in the UK. Group financial forecasts indicate the subsidiary in the UK is expected to generate future taxable profits which will enable the deferred tax asset to be utilised in full.

For jurisdictions where tax deductions do not follow IFRS 16 accounting, the Group recognises a deferred tax asset on the lease liability and a separate deferred tax liability on the right-of-use asset. The Group applies jurisdictional netting and the net position is included in the "Leases" column above.

Included within other temporary differences above is a deferred tax liability of £nil (last year: £1 million) relating to unremitted overseas earnings. No deferred tax liability is provided in respect of any future remittance of earnings of foreign subsidiaries where the Group is able to control the remittance of earnings and it is probable that such earnings will not be remitted in the foreseeable future, or where no liability would arise on the remittance. The aggregate amount of unremitted earnings in respect of which no deferred tax liability has been provided is £160 million (last year: £126 million).

16. Trade and other receivables

	As at 28 March 2026 £m	As at 29 March 2025 £m
Non-current		
Other financial receivables ¹	44	43
Prepayments	4	5
Total non-current trade and other receivables	48	48
Current		
Trade receivables	151	141
Provision for expected credit losses	(18)	(11)
Net trade receivables	133	130
Other financial receivables ¹	24	32
Other non-financial receivables ²	108	104
Prepayments	43	28
Accrued income	15	15
Total current trade and other receivables	323	309
Total trade and other receivables	371	357

1. Other financial receivables relates to rental deposits and other sundry debtors.

2. Other non-financial receivables relates to indirect taxes and other taxes and duties.

Included in total trade and other receivables are non-financial assets of £155 million (last year: £137 million).

The Group's impairment policies and the calculation of any allowances for credit losses are detailed in note 26 in the credit risk section.

17. Inventories

	As at 28 March 2026 £m	As at 29 March 2025 £m
Raw materials	28	26
Work in progress	2	1
Finished goods	371	397
Total inventories	401	424

	As at 28 March 2026 £m	As at 29 March 2025 £m
Total inventories, gross	468	527
Provisions	(67)	(103)
Total inventories, net	401	424

Inventory provisions of £67 million (last year: £103 million) are recorded, representing 14.3% (last year: 19.6%) of the gross value of inventory. The provisions reflect management's best estimate of the net realisable value of inventory, where this is considered to be lower than the cost of the inventory.

The cost of inventories recognised as an expense and included in cost of sales amounted to £742 million (last year: £887 million).

Taking into account factors impacting the inventory provisioning including the proportion of inventory sold through loss making channels being higher or lower than expected, management considers that a reasonable potential range of outcomes could result in an increase in inventory provisions of £11 million or a decrease in inventory provisions of £13 million in the next 12 months. This would result in a potential range of inventory provisions of 12% to 17% as a percentage of the gross value of inventory as at 28 March 2026.

The net movement in inventory provisions included in cost of sales for the 52 weeks to 28 March 2026 was a charge of £10 million (last year: £44 million). The total reversal of inventory provisions during the current year, which is included in the net movement, was £9 million (last year: £8 million).

18. Derivative financial instruments

Master netting arrangements

The Group's derivative contracts are entered into under International Swaps and Derivatives Association (ISDA) master netting arrangements. In general, under such agreements the amounts owed by each counterparty on a single day in respect of all transactions outstanding in the same currency are aggregated into a single amount that is payable by one party to the other. In certain circumstances, such as when a default occurs, all outstanding transactions under the agreement are terminated, the termination value is assessed and only a single net amount is payable in settlement of all transactions. The ISDA agreements do not meet the criteria for offsetting in the Balance Sheet as the Group's right to offset is enforceable only on the occurrence of future events such as default. The Group has amended the ISDA agreement with two banks to require it to net settle its forward foreign exchange contracts. The effect of netting the derivatives subject to net settlement agreements and offset on the Balance Sheet at 28 March 2026 was £nil (last year: £nil). The Group's Balance Sheet would not be materially different if it had offset its forward foreign exchange contracts, interest rate swaps and equity swap contracts subject to the standard ISDA agreements.

Derivative financial assets and liabilities

The fair value and notional amounts of derivatives analysed by hedge type are as follows:

	As at 28 March 2026				As at 29 March 2025			
	Asset		Liability		Asset		Liability	
	Fair value £m	Notional value £m	Fair value £m	Notional value £m	Fair value £m	Notional value £m	Fair value £m	Notional value £m
Forward foreign exchange contracts								
– cash flow hedges	–	–	–	34	–	45	(1)	110
Forward foreign exchange contracts								
– fair value through profit and loss ¹	3	293	(8)	512	10	473	–	52
Equity swap contracts – fair value through								
profit and loss	–	–	(1)	4	1	2	–	–
Interest rate swaps – fair value hedging								
instrument ²	–	–	(6)	450	–	–	(3)	450
Total position	3	293	(15)	1,000	11	520	(4)	612
Comprising:								
Total current position	3	293	(10)	550	11	520	(1)	162
Total non-current position	–	–	(5)	450	–	–	(3)	450

- Forward foreign exchange contracts classified as fair value through profit and loss are used for cash management and hedging monetary assets and liabilities. At 28 March 2026, all such contracts had maturities of no greater than 4 months from the balance sheet date (last year: no greater than 10 months from the balance sheet date).
- The Group has entered into interest rate swaps to reduce the level of fixed rate debt in accordance with the Group Treasury Policy, and has entered the swaps into fair value hedge relationships with the £450 million medium term note (MTN) Fixed rate bond.

Effect of hedge accounting on the financial position and performance

The impact of the hedging instruments on the Group's financial position and performance is as follows:

As at 28 March 2026	Carrying amount £m	Notional amount £m	Maturity date	Change in fair value
				used for measuring ineffectiveness for the period £m
Foreign currency forwards (assets)	–	–	–	–
Foreign currency forwards (liabilities)	–	34	May 2026 – Aug 2026	–
Interest rate swaps (assets)	–	–	–	–
Interest rate swaps (liabilities)	(6)	450	Jun 2030	(4)
As at 29 March 2025				
Foreign currency forwards (assets)	–	45	Jun 2025 – Jan 2026	–
Foreign currency forwards (liabilities)	(1)	110	Jun 2025 – Oct 2025	1
Interest rate swaps (assets)	–	–	–	–
Interest rate swaps (liabilities)	(3)	450	Jun 2030	(3)

18. Derivative financial instruments continued

The impact of the fair value hedged item on the Balance Sheet is as follows:

	As at 28 March 2026			As at 29 March 2025		
	Carrying amount £m	Accumulated fair value adjustments £m	Change in value of hedged item used to determine hedge ineffectiveness £m	Carrying amount £m	Accumulated fair value adjustments £m	Change in value of hedged item used to determine hedge ineffectiveness £m
5.75% £450m MTN Fixed rate bond	436	5	(6)	438	(2)	(1)

The change in value of the cash flow hedges used to determine hedge ineffectiveness as at 28 March 2026 is £nil (last year: £1 million).

The foreign currency forwards are denominated in the same currency as the highly probable future inventory purchases (EUR), therefore the hedge ratio is 1:1. The weighted average hedged rate of outstanding contracts (including forward points) in EUR was 1.1310 (last year: 1.1893).

The terms of the interest rate swap contracts match the terms of the borrowings including notional amounts and maturity, interest settlement and interest rate reset dates, therefore the Group has established a hedge ratio of 1:1 for the hedging relationships as the underlying risk of the derivative contract is identical to that of the hedged item.

The contractual maturity profile of non-current financial liabilities is shown in note 26. For further details of cash flow hedging, refer to note 26 in the market risk section.

19. Cash and cash equivalents

	As at 28 March 2026 £m	As at 29 March 2025 £m
Cash and cash equivalents held at amortised cost		
Cash at bank and in hand and cash in transit	153	174
Short-term deposits	134	132
	287	306
Cash and cash equivalents held at fair value through profit and loss		
Short-term deposits	384	507
Total	671	813

Cash and cash equivalents classified as fair value through profit and loss relate to deposits held in low volatility net asset value money market funds. The cash is available immediately and, since the funds are managed to achieve low volatility, no significant change in value is anticipated. The funds are monitored to ensure there are no significant changes in value.

As at 28 March 2026 and 29 March 2025, no impairment losses were identified on cash and cash equivalents held at amortised cost.

As at 28 March 2026, cash in transit is £18 million (last year: £20 million).

20. Trade and other payables

	As at 28 March 2026 £m	As at 29 March 2025 £m
Non-current		
Other payables ¹	3	3
Deferred income and non-financial accruals	7	8
Contract liabilities	38	43
Total non-current trade and other payables	48	54
Current		
Trade payables	164	146
Other taxes and social security costs	61	46
Other payables ¹	44	31
Accruals	172	160
Deferred income and non-financial accruals	7	8
Contract liabilities	11	11
Deferred consideration ²	3	3
Total current trade and other payables	462	405
Total trade and other payables	510	459

1. Other payables primarily relates to interest.

2. Deferred consideration relates to the acquisition of the economic right to the non-controlling interest in Burberry Middle East LLC on 22 April 2016. In the 52 weeks to 28 March 2026, no payments were made in relation to Burberry Middle East LLC (last year: £2 million). Contingent payments of £3 million remain outstanding at 28 March 2026 (last year: £3 million), which will be paid once all required documentation is complete.

Included in total trade and other payables are non-financial liabilities of £124 million (last year: £116 million).

Contract liabilities

Retail contract liabilities relate to unredeemed balances on issued gift cards and similar products, and advanced payments received for sales which have not yet been delivered to the customer. Licensing contract liabilities relate to deferred revenue arising from the upfront payment for the Beauty licence which is being recognised in revenue over the term of the licence on a straight-line basis reflecting access to the trademark over the licence period to 2032.

	As at 28 March 2026 £m	As at 29 March 2025 £m
Retail contract liabilities	5	4
Licensing contract liabilities	44	50
Total contract liabilities	49	54

The amount of revenue recognised in the year relating to contract liabilities at the start of the year is set out in the following table. All revenue in the year relates to performance obligations satisfied in the year. All contract liabilities at the end of the year relate to unsatisfied performance obligations.

	52 weeks to 28 March 2026 £m	52 weeks to 29 March 2025 £m
Retail revenue relating to contract liabilities	2	2
Deferred revenue from Beauty licence	6	7
Revenue recognised that was included in contract liabilities at the start of the year	8	9

21. Lease liabilities

	Property lease liabilities £m	Non-property lease liabilities £m	Total lease liabilities £m
Balance as at 30 March 2024	1,188	–	1,188
Effect of foreign exchange rate changes	(18)	–	(18)
Created during the year	65	5	70
Amounts paid ¹	(283)	(3)	(286)
Discount unwind	49	–	49
Remeasurements ²	78	–	78
Balance as at 29 March 2025	1,079	2	1,081
Effect of foreign exchange rate changes	(1)	–	(1)
Created during the year	47	–	47
Amounts paid ¹	(274)	(2)	(276)
Discount unwind	47	–	47
Remeasurements ²	57	–	57
Balance as at 28 March 2026	955	–	955

	As at 28 March 2026 £m	As at 29 March 2025 £m
Analysis of total lease liabilities:		
Non-current	751	866
Current	204	215
Total	955	1,081

- The amount paid of £276 million (last year: £286 million) includes £229 million (last year: £237 million) representing a financing cash outflow and £47 million (last year: £49 million) representing an operating cash outflow. For the 52 weeks to 29 March 2025, the financing cash outflow included £5 million paid on termination of lease.
- Remeasurements relate largely to changes in the lease liabilities that arise as a result of extending the lease term on an existing lease and management's reassessment of the lease term based on existing break or extension options in the contract, as well as those linked to an inflation index or rate review.

The Group enters into property leases for retail properties, including stores, concessions, warehouse and storage locations and office property. The remaining lease terms for these properties range from a few months to 17 years (last year: a few months to 15 years). Many of the leases include break options and/or extension options to provide operational flexibility. Some of the leases for concessions have rolling lease terms or rolling break options. Management assess the lease term at inception based on the facts and circumstances applicable to each property including the period over which the investment appraisal was initially considered.

