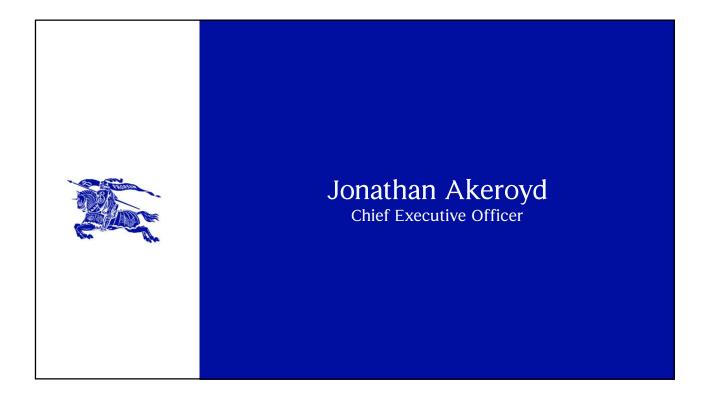
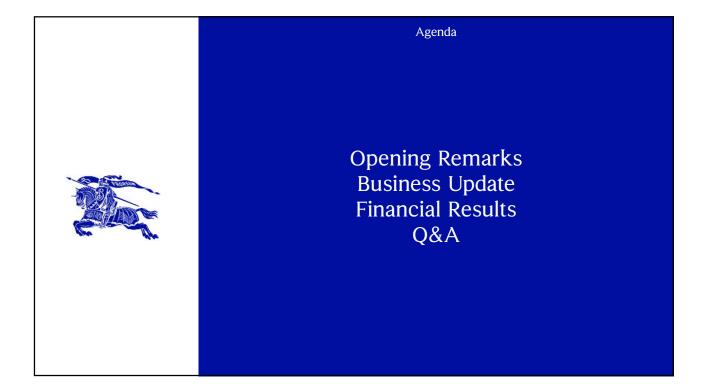
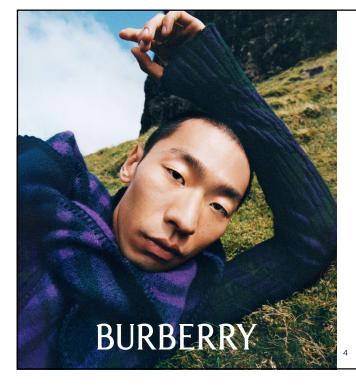


# BURBERRY

INTERIM RESULTS 16 November 2023



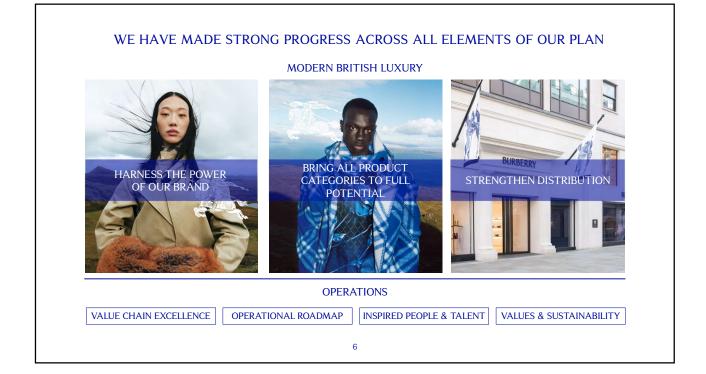




### **OPENING REMARKS**

- Solid half-year performance
- Significant progress on strategic plan, and positive customer response to new brand identity and products
- Slowdown in global luxury demand impacting FY24 guidance
- Confirming £4bn revenue ambition in medium-term and operating margin accretion to 20%+







### LAUNCHED WINTER 23 CAMPAIGN, SHOWCASING OUR NEW BRAND AESTHETIC, WITH BRITISHNESS AT ITS CORE...



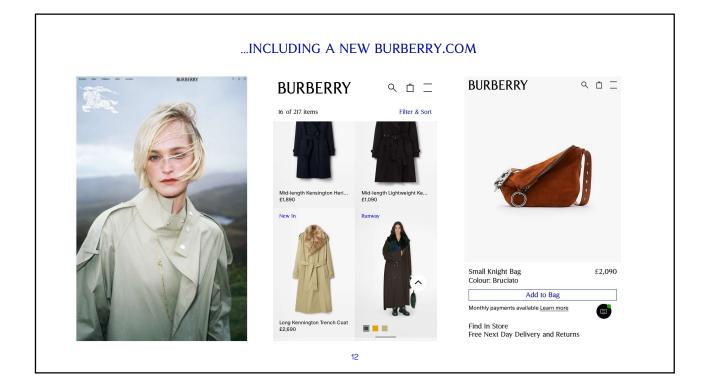
### ...AND A FOCUS ON KEY CATEGORIES



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# BRAND AESTHETIC AND STORYTELLING CONSISTENTLY DEPLOYED ACROSS CONSUMER TOUCHPOINTS...



