Burberry 2022

2022 5 18 Burberry 2022 4 2 53 2022

Burberry 2022 23% 28.26 38% 5.23 19.0%

2022 2020 30%

SECURING THE POSITION OF A GLOBAL ICONIC LUXURY BRAND

FY18-FY20
BUILD THE FOUNDATIONS
- Repositioned to luxury
- Transformed product offer
- Reset distribution to luxury
- Stable revenue and profit

FY20-FY21 – COVID-19
STRENGTHEN FOUNDATIONS
- Orientate the business to full price
- AUR increase
- Gross margin improvement
- Operating efficiency & margin

FY22 AND BEYOND
GROWTH ACCELERATION
- Continue to strengthen the brand
- Accelerate revenue growth
- Meaningful margin accretion
- Deliver positive change with environmental and social reasons at our core
**Burberry**

**Significant Change in the Underlying Quality of Business**

- Retail increased from 77% to 80% of sales
- Newness increased from 36% to 48% of our product offer

- Retail estate substantially refreshed and streamlined
- Global wholesale doors streamlined and elevated to luxury locations

**FY22 Total Revenue Growth v LY +23% CER**

- Retail growth +20%
- Wholesale -2%
- Licensing +11%
- 34% of the growth is newness

*Note: Impact of Markdowns in FY22 -10% comp

**2022 Revenue: £3,334m**

**2021 Revenue: £2,877m**

**2020 Revenue: £2,791m**
2020 29% 2020 81% 2020 54%

EMEIA 2020 11%

FY22 RETAIL COMPARABLE SALES GROWTH VS FY20 INCLUDING FULL-PRICE PERFORMANCE

GROUP Comp PP +3% +30%

AMERICAS Comp PP +38% +86%

EMEIA Comp PP -10% -11%

APAC Comp PP +10% +20%

Asia Pacific 50%

EMEIA 38%

ALMEA 23%

FY22 Total Retail Sales

Note: Comp = Comparable store sales at CER, PP = Full-price comparable store sales at CER. Note: shading reflects our reporting regions.

7.84% 22% 8.07% 23% 10.17% 24% 1.77% 25%

RETAIL & WHOLESALE REVENUE BY PRODUCT V L Y

2022 Burberry

2020 39% 2020 28%
PRODUCT: OUTERWEAR – DRIVING H2 PERFORMANCE

PRODUCT: LEATHER GOODS – LOLA CAMPAIGN JUST LAUNCHED

CUSTOMER EXPERIENCE: POP-UPS, POP-INS KEY FOCUS OF BRAND INVESTMENT
Burberry 2017-2022

ESG | 2017-2022 GOALS SUBSTANTIALLY MET

- Carbon neutral in own operations globally
- 100% of electricity from renewable sources
- Zero operational waste to landfill across key sites

- 99% of products with >1 social or environmental benefit, 84% with 3 or more
- 100% of cotton sourced more sustainably
- 92% of leather from certified tanneries

- 1.2m people positively impacted through the Burberry Foundation and company philanthropy
- >650k young people positively impacted globally
- >560k people positively impacted in FY21/22 alone

2023

2023 Burberry

2022 5.6 Burberry 2023

Burberry

1.59 9200

FY23 OUTLOOK

- Medium term guidance of HSD revenue CAGR at CER and meaningful margin accretion
- Impact of COVID-19 related lockdowns in Q1 and macroeconomic uncertainty
- Phasing between H1 and H2 likely to be affected by Mainland China lockdowns & investment plans
- H1 Wholesale expected to be broadly stable
- No change anticipated to overall retail space
- Tax rate expected to be around 22%
- Capex expected to be £170m to £180m
- Currency tailwind - £159m revenue and £92m adjusted operating profit tailwind in FY23

Note: FY22 is a 52 week year - 53rd week in FY23 benefited revenue by £159m and adj. operating profit by £92m