Potential future undiscounted lease payments related to periods following the exercise date of an extension option not included in the lease term, and therefore not included in lease liabilities, are approximately £360 million (last year: £360 million) in relation to the next available extension option, and are assessed as not reasonably certain to be exercised. Potential future undiscounted lease payments related to periods following the exercise date of a break option not included in the lease term, and therefore not included in lease liabilities, are approximately £68 million (last year: £73 million) in relation to break options which are expected to be exercised. During the 52 weeks to 28 March 2026, no significant judgements regarding extension or break options in relation to individually material leases were made (last year: no significant judgements).

Management reviews the retail lease portfolio on an ongoing basis, taking into account retail performance and future trading expectations. Management may exercise extension options and negotiate lease extensions or modifications. In other instances, management may exercise break options, negotiate lease reductions or decide not to negotiate a lease extension at the end of the lease term. The most significant factor impacting future lease payments is changes management choose to make to the store portfolio.

Future increases and decreases in rent linked to an inflation index or rate review are not included in the lease liability until the change in cash flows is legally agreed. Approximately 21% (last year: 20%) of the Group's lease liabilities are subject to inflation linked reviews and 21% (last year: 31%) are subject to rent reviews. Rental changes linked to inflation or rent reviews typically occur on an annual basis.

Many of the retail property leases also incur payments based on a percentage of revenue achieved at the location. Changes in future variable lease payments will typically reflect changes in the Group's retail revenues, including the impact of regional mix. The Group expects the relative proportions of fixed and variable lease payments to remain broadly consistent in future years.

The Group also enters into non-property leases for equipment, advertising fixtures and machinery. Generally, these leases do not include break or extension options. The most significant impact to future cash flows relating to leased equipment, which are primarily short-term leases, would be the Group's usage of leased equipment to a greater or lesser extent.

21. Lease liabilities continued

The Group's accounting policy for leases is set out in note 2. Details of Income Statement charges and income from leases are set out in note 5. The right-of-use asset categories on which depreciation is incurred are presented in note 14. Interest expense incurred on lease liabilities is presented in note 8. Commitments relating to off-balance sheet leases are presented in note 25. The maturity of undiscounted future lease liabilities are set out in note 26.

Total cash outflows in relation to leases in the 52 weeks to 28 March 2026 are £393 million (last year: £394 million). This relates to payments of £229 million on lease principal (last year: £237 million), £47 million on lease interest (last year: £49 million), £99 million on variable lease payments (last year: £91 million), and £18 million on other lease payments principally relating to short-term leases and leases in holdover (last year: £17 million).

22. Provisions for other liabilities and charges

	Property obligations £m	Restructuring ¹ £m	Other £m	Total £m
Balance as at 29 March 2025	43	8	9	60
Effect of foreign exchange rate changes	–	–	–	–
Created during the year	6	45	2	53
Discount unwind	1	–	–	1
Utilised during the year	(2)	(49)	(1)	(52)
Released during the year	(2)	–	(4)	(6)
Balance as at 28 March 2026	46	4	6	56

1. Provision for restructuring costs relates to the Burberry Forward transformation programme initiated during the prior year which is included as an adjusting item. Refer to note 6 for details of adjusting items.

The net charge in the year for property obligations is £4 million (last year: £2 million), relating to future property reinstatement costs.

The net release in the year for other provisions of £2 million (last year: net charge of £2 million) includes charges of £2 million (last year: £4 million) and releases of £4 million (last year: £2 million) relating to employee matters and tax compliance.

	As at 28 March 2026 £m	As at 29 March 2025 £m
Analysis of total provisions:		
Non-current	38	33
Current	18	27
Total	56	60

The non-current provisions relate to property reinstatement costs which are expected to be utilised within 17 years (last year: 15 years).

23. Overdrafts and borrowings

	Maturity	As at 28 March 2026		As at 29 March 2025	
		Carrying value £m	Fair value £m	Carrying value £m	Fair value £m
Bank overdrafts ¹	–	57	57	105	105
1.125% £300m MTN Sustainability-linked bond ²	Sep 2025	–	–	300	294
5.75% £450m MTN Fixed rate bond ³	Jun 2030	436	450	438	443
£75 million multi-currency revolving credit facility ⁴	Mar 2028	75	75	–	–
Total		568	582	843	842

- Bank overdrafts includes £57 million (last year: £105 million) representing balances on cash pooling arrangements in the Group, as well as £nil (last year: £nil) relating to a number of committed and uncommitted arrangements agreed with third parties. The fair value of overdrafts approximates the carrying amount due to the short maturity of these instruments.
- The sustainability bond was repaid in full on 22 September 2025.
- All movements on the bond were non cash. The Group has entered into interest rate swaps to reduce the level of fixed rate debt in accordance with the Group Treasury Policy, and has entered the swaps into fair value hedge relationships with the bond. Interest on the bond is payable semi-annually.
- The Group has a £75 million multi-currency RCF with a syndicate of banks, originally maturing in March 2027. During the year, the Group exercised its option to extend the facility by an additional year to March 2028 with the consent of the syndicate. The interest rate on the £75 million RCF is SONIA plus commercial margin. There were no drawdowns or repayments of the RCF during the prior year.

The Group has a £300 million multi-currency RCF with a syndicate of banks, maturing in November 2027. There were no drawdowns or repayments of the £300 million RCF during the current or prior year, and at 28 March 2026 there were no outstanding drawings.

The revolving credit facilities have a single leverage covenant. The Group is in compliance with the financial and other covenants within the facilities above and has been in compliance throughout the financial period.

24. Share capital and reserves

Allotted, called up and fully paid share capital	Number	£m
Ordinary shares of 0.05p (last year: 0.05p) each		
As at 30 March 2024	363,815,743	0.2
Allotted on exercise of options during the year	571	–
As at 29 March 2025	363,816,314	0.2
Allotted on exercise of options during the year	21,092	–
As at 28 March 2026	363,837,406	0.2

The Company has a general authority from shareholders, renewed at each Annual General Meeting, to repurchase a maximum of 10% of its issued share capital. There has been no share buy-back programme in the current period.

As at 28 March 2026, the Company held 2.8 million treasury shares (last year: 4.6 million), with a market value of £29 million (last year: £37 million) based on the share price at the reporting date. The treasury shares held by the Company are related to the share buy-back programme completed during the 53 weeks to 2 April 2022. During the 52 weeks to 28 March 2026, 1.8 million treasury shares were transferred to ESOP trusts (last year: 0.6 million). During the 52 weeks to 28 March 2026, no treasury shares were cancelled (last year: none).

The cost of shares purchased by ESOP trusts are offset against retained earnings, as the amounts paid reduce the profits available for distribution by the Company. As at 28 March 2026, the cost of own shares held by ESOP trusts and offset against retained earnings is £48 million (last year: £29 million). As at 28 March 2026, the ESOP trusts held 2.8 million shares (last year: 1.7 million) in the Company, with a market value of £29 million (last year: £14 million). In the 52 weeks to 28 March 2026 the Group purchased £5 million of ESOP shares (last year: £nil) for employee share awards that require market purchase shares. In the 52 weeks to 28 March 2026, the ESOP trusts and the Company have waived their entitlement to dividends.

Other reserves in the Statement of Changes in Equity consist of the capital reserve, the foreign currency translation reserve, and the hedging reserves. The hedging reserves consist of the cash flow hedge reserve and the net investment hedge reserve.

24. Share capital and reserves continued

	Capital reserve £m	Hedging reserves		Foreign currency translation reserve £m	Total £m
		Cash flow hedges £m	Net investment hedge £m		
Balance as at 30 March 2024	41	(3)	5	198	241
Other comprehensive income:					
Cash flow hedges – losses deferred in equity	–	(1)	–	–	(1)
Cash flow hedges – transferred to income	–	2	–	–	2
Foreign currency translation differences	–	–	–	(25)	(25)
Total comprehensive income for the year	–	1	–	(25)	(24)
Balance as at 29 March 2025	41	(2)	5	173	217
Other comprehensive income:					
Cash flow hedges – losses deferred in equity	–	1	–	–	1
Cash flow hedges – transferred to income	–	–	–	–	–
Foreign currency translation differences	–	–	–	(13)	(13)
Total comprehensive income for the year	–	1	–	(13)	(12)
Balance as at 28 March 2026	41	(1)	5	160	205

As at 28 March 2026, the amount held in the hedging reserve relating to matured net investment hedges is £5 million net of tax (last year: £5 million).

25. Commitments

Financial commitments

The Group leases various retail stores, offices, warehouses and equipment under non-cancellable lease arrangements. The liabilities for these leases are recorded on the Group's Balance Sheet when the Group obtains control of the underlying asset. The Group has additional commitments relating to leases where the Group has entered into an obligation but does not yet have control of the underlying asset. The future lease payments to which the Group is committed, over the expected lease term, which are not recorded on the Group's Balance Sheet, are as follows:

	As at 28 March 2026 £m	As at 29 March 2025 £m
Amounts falling due:		
Within 1 year	4	1
Between 2 and 5 years	31	24
After 5 years	49	57
Total	84	82

The Group has entered into other contractual commitments in the normal course of business of £34 million (last year: £12 million) which are not recognised as liabilities at the reporting date. These primarily relate to operating arrangements for service contracts and are payable over the next five years.

Capital commitments

Contracted capital commitments represent contracts entered into by the year end for future work in respect of major capital expenditure projects relating to property, plant and equipment and intangible assets which are not recorded on the Group's Balance Sheet and are as follows:

	As at 28 March 2026 £m	As at 29 March 2025 £m
Capital commitments contracted but not provided for:		
Property, plant and equipment	11	16
Intangible assets	4	2
Total	15	18

26. Financial risk management

The Group's principal financial instruments comprise derivative instruments, cash and cash equivalents, borrowings (including overdrafts), trade and other receivables, and trade and other payables arising directly from operations.

The Group's activities expose it to a variety of financial risks: market risks (including foreign exchange risk and interest rate risk), credit risk, liquidity risk and capital risk.

Risk management is carried out by the Group treasury department (Group Treasury) based on forecast business requirements to reduce financial risk and to ensure sufficient liquidity is available to meet foreseeable needs and to invest in cash and cash equivalents safely and profitably. The Group uses derivative instruments to hedge certain risk exposures. Group Treasury does not operate as a profit centre and transacts only in relation to the underlying business requirements. The policies of Group Treasury are reviewed and approved by the Board of Directors annually.

Market risk

Foreign exchange risk

The Group operates internationally and is exposed to foreign exchange risk arising from various non-sterling currencies.

The Group's Income Statement is affected by transactions denominated in foreign currency. To reduce exposure to currency fluctuations, the Group has a policy of hedging foreign currency denominated transactions by entering into forward foreign exchange contracts (refer to note 18). These transactions are recorded as cash flow hedges. The Group's foreign currency transactions arise principally from purchases and sales of inventory.

The Group's treasury risk management policy is to hedge, prior to market opening, 70-90% of its anticipated third-party foreign currency exposure by currency, by season and where the net currency exposure is greater than £20 million. Currently, the Group hedges on balance sheet intercompany foreign currency transactions. The Group uses forward exchange contracts to hedge its currency risk.

The Group designates the spot component of foreign currency forwards in hedge relationships and applies a ratio of 1:1. The forward elements of the foreign currency forward are excluded from designation of the hedging instrument and are separately accounted for as a cost of hedging and recognised in operating expenses on a discounted basis.

The Group determines the existence of an economic relationship between the hedging instrument and the hedged item based on the currency, amount and timing of their respective cash flows. The Group assesses whether the derivative designated in each hedging relationship is expected to be and has been effective in offsetting changes in cash flows of the hedged item using the dollar offset method.

In these hedge relationships, ineffectiveness may arise if the timing of the forecast transaction changes from what was originally estimated, or if there are changes in the credit risk of the Group or the derivative counterparty. There was no ineffectiveness in the 52 weeks ending 28 March 2026 (last year: no ineffectiveness).

The Group monitors the desirability of hedging the net assets of overseas subsidiaries when translated into sterling for reporting purposes. The Group would use forward foreign exchange contracts to hedge net assets of overseas subsidiaries, relating to surplus cash whose remittance is foreseeable. There were no outstanding net investment hedges as at 28 March 2026 (last year: no outstanding net investment hedges).