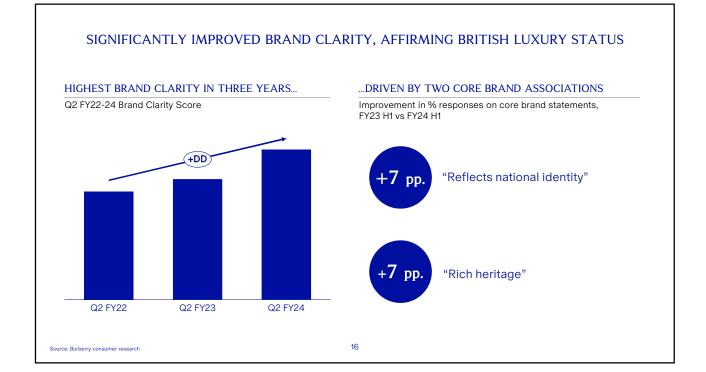


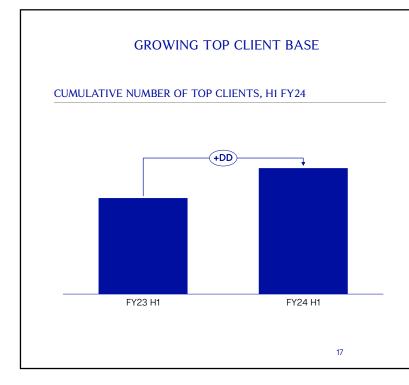




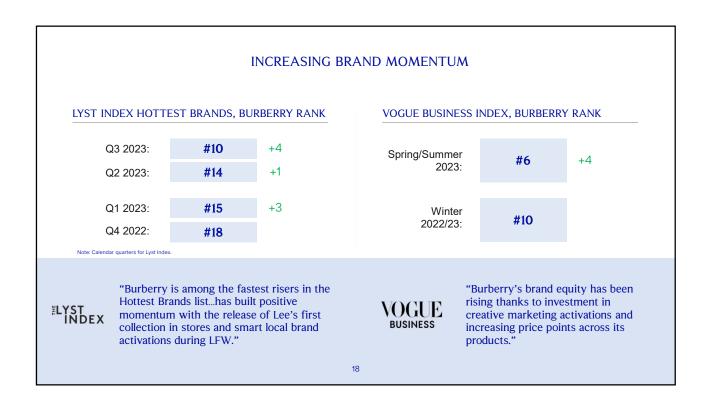








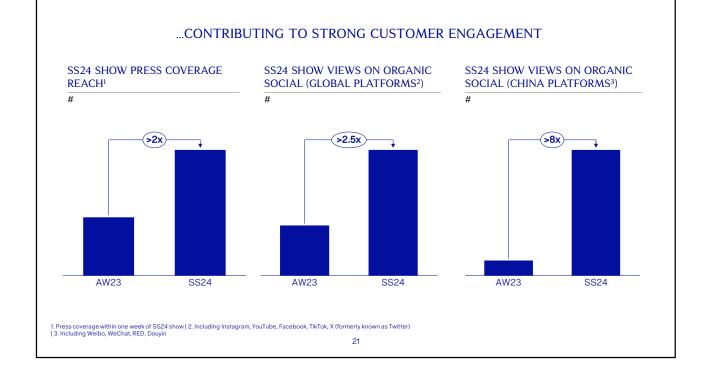




### SUMMER 24: AN EXPLORATION OF LIGHTNESS, SENSUALITY, BEAUTY AND ELEGANCE



...WITH A SIGNIFICANTLY BROADER TALENT PRESENCE... Jun Ji-Hyun Jourdan Dunn Bukayo Saka Eberechi Eze Kylie Minogue Rachel Weisz Kano Jodie Come Skepta Qi Xi Son Heung-min Rosie Huntington- Michael Ward Whiteley, Jason Statham Jessie Buckley Gabrielle Union Bright Chen Kun Barry Keoghan Sheila Atim John Glacier