At 28 March 2026, the Group has performed a sensitivity analysis to determine the effect of sterling strengthening/weakening by 10% (last year: 10%) against other currencies with all other variables held constant. The effect on translating foreign currency denominated net cash, trade, intercompany and other financial receivables and payables and financial instruments at fair value through profit or loss as at 28 March 2026 would have been to decrease/increase operating profit for the year by £3 million (last year: increase/decrease £4 million) on a post-tax basis. The effect on translating forward foreign exchange contracts designated as cash flow hedges as at 28 March 2026 would have been to decrease/increase equity by £2 million (last year: decrease/increase £3 million) on a post-tax basis.

The following table shows the extent to which the Group has monetary assets and liabilities at the year end in currencies other than the local currency of operation, after accounting for the effect of any specific forward foreign exchange contracts used to manage currency exposure. Monetary assets and liabilities refer to cash, deposits, overdrafts, borrowings and other amounts to be received or paid in cash. Amounts exclude intercompany balances which eliminate on consolidation. Foreign exchange differences on retranslation of these assets and liabilities are recognised in net operating expenses.

	As at 28 March 2026			As at 29 March 2025		
	Monetary assets £m	Monetary liabilities £m	Net £m	Monetary assets £m	Monetary liabilities £m	Net £m
Sterling	–	(1)	(1)	1	(1)	–
US Dollar	2	(11)	(9)	1	(20)	(19)
Euro	34	(37)	(3)	33	(32)	1
Chinese Yuan Renminbi	14	(25)	(11)	11	(3)	8
Other currencies	4	(18)	(14)	5	(27)	(22)
Total	54	(92)	(38)	51	(83)	(32)

26. Financial risk management continued

Market risk continued

Interest rate risk

The Group's exposure to market risk for changes in interest rates relates primarily to cash, borrowings, short-term deposits and overdrafts.

Interest rate risk is the risk that the fair value of a financial instrument will fluctuate because of changes in market interest rates.

The Group's exposure to the risk of changes in market interest rates relates primarily to the Group's long-term debt obligations with fixed interest rates.

The Group manages its interest rate risk by having a balanced portfolio of fixed and variable rate loans and borrowings. Where the Group is in a cash net of the long term debt position, the Group's policy is to align the interest rate type of the debt with those of the cash to establish a natural hedge.

To facilitate this, the Group enters into interest rate swaps, in which it agrees to exchange, at specified intervals, the difference between fixed and variable rate interest amounts calculated by reference to an agreed-upon notional principal amount. At 28 March 2026, after taking into account the effect of interest rate swaps, approximately 100% of the Group's long-term borrowings are at a floating rate of interest (last year: 100%).

The floating rate financial liabilities at 28 March 2026 are £582 million (last year: £543 million) due to cash pool overdrafts, revolving credit facility drawdown and borrowings swapped from fixed interest rate to floating interest rate. The fixed rate financial liabilities at 28 March 2026 are borrowings of £nil (last year: £300 million). If interest rates on floating rate financial liabilities had been 100 basis points higher/lower (last year: 100 basis points), excluding the impact on cash pool overdraft balances and with all other variables held constant, post-tax profit for the year would have been £4 million (last year: £3 million) lower/higher, as a result of higher/lower interest expense.

The floating rate financial assets as at 28 March 2026 comprise short-term deposits of £518 million (last year: £639 million), interest bearing current accounts of £nil (last year: £1 million) and cash pool asset balances of £61 million (last year: £109 million). At 28 March 2026, if interest rates on floating rate financial assets had been 100 basis points higher/lower (last year: 100 basis points), excluding the impact on gross cash pool asset balances and with all other variables held constant, post-tax profit for the year would have been £4 million (last year: £3 million) higher/lower, as a result of higher/lower interest income.

Credit risk

Trade receivables

The Group has no significant concentrations of credit risk. The trade receivables balance is spread across a large number of different customers with no single debtor during the year representing more than 7% of the total balance due (last year: 6%). The Group has policies in place to ensure that wholesale sales are made to customers with an appropriate credit history. Sales to retail customers are made in cash or via major credit cards. In some retail locations, where the Group's store is contained within a department store or mall, for example a concession, the sales proceeds may be initially held by the operator of the wider location, giving rise to retail debtors. In addition, receivables balances are monitored on an ongoing basis with the result that the Group's exposure to bad debts is not significant and default rates have historically been very low.

The Group applies the simplified approach when measuring the trade receivables expected credit losses. The approach uses a lifetime expected loss allowance. To measure the expected credit losses, trade receivables have been grouped based on segment, geographical region and the days past due. The expected loss rates are reviewed annually, or when there is a significant change in external factors potentially impacting credit risk, and are updated where management's expectations of credit losses change. No changes have been made to the expected loss rates during the 52 weeks to 28 March 2026.

The expected credit loss allowance for receivables was determined as follows:

	Current £m	Less than 1 month overdue £m	Less than 2 months overdue £m	Less than 3 months overdue £m	Over 3 months overdue £m	Total £m
As at 28 March 2026						
Trade receivables						
Weighted average expected loss rate %	2%	4%	7%	14%	20%	
Gross carrying amount of trade receivables	115	16	3	2	15	151
Loss allowance ¹	(2)	(5)	–	–	(11)	(18)
As at 29 March 2025						
Trade receivables						
Weighted average expected loss rate %	1%	4%	8%	18%	21%	
Gross carrying amount of trade receivables	109	14	4	3	11	141
Loss allowance ¹	(2)	(1)	–	(1)	(7)	(11)

1. The loss allowance contains expected credit loss and specific loss provisions.

26. Financial risk management continued

Credit risk continued

Trade receivables continued

The closing loss allowances for receivables reconcile as follows:

	Receivables £m
As at 30 March 2024	10
Effect of foreign exchange rate changes	–
Impairment provision recognised in profit or loss during the year	5
Receivables written off during the year as uncollectable	(1)
Unused amount reversed	(3)
As at 29 March 2025	11
Effect of foreign exchange rate changes	–
Impairment provision recognised in profit or loss during the year	8
Receivables written off during the year as uncollectable	–
Unused amount reversed	(1)
As at 28 March 2026	18

In aggregate, as at 28 March 2026, the movement in the impairment provision on trade and other receivables and recorded in the Income Statement was a net charge of £7 million (last year: £2 million), all of which relates to contracts with customers.

The maximum exposure to credit risk at the reporting date with respect to trade and other receivables is approximated by the carrying amount on the Balance Sheet.

Receivables excluding trade receivables

The counterparty credit risk of other receivables is reviewed on a regular basis and the impairment is assessed as follows:

At inception the receivable is recorded net of expected 12-month credit losses. If a significant change in the credit risk occurs during the life of the receivable, credit losses are recorded in the profit and loss account and the effective interest is calculated using the gross carrying amount of the asset. If a loss event occurs, the effective interest is calculated using the amortised cost of the asset net of any credit losses.

During the year ended 31 March 2013, the Group entered into a retail leasing arrangement in the Republic of Korea. As part of this arrangement, a KRW 27 billion (£19 million) 15-year interest-free loan was provided to the landlord. The Group holds a registered mortgage over the leased property for the equivalent value of the loan which acts as collateral. At 28 March 2026, the discounted fair value of the loan is £12 million (last year: £13 million). The book value of the loan, recorded at amortised cost, is £12 million (last year: £12 million). Other than this arrangement, the Group does not hold any other collateral as security. Management considers that the security provided by the mortgage is sufficient risk mitigation and hence the credit loss relating to this receivable is not significant.

Other financial assets

With respect to credit risk arising from other financial assets, which comprise cash and short-term deposits and certain derivative instruments, the Group's exposure to credit risk arises from the default of the counterparty with a maximum exposure equal to the carrying value of these instruments. The Group has policies that limit the amount of credit exposure to any financial institution and only deposits funds with independently rated financial institutions with a minimum rating of 'A' other than where required for operational purposes. A total of £nil (last year: £3 million) was held with institutions with a rating below 'A' at 28 March 2026. These amounts are monitored on a weekly basis by the Treasury Committee.

26. Financial risk management continued

Liquidity risk

The Group's financial risk management policy aims to ensure that sufficient cash is maintained to meet foreseeable needs and close out market positions. Due to the dynamic nature of the underlying business, Group Treasury aims to maintain flexibility in funding by keeping committed credit lines available. For further details, refer to note 23.

All short-term trade and other payables, accruals, and bank overdrafts mature within one year or less. The carrying value of all financial liabilities due in less than one year is equal to their contractual undiscounted cash flows, with the exception of lease liabilities. The undiscounted contractual cash flows for lease liabilities due in less than one year is £255 million (last year: £262 million).

The maturity profile of the contractual undiscounted cash flows of the Group's non-current financial liabilities, excluding derivatives used for hedging, is as follows:

	As at 28 March 2026			As at 29 March 2025		
	Lease liabilities £m	Other £m	Total £m	Lease liabilities £m	Other ¹ £m	Total £m
In more than 1 year, but not more than 2 years	222	101	323	213	26	239
In more than 2 years, but not more than 3 years	140	26	166	192	26	218
In more than 3 years, but not more than 4 years	124	26	150	125	26	151
In more than 4 years, but not more than 5 years	88	463	551	116	26	142
In more than 5 years	358	3	361	378	465	843
Total financial liabilities	932	619	1,551	1,024	569	1,593

1. The other non-current financial liabilities as at 29 March 2025 have been restated to reflect the Group's non-current contractual interest cash flows.

As at 28 March 2026, other non-current financial liabilities relate to borrowings of £511 million (last year: borrowings of £438 million). Refer to note 23.

Capital risk

The Board reviews the Group's capital allocation policy annually. The Group's capital allocation framework defines its priorities for uses of cash, underpinned by its principle to maintain a strong balance sheet with a solid investment grade credit rating. Subject to the availability of capital, the framework has four priorities for the use of cash generated from operations:

- Re-investment in the business to drive organic growth
- Maintaining a progressive dividend policy
- Continuing to pursue selective inorganic strategic investment
- To the extent that there is surplus capital to these needs, providing additional returns to shareholders

At 28 March 2026, the Group had net cash of £614 million (last year: £708 million), borrowings of £511 million (last year: £738 million) and total equity excluding non-controlling interests of £940 million (last year: £914 million). The borrowings at 28 March 2026 relate to medium-term notes with a face value of £450 million (last year: £750 million) and a £75 million drawdown of the £75 million revolving credit facility (last year: £nil). For further details, refer to note 23. Potential additional sources of funding available to the Group include undrawn and additional bank facilities, longer-term debt and equity funding. The Group's current capital resources, together with the potential additional sources of funding, are considered sufficient to address the Group's capital risk.

27. Employee costs

Staff costs, including the cost of Directors, incurred during the year are as shown below. Directors' remuneration, which is separately disclosed in the Directors' Remuneration Report on pages 141 to 177 and forms part of these financial statements, includes, for those share options and awards where performance obligations have been met, the notional gains arising on the future exercise but excludes the charge in respect of those share options and awards recognised in the Group Income Statement.

	52 weeks to 28 March 2026 ¹ £m	52 weeks to 29 March 2025 ¹ £m
Wages and salaries	446	461
Social security costs	67	58
Pension costs	20	22
	533	541
Termination benefits	33	17
Equity-settled share-based payment charge	21	18
Total	587	576

1. Employee costs for the 52 weeks to 28 March 2026 include a charge of £33 million (last year: £16 million) arising as a result of the Group's restructuring programme which is presented as an adjusting item. Refer to note 6 for further details.

Pension costs include contributions to the Group's defined contribution plan for eligible employees.

The average number of full-time equivalent employees (including Executive Directors) during the year was as follows:

	Number of employees	
	52 weeks to 28 March 2026	52 weeks to 29 March 2025
EMEIA ¹	3,774	4,431
Greater China ^{2,3}	1,600	1,830
Americas	1,194	1,238
Asia Pacific ^{2,4}	1,045	1,202
Total	7,613	8,701

1. EMEIA comprises Europe, Middle East, India and Africa.

2. Commencing 30 March 2025, the former Asia Pacific region was restructured into two regions, Asia Pacific and Greater China. The average number of full-time equivalent employees (including Executive Directors) for the comparative periods has been restated to reflect the new regional structure. For the 52 weeks to 29 March 2025, the number of employees attributable to Asia Pacific decreased by 1,830 with those employees now attributable to Greater China.

3. Greater China consists of Mainland China; Hong Kong S.A.R., China; Macau S.A.R., China; and Taiwan Area, China.

4. Asia Pacific consists of the rest of Asia; including Japan, South Korea, Southeast Asia, Australia and New Zealand.

Shares and share options granted to Directors and employees

The Group had the following share-based compensation schemes in operation during the year:

Share-based compensation scheme	Participants	Maximum vesting period for options / awards granted	Method of settlement	Vesting requirements
Burberry Share Plan (BSP) Award Schemes	Executive Directors	3 years	Equity and cash	Continued service and conditional upon meeting underpins: total revenue, ROIC and reasonable progress in respect of our strategy to elevate our brand and build a more sustainable future
Burberry Share Plan (BSP) Award Schemes	Management	3 years	Equity and cash	Continued service
Burberry Share Plan (BSP) Award Schemes	Management	3 years	Equity and cash	Continued service and conditional upon Burberry achieving a specified total shareholder return performance by the end of a three-year period
Executive Share Plan (ESP) Nil cost Option Schemes	Management	4 years	Equity and cash	Thresholds and targets for all ESP schemes have now been assessed and the number of shares awarded has been approved
ShareSave (SAYE) Option Schemes	All employees	5 years	Equity and cash	Continued service
Free Share Plan Award Schemes	All employees	3 years	Equity and cash	Continued service
Recruitment Share Award	CEO	3 years	Equity	Continued service and conditional upon Burberry achieving a specified total shareholder return performance by the end of a three-year period

Where applicable, equity swaps have been entered into to cover future employer's national insurance liability (or overseas equivalent) that may arise in respect of these schemes.

The fair value charge relating to Burberry Share Plan (BSP) Award Schemes, ShareSave (SAYE) Schemes, and Free Share Plan Schemes was £15 million, £2 million and £3 million, respectively (last year: £12 million, £3 million and £2 million, respectively). The fair value charge relating to the remaining schemes was £1 million (last year: £1 million).

27. Employee costs continued

Movements during the year

The number and weighted average exercise price (WAEP) of, and movements in, share-based compensation schemes during the year are as follows:

For the 52 weeks ended 28 March 2026:

	Burberry Share Plan (BSP) Award Schemes		Executive Share Plan (ESP) Nil cost Option Schemes		ShareSave (SAYE) Option Schemes		Free Share Plan Award Schemes		Recruitment Share Award	
	Awards	WAEP	Options	WAEP	Options	WAEP	Awards	WAEP	Awards	WAEP
Outstanding at 29 March 2025	3,585,929		115,523	–	2,004,701	£8.63	743,397		392,366	
Granted	2,762,123		–	–	348,128	£9.41	232,798		–	
Forfeited	(615,505)		(4,807)	–	(539,127)	£13.76	(85,858)		–	
Exercised	(741,661)		(36,764)	–	(21,092)	£7.37	(178,298)		–	
Outstanding at 28 March 2026	4,990,886		73,952	–	1,792,610	£8.30	712,039		392,366	
Exercise price range			–		£7.13 – £16.72					
Weighted average remaining contractual life (years)	1.7		–		2.1		1.8		1.3	
Exercisable at 28 March 2026	–		73,952		68,986		111,876		–	

For the 52 weeks ended 29 March 2025:

	Burberry Share Plan (BSP) Award Schemes		Executive Share Plan (ESP) Nil cost Option Schemes		ShareSave (SAYE) Option Schemes		Free Share Plan Award Schemes		Recruitment Share Award	
	Awards	WAEP	Options	WAEP	Options	WAEP	Awards	WAEP	Awards	WAEP
Outstanding at 30 March 2024	2,252,737		149,391	–	1,451,065	£13.45	582,029		–	
Granted	2,664,253		–	–	1,610,987	£7.13	350,319		392,366	
Forfeited	(723,984)		(6,881)	–	(1,049,713)	£13.43	(76,629)		–	
Exercised	(607,077)		(26,987)	–	(7,638)	£11.64	(112,322)		–	
Outstanding at 29 March 2025	3,585,929		115,523	–	2,004,701	£8.63	743,397		392,366	
Exercise price range			–		£7.13 – £16.72					
Weighted average remaining contractual life (years)	1.9		–		2.7		2.6		2.3	
Exercisable at 29 March 2025	1,198		115,523		123,228		3,093		–	

The weighted average share price at the date of exercise for awards exercised or vested in the period was £12.84 (last year: £8.28).

27. Employee costs continued

Valuation models and key assumptions used

During the year, awards were granted under the BSP Schemes on 31 July 2025 and 20 November 2025 at a fair value of £12.92 and £11.40, respectively. These values are based on the closing share price of an ordinary share at the date of grant.

The ShareSave (SAYE) Option Schemes have been valued using the Black-Scholes option pricing model and the award granted under the BSP scheme conditional on achieving a specified total shareholder return performance has been valued using the Monte Carlo pricing model.

The assumptions applied to the options granted in the respective periods are as follows:

SAYE Scheme Black-Scholes	52 weeks ended 28 March 2026	52 weeks ended 29 March 2025
Grant date	11 December 2025	12 December 2024
Expected dividend yield (%)	1.07	1.16
Expected volatility (%) ¹ (3-year/5-year term)	36.42 / 34.9	34.77 / 36.5
Risk-free interest rate (%) (3-year/5-year term)	3.81 / 3.96	4.04 / 4.18
Expected life of option (years)	3 / 5	3 / 5
Weighted average exercise price (£)	9.41	7.12
Share price at grant (£)	12.18	9.76
Weighted average fair value of options granted (£) (3-year/5-year term)	4.54 / 5.20	3.80 / 4.44

Monte Carlo	BSP Award 52 weeks ended 28 March 2026	Recruitment Share Award 52 weeks ended 29 March 2025
Grant date	31 July 2025	19 December 2024
Expected dividend yield (%)	0.0	0.0
Expected volatility (%) ¹	39.4	36.5
Risk-free interest rate (%)	3.84	4.3
Expected life of awards (years)	3.0	4.6
Discount for post vesting restrictions (%)	–	15
Share price at grant (£)	12.91	9.51
Weighted average fair value of awards granted (£)	8.05	4.57

1. Volatility is determined by calculating the historical annualised standard deviation of the market price of Burberry Group plc shares over a period of time, prior to the grant, equivalent to the expected life of the option.

28. Related party transactions

Transactions between the Company and its subsidiaries, which are related parties of the Company, have been eliminated on consolidation and are not disclosed in this note. Total compensation in respect of key management, who are defined as the Board of Directors and certain members of senior management, is considered to be a related party transaction.

The total compensation in respect of key management for the year was as follows:

	52 weeks to 28 March 2026 £m	52 weeks to 29 March 2025 £m
Salaries, short-term benefits and social security costs ¹	9	6
Share-based compensation (all awards and options settled in shares)	3	–
Termination benefits	–	1
Total	12	7

1. Pension cash allowance is included within salaries, short-term benefits and social security costs.

The Group donates each year to The Burberry Foundation, an independent charity which meets the criteria to be reported as a related party in accordance with IFRS. Charitable donations to The Burberry Foundation for the 52 weeks to 28 March 2026 were £2 million (last year: £4 million).

There were no other material related party transactions in the year.

29. Subsidiary undertakings and investments

In accordance with Section 409 of the Companies Act 2006, a full list of related undertakings as at 28 March 2026, including their country of incorporation and percentage share ownership, is disclosed below. Unless otherwise stated, all undertakings are indirectly owned by Burberry Group plc and operate in the country of incorporation. All the subsidiary undertakings have been consolidated as at 28 March 2026.

Company name	Country/territory of incorporation	Interest	Holding (%)	Registered office
Burberry Pacific Pty Ltd	Australia	Ordinary shares	100	1
Burberry (Austria) GmbH	Austria	Ordinary shares	100	2
Sandringham Bahrain W.L.L. ¹	Bahrain	Ordinary shares	100	3
Burberry Antwerp NV	Belgium	Ordinary shares	100	4
Burberry Brasil Comércio de Artigos de Vestuário e Acessórios Ltda	Brazil	Quota	100	5
Burberry Canada Inc	Canada	Common shares	100	6
Burberry (Shanghai) Trading Co., Ltd	Mainland China	Equity interest	100	7
Burberry Czech Rep s.r.o.	Czech Republic	Ordinary shares	100	8
Burberry France SASU	France	Ordinary shares	100	9
Burberry (Deutschland) GmbH	Germany	Ordinary shares	100	10
Burberry Asia Holdings Limited	Hong Kong S.A.R., China	Ordinary shares	100	11
Burberry China Holdings Limited	Hong Kong S.A.R., China	Ordinary shares	100	11
Burberry Asia Limited	Hong Kong S.A.R., China	Ordinary shares	100	11
Burberry Hungary Kereskedelmi Korlátolt Felelősségű Társaság	Hungary	Ordinary shares	100	12
Burberry India Private Limited	India	Ordinary shares	51	13
Burberry Ireland Investments Unlimited Company	Ireland	Ordinary A shares Ordinary B shares	100 100	14
Burberry Ireland Limited	Ireland	Ordinary shares	100	14
Burberry Italy (Rome) S.R.L.	Italy	Quota	100	15
Burberry Italy S.R.L. ²	Italy	Quota	100	15
Burberry Tecnica S.R.L.	Italy	Quota	100	16
Burberry Manifattura S.R.L.	Italy	Quota	100	17
Burberry Japan K.K.	Japan	Ordinary shares	100	18
Burberry Kuwait General Trading Textiles and Accessories Company W.L.L. ³	Kuwait	Capital units	49	19
Burberry Macau Limited	Macau S.A.R., China	Quota	100	20
Burberry (Malaysia) Sdn. Bhd.	Malaysia	Ordinary shares	100	21
Horseferry México S.A. de C.V.	Mexico	Ordinary (fixed) shares Ordinary (variable) shares	100 100	22
Horseferry México Servicios Administrativos, S.A. de C.V. ⁶	Mexico	Ordinary (fixed) shares	100	22
Burberry Netherlands B.V.	Netherlands	Ordinary shares	100	23
Burberry New Zealand Limited	New Zealand	Ordinary shares	100	24
Burberry Qatar W.L.L. ³	Qatar	Ordinary shares	49	25
Burberry Korea Limited	Republic of Korea	Common stock	100	26
Burberry Retail LLC ⁴	Russian Federation	Participatory share	100	27
Burberry Saudi Company Limited	Kingdom of Saudi Arabia	Ordinary shares	100	28
Burberry (Singapore) Distribution Company PTE Ltd	Singapore	Ordinary shares	100	29
Burberry (Spain) Retail S.L.	Spain	Ordinary shares	100	30
Burberry (Suisse) SA ²	Switzerland	Ordinary shares	100	31
Burberry (Taiwan) Co., Ltd	Taiwan Area, China	Common shares	100	32
Burberry (Thailand) Limited	Thailand	Common shares	100	33

29. Subsidiary undertakings and investments continued

Company name	Country of incorporation	Interest	Holding (%)	Registered office
Burberry Turkey Giyim Toptan Ve Perakende Satış Limited Şirketi	Turkey	Ordinary shares	100	34
Burberry FZ-LLC	United Arab Emirates	Ordinary shares	100	35
Burberry Middle East LLC ³	United Arab Emirates	Ordinary shares	49	36
Burberry (España) Holdings Limited ⁵	United Kingdom	Ordinary shares	100	37
Burberry (No. 7) Unlimited	United Kingdom	Ordinary shares	100	37
Burberry (UK) Limited ⁵	United Kingdom	Ordinary shares	100	37
Burberry Europe Holdings Limited ^{2,5}	United Kingdom	Ordinary shares	100	37
Burberry Finance Limited ⁵	United Kingdom	Ordinary shares	100	37
Burberry Haymarket Limited ^{2,5}	United Kingdom	Ordinary shares	100	37
Burberry Holdings Limited ⁵	United Kingdom	Ordinary shares	100	37
Burberry International Holdings Limited ²	United Kingdom	Ordinary shares	100	37
Burberry Latin America Limited ⁵	United Kingdom	Ordinary shares	100	37
Burberry Limited	United Kingdom	Ordinary shares	100	37
Burberry London Limited ⁵	United Kingdom	Ordinary shares	100	37
Burberrys Limited ^{2,5}	United Kingdom	Ordinary shares	100	37
Sweet Street Developments Limited ⁵	United Kingdom	Ordinary shares	100	37
The Scotch House Limited ^{2,5}	United Kingdom	Ordinary shares	100	37
Thomas Burberry Holdings Limited ^{2,5}	United Kingdom	Ordinary shares	100	37
Thomas Burberry Limited ^{2,5}	United Kingdom	Ordinary shares	100	37
Woodrow-Universal Limited ^{2,5}	United Kingdom	Ordinary shares	100	37
Woodrow-Universal Pension Trustee Limited ^{2,5}	United Kingdom	Ordinary shares	100	37
Burberry (Wholesale) Limited	United States	Class X common stock	100	38
		Class Y common stock	100	
Burberry Limited	United States	Class X common stock	100	38
		Class Y common stock	100	
Burberry North America, Inc.	United States	Common stock	100	39

1. The Group has an indirect holding of 100% of the issued share capital through a nominee.
2. Held directly by Burberry Group plc.
3. The Group has a 100% share of profits of Burberry Middle East LLC as well as a 100% and majority share of profits in Burberry Middle East LLC's subsidiaries in Kuwait and Qatar respectively. The Group has the power to control these companies under the agreements relating to Burberry Middle East LLC.
4. Burberry Retail LLC's stores have been closed since March 2022.
5. This subsidiary will take the audit exemption allowed under Section 479A of the Companies Act 2006 for the year ended 28 March 2026.
6. Horseferry México Servicios Administrativos, S.A. de C.V. entered liquidation on 5 November 2024.