### EXECUTION PRIORITIES | BRAND

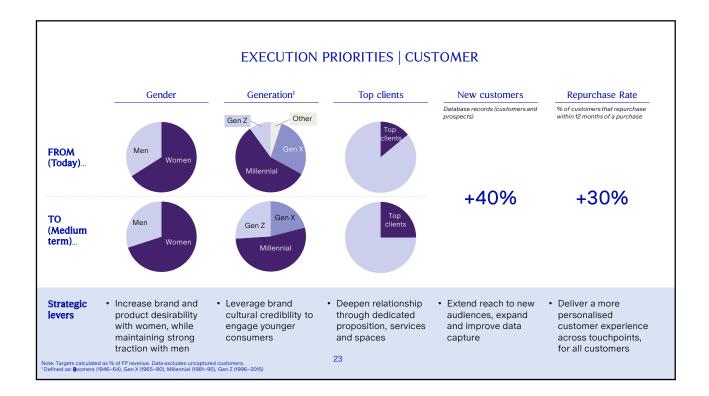
Continue to strengthen **brand storytelling** and connection with **Britishness** 

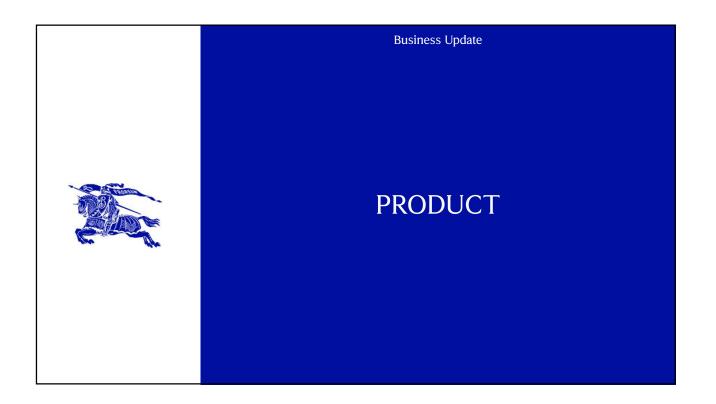
Accelerate customer recruitment, engaging broader audiences

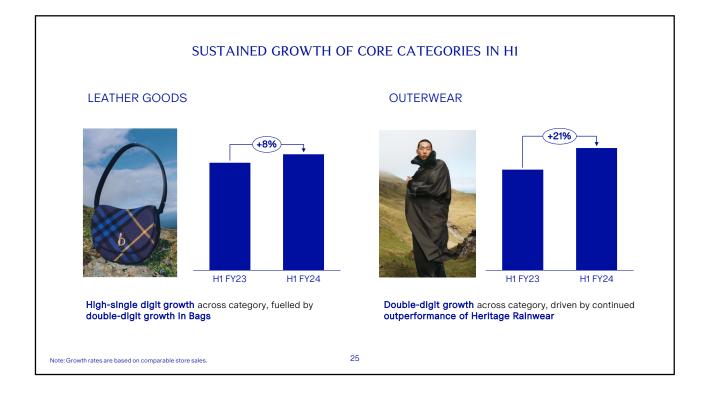
Dial up **product desirability** with focus on hero products and product-led consumer activations

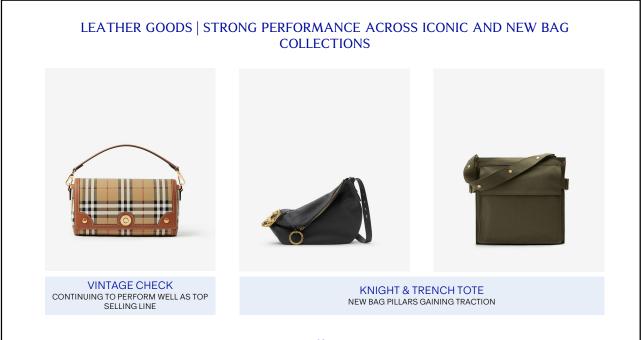
Strengthen **customer engagement** with particular focus on top clients