29. Subsidiary undertakings and investments continued

Ref	Registered office address
1	Suite 201, Level 2, 343 George Street, Sydney NSW 2000, Australia
2	Kohlmarkt 2, 1010 Wien, Austria
3	Building 2758, Flat no. 1081, Road 4650, Block 346, Manama/Sea Front, Bahrain
4	Waterloolaan 48, 1000, Brussels, Belgium
5	City of São Paulo, State of São Paulo, at Rua do Rocio, 350, 3rd Pavement of Condominium Atrium IX, suites No. 32, 28th subdistrict, Vila Olímpia, CEP 04552-000, Brazil
6	100 King Street West, 1 First Canadian Place, Suite 1600, Toronto ON M5X 1G5, Canada
7	60th Floor (Actual Floor No.53), Wheelock Square, No. 1717 Nanjing West Road, Jing'an Districts, Shanghai 200040, People's Republic of China
8	Praha 1, Pařížská 11/67, PSČ 11000, Czech Republic
9	56A rue du Faubourg Saint-Honoré, 75008, Paris, France
10	Königsallee 50, 40212, Düsseldorf, Germany
11	Flat /RM 2201-02 & 09-14, 22F FWD Tower, Taikoo Place, 979 King's Road, Quarry Bay, Hong Kong
12	H-1068 Budapest Dózsa György út 84. B, Hungary
13	10th Floor, International Trade Tower, Nehru Place, New Delhi, South East Delhi, Delhi 110019, India
14	One Spencer Dock, North Wall Quay, Dublin 1, Ireland
15	Via Manzoni n.20, CAP, 20121, Milano, Italy
16	Via Italia 6/A, 10093 Collegno (TO), Italy
17	Via delle Fonti n.10, 50018 Scandicci, Italy
18	5-14 Ginza 2-chome, Chuo-ku, Tokyo, Japan
19	Hawally, Block 8, Street 276, Plot 9301, Unit No 12, Floor 7, Kuwait
20	MacauShop Unit 1202 on Mezzanine Level and Shop Unit 2812 on Level 2 in Shoppes at Four Seasons, Estrada Da Baía De N. Senhora De Esperança, S/N, Taipa, Macau
21	Unit 9.01, PJ Tower, Amcorp Trade Centre, 18, Persiaran Barat, 46050 Petaling Jaya Selangor, Malaysia
22	Edgar Allan Poe 85-B, Col. Polanco, Delg. Miguel Hidalgo, Mexico City, 11560, Mexico
23	Pieter Cornelisz. Hoofstraat 50 H, 1071CA Amsterdam, Netherlands
24	Level 20, HSBC Tower, 188 Quay Street, Auckland, 1010, New Zealand
25	First Floor, Building No. 660, Street no. 364, Al Waab, Zone No.54A, Al Marikh, Al Rayyan Municipality South, Doha, Qatar
26	459, Dosan-daero, Gangnam-gu, Seoul, Republic of Korea
27	Ulitsa Petrovka, 16, floor 3, Premise I, rooms 47-53, 127051, Moscow, Russian Federation
28	1st Floor, Building No. 7235, Al Olaya Street, 2392 Al Olya District Riyadh 12244, Kingdom of Saudi Arabia
29	391B Orchard Road, #15-02/03, Ngee Ann City, 238874, Singapore
30	Passeig de Gràcia, 56, 08007, Barcelona, Spain
31	Route de Chêne 30A, c/o L&S Trust Services SA, 1208 Genève, Switzerland
32	5F, No 451 Changchun Rd, Songshan Dist, Taipei City 10547, Taiwan
33	No.127 Office 25.03; Level 25; Gaysorn Tower; Ratchadamri Road, Lumpini Sub-District; Pathumwan District; 10330 Bangkok; Thailand
34	Reşitpaşa Mahallesi Eski Büyükdere Cad. Windowist Tower Sit. No: 26/1 Sariyer/Istanbul, Turkey
35	Dubai Design District, Premises., 312, 313, 314 & 315, Floor: 03, Building: 08, Dubai Design District, United Arab Emirates
36	Dubai Design District, Building 8, Level 3, Unit no 314 and 315 PO Box 83916, Dubai, United Arab Emirates
37	Horseferry House, Horseferry Road, London, SW1P 2AW, United Kingdom
38	Corporation Service Company, 80 State Street, Albany, NY, 12207-2543, USA
39	Corporation Service Company, 251 Little Falls Drive, Wilmington, DE 19808, USA

30. Contingent liabilities

The Group is subject to claims against it and to tax audits in a number of jurisdictions which arise in the ordinary course of business. These typically relate to Value Added Taxes, sales taxes, customs duties, corporate taxes, transfer pricing, payroll taxes, various contractual claims, legal proceedings and other matters. Where appropriate, the estimated cost of known obligations has been provided in these financial statements in accordance with the Group's accounting policies. The Group does not expect the outcome of current similar contingent liabilities to have a material effect on the Group's financial position.

FIVE YEAR SUMMARY (UNAUDITED)

To end of year	2022	2023	2024	2025	2026
Revenue by channel	£m	£m	£m	£m	£m
Retail	2,273	2,501	2,400	2,076	2,056
Wholesale	512	543	506	319	303
Retail/Wholesale	2,785	3,044	2,906	2,395	2,359
Licensing	41	50	62	66	61
Total revenue	2,826	3,094	2,968	2,461	2,420
Profit by channel	£m	£m	£m	£m	£m
Retail/Wholesale ¹	486	587	359	(36)	103
Licensing	37	47	59	62	57
Adjusted operating profit¹	523	634	418	26	160
Segmental analysis of adjusted profit¹	%	%	%	%	%
Retail/Wholesale gross margin	70.2	70.0	67.0	61.5	67.1
Retail/Wholesale operating expenses as a percentage of sales	52.7	50.7	54.6	63.0	62.7
Retail/Wholesale operating margin	17.5	19.3	12.4	(1.5)	4.4
Licensing operating margin	90.2	91.9	94.0	93.8	93.2
Adjusted operating profit margin	18.5	20.5	14.1	1.0	6.6
Summary profit analysis	£m	£m	£m	£m	£m
Adjusted operating profit ¹	523	634	418	26	160
Net finance expense ¹	(31)	(21)	(35)	(63)	(66)
Adjusted profit/(loss) before taxation ¹	492	613	383	(37)	94
Adjusting items	19	21	–	(29)	(45)
Profit/(loss) before taxation	511	634	383	(66)	49
Taxation	(114)	(142)	(112)	(9)	(29)
Non-controlling interest	(1)	(2)	(1)	–	1
Attributable profit/(loss)	396	490	270	(75)	21
Retail/Wholesale revenue by product division	£m	£m	£m	£m	£m
Accessories	1,017	1,125	1,055	841	837
Womenswear	784	867	860	718	728
Menswear	807	868	842	732	701
Childrenswear and other	177	184	149	104	93
Retail/Wholesale revenue by destination	£m	£m	£m	£m	£m
EMEIA ²	813	1,004	1,017	842	821
Greater China ^{3,4}	901	838	835	662	670
Americas	696	743	603	510	505
Asia Pacific ^{3,5}	375	459	451	381	363
Financial KPIs	%	%	%	%	%
Total revenue growth ⁶	+23	+5	–	-15	–
Comparable store sales growth ⁶	+18	+7	-1	-12	+2
Adjusted operating profit growth ^{1,6}	+38	+8	-25	-88	+551
Adjusted operating profit margin ¹	18.5	20.5	14.1	1.0	6.6
Adjusted diluted EPS growth ¹	+40	+30	-40	-120	+202
Adjusted Group return on invested capital (ROIC) ¹	24.6	28.6	15.3	1.0	5.5

1. Excludes the impact of adjusting items. Refer to note 2q for the Group's policy on adjusting items.

2. EMEIA comprises Europe, Middle East, India and Africa.

3. Commencing 30 March 2025, the former Asia Pacific region was restructured into two regions, Asia Pacific and Greater China. The revenue by destination for the comparative periods has been restated to reflect the new regional structure.

4. Greater China consists of Mainland China; Hong Kong S.A.R., China; Macau S.A.R., China; and Taiwan Area, China.

5. Asia Pacific consists of the rest of Asia; including Japan, South Korea, Southeast Asia, Australia and New Zealand.

6. Growth rate is year-on-year underlying change, i.e. at constant exchange rates.

To end of year	2022 pence per share	2023 pence per share	2024 pence per share	2025 pence per share	2026 pence per share
Earnings and dividends					
Adjusted earnings/(loss) per share – diluted ¹	94.0	122.5	73.9	(14.8)	15.2
Earnings/(loss) per share – diluted	97.7	126.3	73.9	(20.9)	5.9
Diluted weighted average number of ordinary shares (millions)	404.8	388.0	366.2	358.4	360.3
Dividend per share					
Interim	11.6	16.5	18.3	–	–
Final	35.4	44.5	42.7	–	–
To end of year	2022	2023	2024	2025	2026
Net cash flow	£m	£m	£m	£m	£m
Adjusted profit/(loss) before tax	492	613	383	(37)	94
Adjusting items	19	21	–	(29)	(45)
Profit/(loss) before taxation	511	634	383	(66)	49
Depreciation and amortisation	313	344	379	413	375
Employee share scheme costs	16	19	16	18	21
Net finance expense	32	23	35	63	66
(Increase)/decrease in inventories	(22)	(10)	(57)	80	19
(Increase)/decrease in receivables	(5)	(17)	(32)	36	(15)
Increase/(decrease) in payables and provisions	81	(49)	(77)	(41)	37
Other non-cash items	(17)	(32)	18	23	30
Cash flow from operations	909	912	665	526	582
Net interest	(30)	(22)	(20)	(54)	(53)
Tax paid	(180)	(140)	(139)	(43)	(45)
Net cash flow from operations	699	750	506	429	484
Capital expenditure	(161)	(179)	(208)	(151)	(113)
Proceeds from disposal of non-current assets	8	32	–	12	–
Payment of lease principal and related cash flows	(206)	(210)	(235)	(225)	(230)
Free cash flow	340	393	63	65	141
Acquisitions	(10)	(6)	(19)	(2)	–
Dividends	(219)	(203)	(233)	(152)	–
Purchase of shares through share buyback	(153)	(404)	(402)	–	–
Proceeds from borrowings	–	–	–	439	75
Repayment of borrowings	–	–	–	–	(300)
Other	(4)	2	1	–	(5)
Exchange difference	7	2	(9)	(4)	(5)
Total movement in net cash	(39)	(216)	(599)	346	(94)
Net cash	1,177	961	362	708	614

1. Excludes the impact of adjusting items. Refer to note 2q for the Group's policy on adjusting items.

At end of year	2022	2023	2024	2025	2026
Balance Sheet	£m	£m	£m	£m	£m
Intangible assets	240	248	267	229	214
Property, plant and equipment	322	376	406	398	355
Right-of-use assets	880	950	1,013	867	748
Inventories	426	447	507	424	401
Trade and other receivables	328	359	392	357	371
Trade and other payables	(572)	(553)	(502)	(459)	(510)
Lease liabilities	(1,058)	(1,123)	(1,188)	(1,081)	(955)
Taxation (including deferred taxation)	221	229	243	269	287
Net cash	1,177	961	362	708	614
Borrowings	(298)	(298)	(299)	(738)	(511)
Other net assets	(49)	(57)	(47)	(53)	(68)
Net assets	1,617	1,539	1,154	921	946
Reconciliation of adjusted Group ROIC	2022	2023	2024	2025	2026
	£m	£m	£m	£m	£m
Adjusted operating profit ¹	523	634	418	26	160
Adjusted profit effective tax rate ^{1,2}	22.2%	22.2%	29.2%	–	42.5%
Adjusted net operating profit after tax ^{1,2}	407	493	296	20	92
Net assets	1,617	1,539	1,154	921	946
Deduct cash net of overdrafts	(1,177)	(961)	(362)	(708)	(614)
Add back borrowings	298	298	299	738	511
Add back lease debt	1,058	1,123	1,188	1,081	955
Deduct net tax assets	(221)	(229)	(243)	(269)	(287)
Operating assets	1,575	1,770	2,036	1,763	1,511
Add back net liabilities related to adjusting items:					
Deferred consideration	8	5	5	3	3
Restructuring liabilities/other	63	30	23	27	19
Adjusted operating assets ¹	1,646	1,805	2,064	1,793	1,533
Average adjusted operating assets ¹	1,651	1,726	1,935	1,929	1,663
Adjusted Group ROIC¹	24.6%	28.6%	15.3%	1.0%	5.5%

1. Excludes the impact of adjusting items. Refer to note 2q for the Group's policy on adjusting items.

2. The Group's adjusted effective tax rate for the 52 weeks to 29 March 2025 was -43%. For the purposes of the Group ROIC calculation, the UK effective tax rate of 25.0% was used.

COMPANY BALANCE SHEET

52 weeks ended 28 March 2026

	Note	As at 28 March 2026 £m	As at 29 March 2025 £m
Fixed assets			
Investments in subsidiaries	D	1,650	1,630
		1,650	1,630
Current assets			
Trade and other receivables – amounts falling due after more than one year	E	588	623
Trade and other receivables – amounts falling due within one year	E	1	301
Derivative assets maturing within one year		–	1
Deferred tax asset		2	–
		591	925
Creditors – amounts falling due within one year	F	(14)	(107)
Derivative liabilities maturing within one year		(1)	–
Borrowings	G	–	(300)
Net current assets		576	518
Total assets less current liabilities		2,226	2,148
Creditors – amounts falling due after more than one year	F	(159)	(87)
Borrowings	G	(441)	(439)
Net assets		1,626	1,622
Equity			
Called up share capital	I	–	–
Share premium account		231	231
Capital reserve		1	1
Profit and loss account		1,394	1,390
Total equity		1,626	1,622

Loss for the year was £12 million (last year: loss £9 million). The Directors consider that, at 28 March 2026, £769 million (last year: £749 million) of the profit and loss account is non-distributable.

The financial statements on pages 240 to 249 were approved and authorised for issue by the Board on 13 May 2026 and signed on its behalf by:

Joshua Schulman
Chief Executive Officer

Kate Ferry
Chief Financial Officer

COMPANY STATEMENT OF CHANGES IN EQUITY

52 weeks ended 28 March 2026

	Note	Called up share capital £m	Share premium account £m	Capital reserve £m	Profit and loss account £m	Total equity £m
Balance as at 30 March 2024		–	231	1	1,533	1,765
Loss for the year		–	–	–	(9)	(9)
Total comprehensive loss for the year		–	–	–	(9)	(9)
Employee share incentive schemes						
Equity share awards		–	–	–	18	18
Dividends paid in the year	J	–	–	–	(152)	(152)
Balance as at 29 March 2025		–	231	1	1,390	1,622
Loss for the year		–	–	–	(12)	(12)
Total comprehensive loss for the year		–	–	–	(12)	(12)
Employee share incentive schemes						
Equity share awards		–	–	–	21	21
Purchase of shares held by ESOP Trusts		–	–	–	(5)	(5)
Balance as at 28 March 2026		–	231	1	1,394	1,626

A. Basis of preparation

Burberry Group plc (the Company) is the parent Company of the Burberry Group. Burberry Group plc is a public company which is limited by shares and is listed on the London Stock Exchange. The Company's principal business is investment and it is incorporated and domiciled in the UK. The Company is registered in England and Wales and the address of its registered office is Horseferry House, Horseferry Road, London, SW1P 2AW. The Company is the sponsoring entity of The Burberry Group plc ESOP Trust and The Burberry Group plc SIP Trust (collectively known as the ESOP trusts). These financial statements have been prepared by including the ESOP trusts within the financial statements of the Company. The purpose of the ESOP trusts is to purchase shares of the Company in order to satisfy Group share-based payment arrangements.

Burberry Group plc and its subsidiaries (the Group) is a global luxury goods manufacturer, retailer and wholesaler. The Group also licenses third parties to manufacture and distribute products using the 'Burberry' trademarks. All of the companies which comprise the Group are controlled by the Company directly or indirectly. The consolidated financial statements of the Group have been prepared in accordance with the requirements of the Companies Act 2006 and UK-adopted International Accounting Standards. These consolidated financial statements have been prepared for public use and can be obtained at Horseferry House, Horseferry Road, London, SW1P 2AW.

The financial statements of the Company have been prepared in accordance with Financial Reporting Standard 101 'Reduced Disclosure Framework' (FRS 101). The financial statements have been prepared on a going concern basis under the historical cost convention, as modified by derivative financial assets and derivative financial liabilities measured at fair value through profit or loss, and in accordance with the Companies Act 2006. As permitted by Section 408 of the Companies Act 2006, the Company has not presented its own Income Statement.

The preparation of the financial statements in conformity with FRS 101 requires the use of certain critical accounting estimates. It also requires management to exercise judgement in applying the Company's accounting policies (refer to note C).

Financial Reporting Standard 101 – reduced disclosure exemptions

The Company has taken advantage of the applicable disclosure exemptions permitted by FRS 101 in the financial statements, which are summarised below:

Standard	Disclosure exemption
IFRS 2, Share-based Payments	<ul style="list-style-type: none"> • para 45(b) – disclosure of number and weighted average exercise price of share options • para 46-49 – disclosure of valuation techniques and inputs used for fair value measurement of options • para 50-52 – disclosure of the effect of share-based payment transactions on the entity's profit and loss for the period.
IFRS 7, Financial Instruments: Disclosures	<ul style="list-style-type: none"> • Full exemption
IFRS 13, Fair Value Measurement	<ul style="list-style-type: none"> • para 91-99 – disclosure of valuation techniques and inputs used for fair value measurement of assets and liabilities
IAS 1, Presentation of the Financial Statements	<ul style="list-style-type: none"> • para 10(d) – statement of cash flows • para 10(f) – a statement of financial position as at the beginning of the preceding period when an entity applies an accounting policy retrospectively or makes a retrospective statement of items in its financial statements, or when it reclassifies items in its financial statements • para 16 – statement of compliance with all IFRS • para 38 – present comparative information in respect of paragraph 79(a)(iv) of IAS 1 • para 38A – requirement for minimum of two primary statements, including cash flow statements • para 38B-D – additional comparative information • para 111 – cash flow statement information • para 134-136 – capital management disclosures
IAS 7, Statement of Cash Flows	<ul style="list-style-type: none"> • Full exemption
IAS 8, Accounting Policies, Changes in Accounting Estimates and Errors	<ul style="list-style-type: none"> • para 30-31 – requirement for the disclosure of information when an entity has not applied a new IFRS that has been issued but is not yet effective
IAS 24, Related Party Disclosures	<ul style="list-style-type: none"> • para 17 – key management compensation • The requirements to disclose related party transactions entered into between two or more members of a group, provided that any subsidiary which is a party to the transaction is wholly owned by such a member
IAS 36, Impairment of Assets	<ul style="list-style-type: none"> • para 134(d)-134(f) and 135(c)-135(e)

A. Basis of preparation continued

Going concern

The Company financial statements are prepared on a going concern basis as set out in note 1 of the Group consolidated financial statements of Burberry Group plc.

New standards, amendments and interpretations adopted in the period

There are no standards or amendments effective for the first time for the 52 weeks to 28 March 2026 that have a material impact on the financial statements of the Company.

Standards not yet adopted

Certain new accounting standards and amendments to standards have been published that are not yet mandatory for the 52 weeks to 28 March 2026 and have not been early adopted by the Company as set out in note 1 of the Group consolidated financial statements of Burberry Group plc.

B. Accounting policies

The following material accounting policies have been applied in the preparation of these financial statements. These policies have been consistently applied to all the years presented, unless otherwise stated:

Share schemes

The Group operates a number of equity-settled share-based compensation schemes under which services are received from employees (including Executive Directors) as consideration for equity instruments of the Company. Instruments used include awards and options. The cost of the share-based incentives is measured with reference to the fair value of the equity instruments awarded at the date of grant. Appropriate option pricing models, including Black-Scholes, are used to determine the fair value of the option awards made.

The fair value takes into account the impact of any market performance conditions, but the impact of non-market performance conditions is not considered in determining the fair value on the date of grant. Vesting conditions which relate to non-market conditions are allowed for in the assumptions used for the number of share awards or options expected to vest. The estimate of the number of options expected to vest is revised at each balance sheet date.

In some circumstances, employees may provide services in advance of the grant date. The grant date fair value is estimated for the purpose of recognising the expense during the period between the service commencement period and the grant date.

The grant by the Company of share awards or options over its equity instruments to employees of subsidiary undertakings in the Group is treated as a capital contribution. In the Company's financial statements, the cost of the share-based incentives is recognised over the vesting period of the awards as an increase in investment in subsidiary undertakings, with a corresponding increase in equity. Where amounts are received from Group companies in relation to equity instruments granted to the employees of the subsidiary undertaking, the amount is derecognised from investments in Group companies.

When share awards or options are exercised, they are settled either via issue of new shares in the Company, or through shares held in the ESOP trusts, depending on the terms and conditions of the relevant scheme. For new shares issued, the proceeds received from the exercise of share options, net of any directly attributable transaction costs, are credited to share capital and share premium accounts. When ESOP shares are used, any difference between the exercise price and their cost is recognised in retained earnings.

Dividend distribution

Dividend distributions to Burberry Group plc's shareholders are recognised as a liability in the year in which the dividend becomes a committed obligation. Final dividends are recognised when they are approved by the shareholders. Interim dividends are recognised when paid.

Investments in subsidiaries

Investments in subsidiaries are stated at cost, less any provisions to reflect impairment in value.

Impairment of investments in subsidiaries

Investments in subsidiaries are not subject to amortisation and are tested annually for impairment. An impairment loss is recognised for the amount by which the carrying value exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less costs to sell and value-in-use. For the purpose of assessing impairment, assets are grouped at the lowest level for which there are separately identifiable cash flows (cash generating units). Investments for which an impairment has been previously recognised are reviewed for possible reversal of impairment at each reporting date.

B. Accounting policies continued

Taxation

Tax expense represents the sum of the current tax expense and the deferred tax charge.

Current tax is based on taxable profit for the year. Taxable profit differs from net profit because it excludes items of income or expense which are taxable or deductible in other years and it further excludes items which are never taxable or deductible. The current tax liability is calculated using tax rates which have been enacted or substantively enacted by the balance sheet date.

Deferred tax is recognised, using the liabilities method, on temporary differences arising between the tax bases of assets and liabilities and their carrying amounts in the financial statements. However, if the temporary difference arises from the initial recognition of an asset or liability in a transaction other than a business combination that at the time of the transaction affects neither accounting nor taxable profit or loss, and does not give rise to equal taxable and deductible temporary differences, no deferred tax will be recognised. Deferred tax is determined using tax rates (and laws) that have been enacted or substantively enacted by the balance sheet date and are expected to apply when the related deferred income tax asset is realised or the deferred tax liability is settled.