### LEATHER GOODS | KNIGHT BAG STYLED BY VIPS & INFLUENCERS ACROSS MARKETS



Dua Lipa







Chen Kun









Gabrielle Union-Wade

Neneh Cherry

Bright Vachirawit

Son Heung Min

### OUTERWEAR | ELEVATED OUTERWEAR RESONATING WITH CUSTOMERS ACROSS REGIONS



HERITAGE RAINWEAR HIGH DOUBLE-DIGIT GROWTH IN HERITAGE RAINWEAR SALES IN H1



W23 OUTERWEAR NEW COLLECTION RESONATING WITH NEW AND REPEAT CUSTOMERS ACROSS REGIONS

### SHOES | BROADENING OUR SHOE OFFER, STARTING WITH W23 COLLECTION





## BUILDING ON THIS MOMENTUM WITH SUMMER 2024 COLLECTION

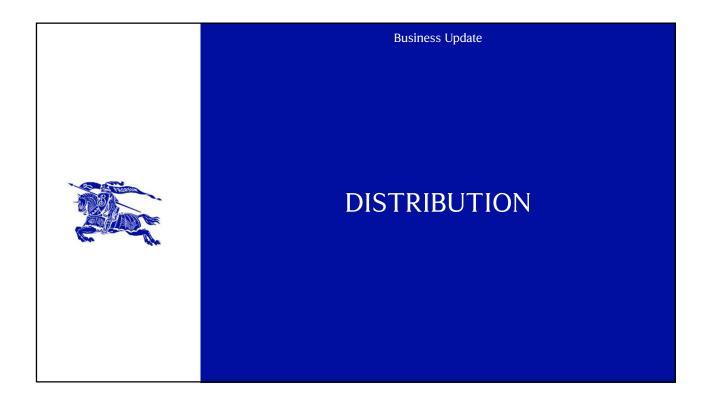




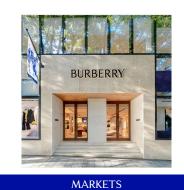


Complete assortment in ready-to-wear and evolve core commercial offer





### PROGRESS ACROSS DISTRIBUTION PILLARS



Solid growth across EMEIA and Asia

Growth supported by recovery in

Chinese customer tourism

Pacific



**RETAIL STORES** 

Store refurbishment on track to reach target of >50% stores by end of FY24

W23 commercial activations

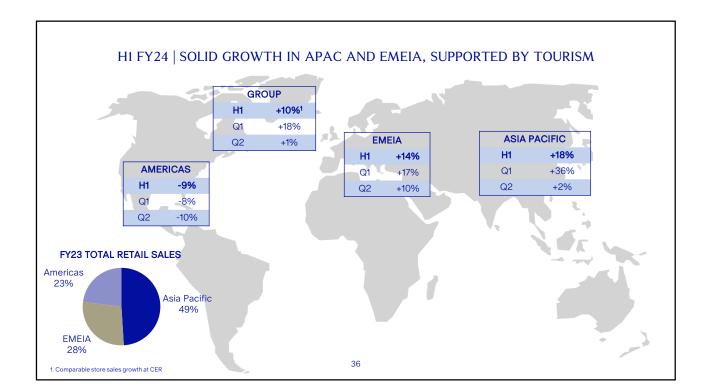
Double-digit productivity improvement in H1

35



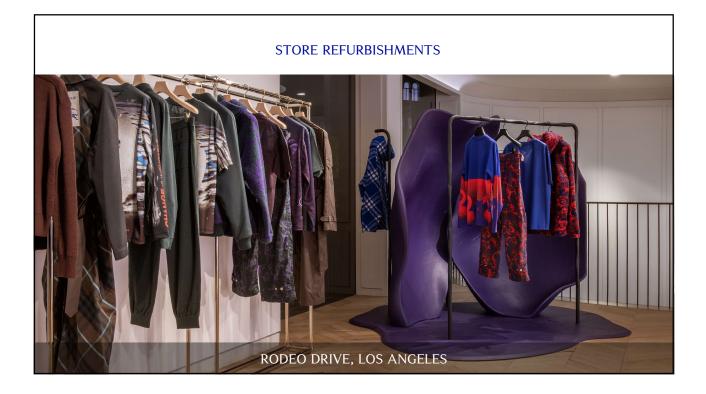
E-COMMERCE

New visual identity and enhanced customer experience on Burberry.com











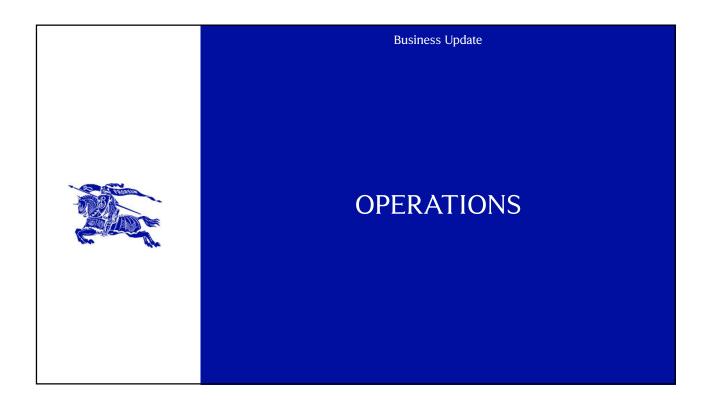
### EXECUTION PRIORITIES | DISTRIBUTION

**Complete store refurbishments,** integrating Daniel's vision, and **new openings** in strategic locations

**Deliver productivity uplift** through acceleration of accessories and targeted recruitment and retention of top clients