Deferred tax assets are recognised to the extent that it is probable that future taxable profits will be available against which the temporary differences can be utilised.

Financial instruments

A financial instrument is initially recognised at fair value on the Balance Sheet when the Company becomes a party to the contractual provisions of the instrument. A financial asset is derecognised when the contractual rights to the cash flow expire or substantially all risks and rewards of the asset are transferred. A financial liability is derecognised when the obligation specified in the contract is discharged, cancelled or expires.

At initial recognition, all financial liabilities are stated at fair value. Subsequent to initial recognition, all financial liabilities are stated at amortised cost using the effective interest rate method, except for derivatives which are held at fair value and which are classified as fair value through profit and loss. Financial assets are classified as either amortised cost or fair value through profit and loss depending on their cash flow characteristics. Assets with cash flows that solely represent payments of principal and interest are measured at amortised cost. The fair value of the financial assets and liabilities held at amortised cost approximate their carrying amount due to the use of market interest rates.

The Company classifies its instruments in the following categories:

Financial instrument category	Note	Classification	Measurement
Cash and cash equivalents		Amortised cost	Amortised cost
Trade and other receivables	E	Amortised cost	Amortised cost
Trade and other payables	F	Other financial liabilities	Amortised cost
Borrowings	G	Other financial liabilities	Amortised cost
Equity swap contracts		Fair value through profit and loss	Fair value through profit and loss

The Company's primary categories of financial instruments are listed below:

Cash at bank and in hand

On the Balance Sheet, cash at bank and in hand comprises cash held with banks. Cash at bank and in hand held at amortised cost is subject to impairment testing each period end.

Trade and other receivables

Trade and other receivables are included in current assets. Trade and other receivables with maturities greater than 12 months after the balance sheet date are classified in trade and other receivables amounts falling due after more than one year. The assessment of maturities of loan receivables takes into consideration any intention to renew the loan, where the loan is provided under a facility which has a maturity of more than 12 months from the balance sheet date. Most receivables are held with the objective to collect the contractual cash flows and are therefore initially recognised at fair value and subsequently measured at amortised cost using the effective interest rate method, less provision for impairment. A provision for the expected loss on receivables is established at inception. This is modified when there is a change in the credit risk. The amount of the movement in the provision is recognised in the Income Statement.

Trade and other payables

Trade and other payables are included in current liabilities, except for maturities greater than 12 months after the balance sheet date. Payables are initially recognised at fair value and subsequently measured at amortised cost using the effective interest rate method.

B. Accounting policies continued

Financial instruments continued

Borrowings

Borrowings are initially recognised at fair value, inclusive of transaction costs incurred. Borrowings are subsequently stated at amortised cost and the difference between the proceeds (net of transaction costs) and the redemption value is recognised in the Income Statement over the period of the borrowings using the effective interest rate method.

Derivative instruments

The Company uses equity swap contracts to economically hedge its exposure to fluctuations in the Company's share price which impacts the social security costs payable by Group companies in relation to share-based compensation schemes.

The equity swap contracts are initially recognised at fair value at the trade date and classified as fair value through profit and loss. All subsequent changes in fair value are recognised in the Income Statement up to the maturity date.

Cash-settled equity swaps are classified as fair value through profit and loss.

Foreign currency translation

Functional and presentation currency

Items included in the financial statements are measured using the currency of the primary economic environment in which the Company operates (the functional currency). The financial statements are presented in sterling which is the Company's functional and presentation currency.

Transactions in foreign currencies

Transactions denominated in foreign currencies are translated into the functional currency at the exchange rate prevailing at the date of the transaction. Monetary assets and liabilities denominated in foreign currencies, which are held at the year end, are translated into the functional currency at the exchange rate ruling at the balance sheet date (closing rate). Exchange differences on monetary items are recognised in the Income Statement in the period in which they arise.

Called up share capital

Called up share capital is classified as equity. Incremental costs directly attributable to the issue of new shares or options are shown in equity as a deduction, net of tax, from the proceeds.

Where the Company purchases its own equity share capital (treasury shares), the consideration paid, including any directly attributable incremental costs, is deducted from equity attributable to owners of the Company until the shares are cancelled, reissued or disposed of. Where such shares are subsequently sold or reissued, any consideration received, net of any directly attributable incremental transaction costs and the related income tax effects, is credited to retained earnings up to the value of the consideration originally paid. Any additional consideration received is credited to the share premium account included in equity attributable to owners of the Company.

C. Key sources of estimation uncertainty and judgements

Key sources of estimation uncertainty

Preparation of the financial statements in conformity with FRS 101 requires that management make certain estimates and assumptions that affect the reported revenues, expenses, assets and liabilities and the disclosure of contingent liabilities. If in the future such estimates and assumptions, which are based on management's best estimates at the date of the financial statements, deviate from actual circumstances, the original estimates and assumptions will be updated as appropriate in the period in which the circumstances change.

Estimates are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. In the current year, there are no key areas where estimates and assumptions applied have a significant risk of causing a material adjustment to the carrying value of assets and liabilities. Other areas subject to estimation uncertainty are discussed below.

Impairment of investments in subsidiaries

Investments in subsidiaries are not subject to amortisation and are tested annually for impairment. When a review for potential impairment is conducted, the recoverable amount is determined based on the higher of an investment's fair value less costs to sell and value-in-use calculations prepared on the basis of management's assumptions and estimates. Estimates are also applied as to whether or not to reverse certain investment impairments. Management has taken the view that no impairment charge is required for the year, given the Balance Sheet at 28 March 2026, performance during the year and the present value of future cashflows. Refer to note B for further details of the Company's accounting policies in relation to this area. Refer to note D for further details of investments.

C. Key sources of estimation uncertainty and judgements continued

Key judgements in applying the Company's accounting policies

Judgements are those decisions made when applying accounting policies which have a significant impact on the amounts recognised in the Company's financial statements. Further details of the Company's accounting policies are provided in note B. There were no key judgements arising in the current year or prior year that have a significant impact on the amounts recognised in the Company's financial statements for the 52 weeks to 28 March 2026 and 29 March 2025.

D. Investments in subsidiaries

	£m
As at 30 March 2024	1,572
Additions	65
Impairment charges	(7)
As at 29 March 2025	1,630
Additions	20
Impairment charges	–
As at 28 March 2026	1,650

The Company has reviewed the recoverable value of its investments to identify if there is any indication of impairment of the carrying value. Where applicable, the value in use has been estimated using management's best estimates of future cash generation of its investments.

The Company has not impaired the carrying value of its investments as their cash generation in the long-term is considered sufficient to support the carrying value. The subsidiary undertakings and investments of the Burberry Group are listed in note 29 of the Group financial statements.

E. Trade and other receivables

	As at 28 March 2026 £m	As at 29 March 2025 £m
Amounts owed by Group companies	588	622
Prepayments	–	1
Trade and other receivables – amounts falling due after more than one year	588	623
Amounts owed by Group companies	–	300
Prepayments	1	1
Trade and other receivables – amounts falling due within one year	1	301
Total trade and other receivables	589	924

All amounts owed by Group companies are interest bearing and unsecured.

Included within amounts owed by Group companies falling due after more than one year are interest bearing loans receivable of £457 million with a facility maturity date of 20 June 2030, and £131 million with a facility maturity date of 22 February 2029. The interest rates applied to these loans are 5.75% and SONIA +0.9%, respectively.

The Company's impairment policies and the calculation of the loss allowances under IFRS 9 are detailed in note H.

F. Creditors

	As at 28 March 2026 £m	As at 29 March 2025 £m
Amounts owed to Group companies	159	87
Creditors – amounts falling due after more than one year	159	87
	As at 28 March 2026 £m	As at 29 March 2025 £m
Amounts owed to Group companies	7	99
Other payables ¹	7	8
Creditors – amounts falling due within one year	14	107
Total creditors	173	194

1. Other payables comprise interest.

Amounts owed to Group companies falling due after more than one year include interest bearing loans of £159 million (last year: £87 million). The interest rate earned is set annually and was based on SONIA/EURIBOR +0.9% at the most recent update. The loans are unsecured with £93m repayable on 17 June 2029, and £66m repayable on 17 June 2030.

Amounts owed to Group companies falling due within one year include interest bearing loans of £nil (last year: £62 million). The interest rate earned is set annually and was based on EURIBOR + 0.9%. The remaining amounts of £7 million are unsecured, interest free and repayable on demand (last year: £37 million).

G. Borrowings

	Maturity	As at 28 March 2026		As at 29 March 2025	
		Carrying value £m	Fair value £m	Carrying value £m	Fair value £m
1.125% £300m MTN Sustainability-linked bond ¹	Sep 2025	–	–	300	294
5.75% £450m MTN Fixed rate bond ²	Jun 2030	441	450	439	443
Total		441	450	739	737

1. The sustainability bond was repaid in full on 22 September 2025.

2. All movements on the bond were non cash. The Group has entered into interest rate swaps to reduce the level of fixed rate debt in accordance with the Group Treasury Policy, and has entered the swaps into fair value hedge relationships with the bond. Interest on the bond is payable semi-annually. The interest rate swaps are not held in the Company.

The Company has access to the Group's £300 million multi-currency revolving credit facility (RCF) with a syndicate of banks, maturing in November 2027. There were no drawdowns or repayments of the £300 million RCF during the current or prior year, and at 28 March 2026 there were no outstanding drawings.

The Company has access to the Group's £75 million multi-currency RCF with a syndicate of banks, originally maturing in March 2027. During the year, the Group exercised its option to extend the facility by an additional one year to March 2028 with the consent of the syndicate. During the current year, there was a drawdown of £75 million on the £75 million RCF, and at 28 March 2026 the outstanding drawings was £75 million. The £75 million RCF is not held in the Company.

The Company is in compliance with the financial and other covenants within the facilities above and has been in compliance throughout the financial period.

H. Credit risk

The Company's principal financial instruments comprise cash, borrowings, trade and other receivables and trade and other payables arising directly from operations.

Trade and other receivables

The trade and other receivables balance comprises intercompany loans with companies within the Group. These Group companies are assessed at each reporting date as to their ability to repay outstanding balances. The amounts owed by Group companies at 28 March 2026 comprise £588 million owed by Burberry Limited (last year: £922 million owed by Burberry Limited).

The counterparty credit risk of trade and other receivables is reviewed on a regular basis and assessed for impairment as follows:

At inception the receivable is recorded net of expected 12-month credit losses. If a significant increase in the credit risk occurs during the life, credit losses are recorded in the profit and loss account and the effective interest is calculated using the gross carrying amount of the asset. If a loss event occurs, the effective interest is calculated using the amortised cost of the asset net of any credit losses.

The Company's most significant debtor, Burberry Limited, is the holder of the Burberry brand and the main operating company of the Group. Based on its liquidity and expected cash generation, the expected 12-month credit loss for Burberry Limited trade and other receivables is not considered to be significant. As a result, no impairment has been recorded for amounts owed by Group companies as at 28 March 2026.

Other financial assets

With respect to credit risk arising from other financial assets, which comprise cash and certain other receivables, the Company's exposure to credit risk arises from the default of the counterparty with a maximum exposure equal to the carrying value of these instruments. The Company has policies that limit the amount of credit exposure to any financial institution and only deposits funds with independently rated financial institutions with a minimum rating of 'A', other than where required for operational purposes.

I. Called up share capital

Allotted, called up and fully paid share capital	Number	£m
Ordinary shares of 0.05p (last year: 0.05p) each		
As at 29 March 2025	363,816,314	0.2
Allotted on exercise of options during the year	21,092	–
As at 28 March 2026	363,837,406	0.2

The Company has a general authority from shareholders, renewed at each Annual General Meeting, to repurchase a maximum of 10% of its issued share capital. There has been no share buy-back programme in the current period.

As at 28 March 2026, the Company held 2.8 million treasury shares (last year: 4.6 million), with a market value of £29 million (last year: £37 million) based on the share price at the reporting date. The treasury shares held by the Company are related to the share buyback programme completed during the 53 weeks to 2 April 2022. During the 52 weeks to 28 March 2026, 1.8 million treasury shares were transferred to ESOP trusts (last year: 0.6 million). During the 52 weeks to 28 March 2026, no treasury shares were cancelled (last year: none).