Strengthen e-commerce experience and performance through country-specific action plans, strengthened product focus, and strategic 3P partners





### OPERATIONS | KEY PRIORITIES TO DRIVE EFFICIENCY AND EFFECTIVENESS

H1 HIGHLIGHTS

Clear leadership across all teams

Delivered **efficiency improvements** across value chain



Completed acquisition of the outerwear development division of **Pattern** 

### EXECUTION PRIORITIES

Unlock speed, quality and margin with focus on strategic categories

Strengthen fulfilment operating model

Adapt operational plan to support execution and prioritise investments Deliver process improvements and cost efficiencies

43

### RESPONSIBILITY | FURTHER EMBEDDING SUSTAINABILITY IN OUR OPERATIONS

### H1 HIGHLIGHTS



Embedded ReBurberry

sustainable guidelines into

product range plans

Expanded Refresh & Repair

customer services globally

Launched new rebranded fully plastic free B2C packaging



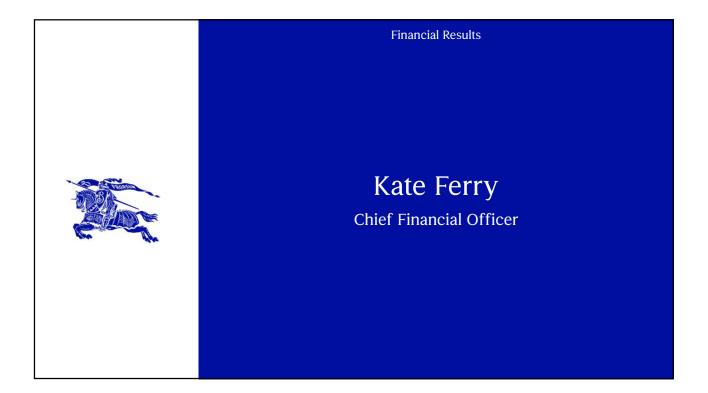
Supported The **BRIT School** fashlon programme and launched Bursary Prize

### EXECUTION PRIORITIES

Advance product sustainability initiatives and communicate progress to consumers

Develop climate transition plan, aligned to our carbon targets

Expand Burberry Foundation Youth programmes





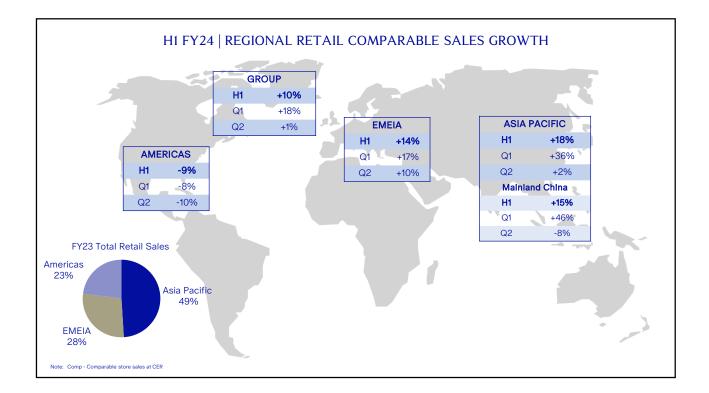
### SUMMARY OF H1 FY24 PERFORMANCE

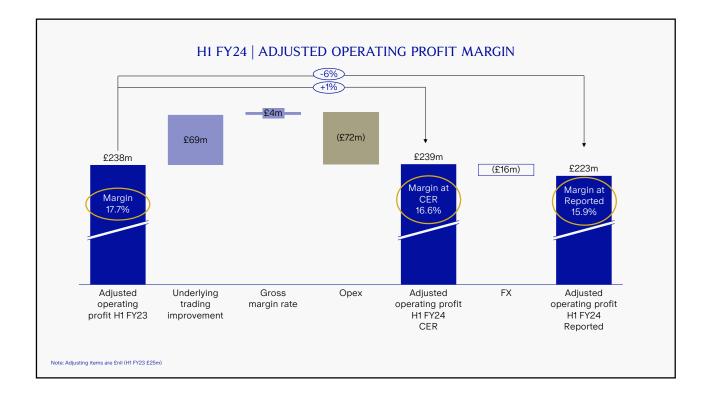
- H1 FY24 retail comparable sales growth +10% at CER
- Total revenue growth +7% at CER and +4% reported
- Adjusted operating profit margin -110bps at 16.6% CER, 15.9% reported
- Adjusted EPS growth +2% at CER, -5% reported
- Interim dividend of 18.3p, +11% based on 30% of FY23 full dividend
- £200m of the £400m share buyback in the half, fully completed by end of October

	Period ended	H1 FY24		Reported change	CER change
		£m	£m	%	%
	Revenue	1,396	1,345	4%	7%
	Gross profit	975	942	3%	8%
ב	Gross margin %	69.8%	70.1%	(30bp)	30bp
	Adjusted operating profit	223	238	(6%)	1%
ADJUSTED	Adjusted operating profit margin	15.9%	17.7%	(180bp)	(110bp)
	Adjusted diluted EPS	42.1p	44.3p	(5%)	2%
	Free cash flow	(15)	88	nm*	
	Dividend per share	18.3p	16.5p	11%	
~	F				
	Reported operating profit	223	263	(15%)	
REPORTED	Reported operating profit margin	15.9%	19.5%	(360bp)	
	Reported diluted EPS	42.1p	48.9p		

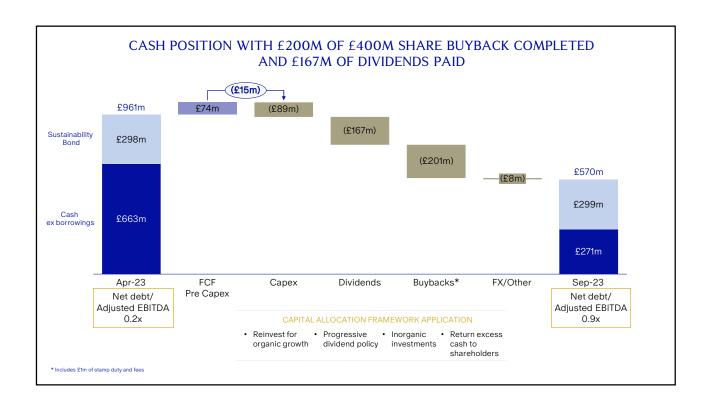
### HI FY24 | TOTAL REVENUE GROWTH VS LY +4% +7% Retail growth +10% +10% flat +44% £1,443m -8% £1,396m -3% £1,345m Licensing Revenue H1 FY24 Reported Revenue H1 FY23 Revenue H1 FY24 CER Retail comp Retail space Wholesale FX 48

### ī.





	H1 FY24	H1 FY2:
	£m	£r
Adjusted operating profit	223	23
Depreciation and amortisation	179	16
Working capital	(154)	(125
Other	23	1:
Cash generated from operating activities	271	28
Payment of lease principal and related cash flows	(97)	(93
Capital expenditure	(89)	(53
Proceeds from disposal of non-current assets	0	2
Interest	(2)	(12
Тах	(98)	(65
Free cash flow	(15)	8
Cash conversion	38%	689
Cash net of overdrafts & borrowings	271	64
Net debt	(887)	(496
Net debt/adjusted EBITDA	0.9x	0.6