The cost of shares purchased by ESOP trusts have been offset against the profit and loss account, as the amounts paid reduce the profits available for distribution by the Company. As at 28 March 2026, the cost of own shares held by ESOP trusts and offset against the profit and loss account is £48 million (last year: £29 million). As at 28 March 2026, the ESOP trusts held 2.8 million shares (last year: 1.7 million) in the Company, with a market value of £29 million (last year: £14 million). In the 52 weeks to 28 March 2026 the Group purchased £5 million of ESOP shares (last year: £nil). In the 52 weeks to 28 March 2026, the ESOP trusts and the Company waived their entitlement to dividends.

J. Dividends

	52 weeks to 28 March 2026 £m	52 weeks to 29 March 2025 £m
Prior year final dividend paid £nil per share (last year: 42.7p)	–	152
Interim dividend paid £nil per share (last year: £nil)	–	–
Total	–	152

The Directors have elected not to declare an interim or final dividend in respect of the 52 weeks to 28 March 2026 (last year: £nil).

No dividends were paid during the 52 weeks to 28 March 2026 in relation to the 52 weeks to 29 March 2025. A dividend of 42.7p per share was paid during the 52 weeks to 29 March 2025 in relation to the 52 weeks to 30 March 2024.

K. Financial guarantees

The companies acting as guarantor to the facilities described in note G consist of Burberry Group plc, Burberry Limited, Burberry Asia Limited, Burberry (Wholesale) Limited (US) and Burberry Limited (US). Based on the liquidity and expected cash generation of Burberry Limited, the expected credit loss in respect of these financial guarantees, as at 28 March 2026, is not considered to be significant. As a result, no liability has been recorded (last year: £nil).

A potential liability may arise in the future if one of the Group members defaults on these loan facilities. Each guarantor, including Burberry Group plc, would be liable to cover the amounts outstanding, including principal and interest elements.

L. Audit fees

The Company has incurred audit fees of £0.1 million for the current year which are borne by Burberry Limited (last year: £0.1 million).

M. Employee costs

The Company has no employees and therefore no employee costs are included in these financial statements for the 52 weeks to 28 March 2026 (last year: £nil).

SHAREHOLDER INFORMATION

General shareholder enquiries

Enquiries relating to shareholdings, such as the transfer of Shares, change of name or address, lost share certificates or dividend cheques, should be referred to the Company's registrar at:

Equiniti, Highdown House, Yeoman Way, Worthing BN99 6DA
Website: www.shareview.co.uk
Telephone: +44 (0) 371 384 2839

Managing your shares online

Shareholders and employees can manage their Burberry holdings online by registering with Shareview, a secure online platform provided by Equiniti. Registering is simple and offers a range of benefits, allowing shareholders to:

- Access shareholding information: view your share balance and dividend history and key shareholder details in real time
- Opt for electronic communications: receive shareholder updates, reports and notifications quickly and securely via email
- Buy and sell shares conveniently through the Equiniti share dealing service
- Update personal details: easily update your address, contact information or banking details to ensure smooth communication and dividend payments
- Secure dividend payments: option to have dividends paid directly into your bank account, avoiding lost or outdated cheques
- Vote in advance of general meetings: participate in Company decisions by submitting your vote by proxy online in advance

Burberry encourages all shareholders to register for electronic communications, enabling faster and more efficient information sharing while also contributing to environmental sustainability by reducing paper usage, which makes a valuable contribution to reducing our global footprint.

Register at www.shareview.co.uk

American Depositary Receipts

We have a sponsored Level 1 American Depositary Receipt (ADR) programme to enable US investors to purchase ADRs in US dollars. Each ADR represents one Burberry ordinary share.

For queries relating to ADRs in Burberry, please use the following contact details:

Bank of New York Mellon, Shareholder Correspondence
P.O. BOX 43006 Providence, RI 02940-3078, USA
Tel: toll free within the USA: +1 888 269 2377
Tel: international: +1 201 680 6825
Email enquiries: shrrelations@cpushareownerservices.com
Website: www.mybnymdr.com

Website

The investors section of Burberry Group plc's website, Burberryplc.com, contains a wide range of information including:

- Regulatory news
- Share price information
- Dividend history, share analysis and an investment calculator
- Financial results announcements
- Frequently asked questions
- Financial calendar

It is also possible to sign up to receive email alerts for RNS news and press releases relating to Burberry Group plc at www.burberryplc.com/alerts.

Duplicate accounts

Shareholders who have more than one account due to inconsistencies in account details may avoid duplicate mailings by contacting Equiniti and requesting the amalgamation of their Burberry share accounts.

Burberry share dealing

Burberry shares can be traded through most banks, building societies or stockbrokers. Equiniti offers a telephone and internet dealing service. Terms and conditions and details of commission charges are available on request.

For telephone dealing, please telephone 0345 603 7037 between 8:00am and 4:30pm, Monday to Friday, and for internet dealing visit www.shareview.co.uk/dealing.

Shareholders will need their reference number, which can be found on their Burberry share certificate.

Annual General Meeting (AGM)

Our AGM will be held at 10:30am on Wednesday 15 July 2026 at Burberry's headquarters at Horseferry House, Horseferry Road, London SW1P 2AW. The Notice of Meeting, which includes details of the business to be conducted at the meeting, is available on our Company website, Burberryplc.com.

The voting results for the 2026 AGM will also be accessible on Burberryplc.com shortly after the meeting.

Our Shareholder Privacy Notice

Please see the Shareholder Privacy Notice on <https://www.burberryplc.com/en/investors/shareholder-centre/shareholder-privacy-notice.html> for details on how Burberry collects and uses shareholders' personal information.

Dividend information

The ADR local payment date is approximately five business days after the proposed dividend payment date for ordinary shareholders.

Dividends can be paid by BACS directly into a UK bank account, with the dividend confirmation being sent to the shareholder's address. This is the easiest way for shareholders to receive dividend payments and avoids the risk of lost or out-of-date cheques. A dividend mandate form is available from Equiniti or online at www.shareview.co.uk/info/directdividends.

If you are a UK taxpayer, please note that you are eligible for a tax-free dividend allowance in each tax year (£500 in the tax year from 6 April 2026 to 5 April 2027). Any dividends received above this amount will be subject to taxation. Dividends paid on Burberry shares held within pensions and Individual Savings Accounts (ISAs) will continue to be tax-free. Further information can be found at www.gov.uk/tax-on-dividends.

Dividends payable in foreign currencies

Equiniti is able to pay dividends to shareholder bank accounts in over 90 countries worldwide through the Overseas Payment Service. An administrative fee will be deducted from each dividend payment. Further details can be obtained from Equiniti or online at www.shareview.co.uk/info/ops.

Dividend Reinvestment Plan (DRIP)

The DRIP enables shareholders to use their dividends to buy further Burberry shares. Full details of the DRIP can be obtained from Equiniti or online at www.shareview.co.uk/4/Info/Portfolio/Default/en/Home/Shareholders/Pages/ReinvestDividends.aspx.

Electronic communication

Shareholders may at any time choose to receive all shareholder documentation in electronic form via the internet, rather than in paper format. Shareholders who decide to register for this option will receive an email each time a shareholder document is published on the internet. Shareholders who wish to receive documentation in electronic form should register online at www.shareview.co.uk.

Equiniti offers a range of shareholder information and services online at www.shareview.co.uk.

Financial calendar

AGM:	15 July 2026
First quarter trading update:	17 July 2026
Interim results announcement:	November 2026
Third quarter trading update:	January 2027
Preliminary results announcement:	May 2027

Registered office

Burberry Group plc
Horseferry House
Horseferry Road
London SW1P 2AW
Registered in England and Wales
Registered number 03458224

ShareGift

Shareholders with a small number of shares, the value of which makes them uneconomical to sell, may wish to consider donating their shares to charity through ShareGift, a donation scheme operated by The Orr Mackintosh Foundation. A ShareGift donation form can be obtained from Equiniti. Further information is available at www.sharegift.org or by telephone on 020 7930 3737.

Tips on protecting your information

- Keep any documentation that contains your shareholder reference number in a safe place and shred any unwanted documentation
- Inform our registrar, Equiniti, promptly when you change address
- Be aware of dividend payment dates and contact Equiniti if you do not receive your dividend cheque or, better still, make arrangements to have the dividend paid directly into your bank account
- Consider holding your shares electronically in a CREST account via a nominee

Unauthorised brokers (boiler room scams)

Shareholders are advised to be very wary of any unsolicited advice, offers to buy shares at a discount or offers of free company reports. These are typically from overseas-based 'brokers' who target UK shareholders, offering to sell them what often turn out to be worthless or high-risk shares. These operations are commonly known as boiler rooms. If you receive any unsolicited investment advice, obtain the correct name of the person and organisation, and check that they are properly authorised by the Financial Conduct Authority (FCA) before getting involved. This can be done by visiting www.fca.org.uk/register/.

If you deal with an unauthorised firm, you will not be eligible to receive payment under the Financial Services Compensation Scheme if things go wrong. If you think you have been approached by an unauthorised firm, you should contact the FCA consumer helpline on 0800 111 6768 from the UK, or +44 20 7066 1000 from outside the UK. More detailed information can be found on the FCA website at www.fca.org.uk/consumers/protect-yourself/unauthorised-firms.



The report is printed in the UK by Pureprint, a certified Carbon Neutral company. Pages 1–252 are produced using Revive 100% Offset, while the cover is printed on Mohawk Options 100% PC White Smooth. Both selected materials are made from 100% post-consumer waste, reinforcing our commitment to environmental sustainability. The manufacturing mills and printer are registered under the Environmental Management System ISO14001 and are Forest Stewardship Council® (FSC®) chain-of-custody certified ensuring responsible sourcing and sustainable production.

Disclaimer: The purpose of this Annual Report is to provide information to the members of Burberry Group plc. This document contains certain statements with respect to the operations, performance and financial condition of the Group, including among other things, statements about expected revenues, margins, earnings per share or other financial or other measures. Forward-looking statements appear in a number of places throughout this document and include statements regarding our intentions, beliefs or current expectations and those of our officers, Directors and employees concerning, among other things, our results of operations, financial condition, liquidity, prospects, growth, strategies, the business we operate and climate change, nature, circular economy and broader sustainability-related targets and activities. Forward-looking statements can be identified by the fact that they do not relate only to historical or current facts. Forward-looking statements often use words such as “aim”, “believe”, “could”, “estimate”, “expect”, “intend”, “may”, “objective”, “outlook”, “plan”, “target”, “will” and similar words and expressions. These statements inherently involve uncertainty and are subject to a number of risks since future events and circumstances can cause actual results and developments to differ materially from those anticipated and may not entirely be within our control. These uncertainties and risks include, without limitation: changes in global, political, economic, business, competitive and market forces or conditions, or in foreign exchange and interest rates; changes in environmental, geopolitical, social or physical risks; legal, regulatory and policy developments, including climate and sustainability-related standards, interpretations and regulatory measures; the impacts of climate change and sustainability-related issues; risks arising out of health crises and pandemics; risks of cyberattacks and IT incidents; changes in tax rates or policy; changes in global consumer demand; future business combinations or dispositions; and other factors specific to the Group, including those described in the Risk and Viability Report on pages 95 to 105 of this Annual Report. Readers should not place undue reliance on forward-looking statements. The forward-looking statements reflect knowledge and information available at the date of the particular statement and unless otherwise required by applicable law the Company undertakes no obligation to update or revise these forward-looking statements.

Nothing in this document should be construed as a profit forecast or as implying that the earnings of the Group for the current year or future years will necessarily match or exceed historical or published earnings of the Group. Past performance cannot be relied on as a guide to future performance.

All members, wherever located, should consult any additional disclosures that the Company may make in any regulatory announcements or documents which it publishes. References to the Burberry website or to other websites in this document are included for convenience only and, unless expressly stated otherwise, information on those websites is not incorporated into, and does not form part of, this document. The Company and its Directors accept no liability to third parties in respect of this document save as would arise under the law of England and Wales. This document does not constitute an offer, invitation, solicitation, advice or recommendation to buy, sell, underwrite, subscribe for or otherwise acquire or dispose of any securities or financial instruments, including Burberry Group plc shares, in the UK, the USA, or any other jurisdiction, including under the US Securities Act 1933, as amended.