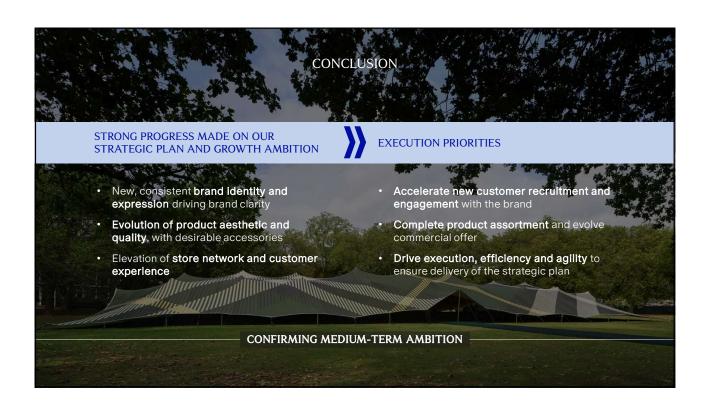


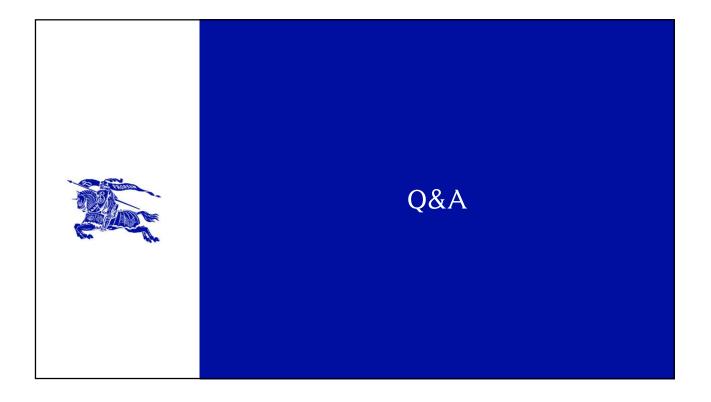


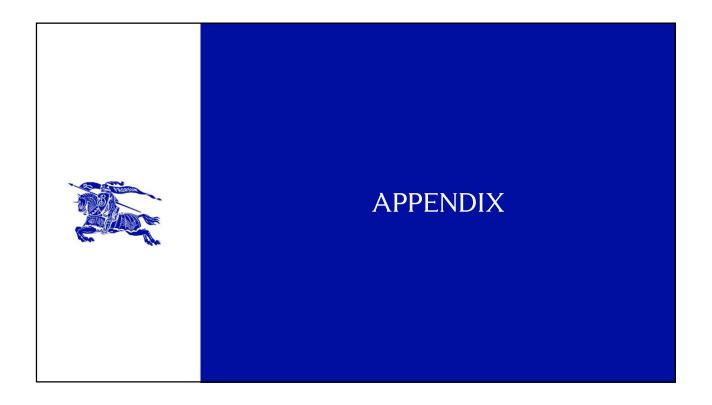
### **GUIDANCE**

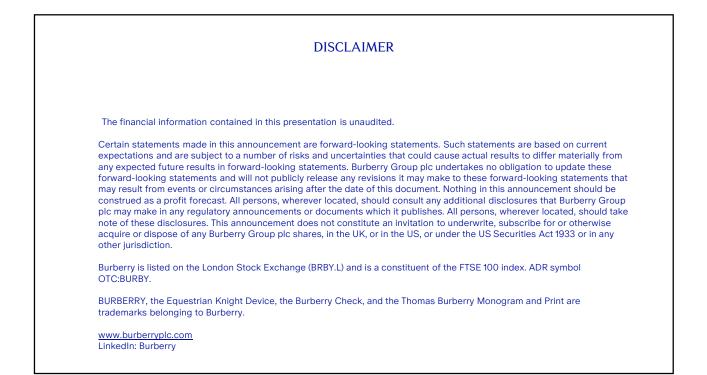
- Maintaining our medium-term guidance of £4bn revenue
- If the weaker global luxury demand continues, we are unlikely to achieve our previously stated revenue guidance for FY24\*
- Adjusted operating profit expected to be towards the bottom of the current consensus range<sup>\*\*</sup>
- No change anticipated to overall retail space in FY24
- FY24 wholesale revenue expected to be down MSD
- Tax rate expected to be around 27% in FY24
- Capex expected to be c.£200m with over 50% of store network updated by close of FY24
- Currency c.£110m revenue headwind and c.£60m adjusted operating profit headwind in FY24 based on 25 October exchange rates

\*High single-digit revenue CAGR from FY20 base equating to a low double-digit growth in FY24 YoY \*\* Consensus range £552m-£668m as published on our corporate website









### ALTERNATIVE PERFORMANCE MEASURES

Alternative performance measures (APMs) are non-GAAP measures. The Board uses the following APMs to describe the Group's financial performance and for internal budgeting, performance monitoring, management remuneration target setting and external reporting purposes.

APM	Description and purpose		GAAP measure reconciled to	0
Constant Exchange Rates (CER)	This measure removes the effect of changes in exchange rates. The constant exchange rate incorporates both the impact of the movement in exchange rates on the translation of overseas subsidiaries' results and also on foreign currency procurement and sales through the Group's UK supply chain.		Results at reported rates	
Comparable sales	The year-on-year change in sales from stores trading over equivalent time periods and measured at constant foreign exchange rates. It also includes online sales. This measure is used to strip out the impact of permanent store openings		26 weeks ended 30 September 2023	26 weeks ended 1 October 2022
	and closings, or those closures relating to refurbishments, allowing a comparison of equivalent store performance against the prior period.	Comparable sales	10%	5%
		Change In space	0%	1%
		CER retall	10%	6%
		FX	-4%	6%
		Retall revenue	6%	12%

All metrics and commentary in this presentation are at reported FX and exclude adjusting items unless stated otherwise. Certain financial data within this presentation have been rounded.

APM	Description and purpose	GAAP measure reconc	reconciled to		
Adjusted Profit	Adjusted profit measures are presented to provide additional consideration of the underlying performance of the Group's ongoing business. These measures remove the impact of those items which should be excluded to provide a consistent and comparable view of performance.	Reported Profit: A reconciliation of reported profit before tax to adj Group's accounting policy for adjusted profit befo statements.			
Free Cash Flow	Free cash flow is defined as net cash generated from operating activities less capital expenditure plus cash inflows from disposal of fixed assets and including cash outflows for lease principal payments and other lease related items.	Net cash generated from operating activities: Period ended £m	26 weeks ended 30 September 2023	26 weel ende 1 Octobe 202	
		Net cash generated from operating activities	171	21	
		Capex	(89)	(5)	
		Lease principal and related cash flows Proceeds from disposal of non-current assets	(97)	(9:	
		Free cash flow	(15)	8	
Cash Conversion	Cash conversion is defined as free cash flow pre-tax/adjusted profit before tax. It provides a measure of the Group's effectiveness in converting its profit into cash.	Period ended £m	26 weeks ended 30 September 2023	26 week ende 1 Octobe 202	
		Free cash flow	(15)	8	
		Tax paid	98	6	
		Free cash flow before tax	83	15	
		Adjusted profit before tax	219	22	
		Cash conversion	38%	68	

	Description and purpose	GAAP measure reconcl	ed to	
Net Debt	Net debt is defined as the lease liability	Cash net of overdrafts:		
	recognised on the balance sheet plus borrowings less cash net of overdrafts.	Period ended £m	As at 30 September 2023	As at 1 October 2022
		Cash net of overdrafts	570	941
		Lease liability	(1,158)	(1,139)
		Borrowings	(299)	(298)
		Net debt	(887)	(496)
	excluding adjusting operating items, depreciation of property, plant and equipment, depreciation of right of use assets and amortisation of intangible	Period ended £m	26 weeks ended 30 September 2023	26 weeks ended 1 October 2022
	assets. Any depreciation or amortisation included in adjusting operating items are not double-		223	263
		Operating profit	223	
	in adjusting operating items are not double- counted. Adjusted EBITDA is shown for the	Adjusting operating items	-	(25)
	in adjusting operating items are not double-		- - 18 49	
	in adjusting operating items are not double- counted. Adjusted EBITDA is shown for the calculation of Net Debt/EBITDA for our leverage	Adjusting operating items Amortisation of intangible assets Depreciation of property, plant and	- 18	(25) 18

Wholesale Wholesale revenue is expected to decline by a mid-single digit percentage in FY24.   PROFIT Tax rate We expect the adjusted effective tax rate to be around 27%   FX* Based on 25 October effective FX rates, the impact of year-on-year exchange rate movements is expected to be a c.£110m headwind on revenue and c.£60m headwind on adjusted operating profit   CASH FLOW Capex Capex is expected to be around £200m including over 50% of the store network updated by end of the year.   DIVIDEND Interim dividend at 18.3p, 30% of FY23 total dividend – progressive dividend policy with pay-out ratio around 50%	REVENUE	Retail space	Space is expected to be broadly stable in FY24
FX* Based on 25 October effective FX rates, the impact of year-on-year exchange rate movements is expected to be a c.£110m headwind on revenue and c.£60m headwind on adjusted operating profit   CASH FLOW Capex Capex is expected to be around £200m including over 50% of the store network updated by end of the year.   DIVIDEND Interim dividend at 18.3p, 30% of FY23 total dividend – progressive dividend policy with pay-out ratio around 50%	REVENUE	Wholesale	
FX* exchange rate movements is expected to be a c.£110m headwind on revenue and c.£60m headwind on adjusted operating profit   CASH FLOW Capex Capex is expected to be around £200m including over 50% of the store network updated by end of the year.   DIVIDEND Interim dividend at 18.3p, 30% of FY23 total dividend – progressive dividend policy with pay-out ratio around 50%   £400m share buyback completed on 31 October with 20 5m shares	PROFIT	Tax rate	We expect the adjusted effective tax rate to be around 27%
CASH FLOW Capex network updated by end of the year.   DIVIDEND Interim dividend at 18.3p, 30% of FY23 total dividend – progressive dividend policy with pay-out ratio around 50%   £400m share buyback completed on 31 October with 20 5m shares	FX*		exchange rate movements is expected to be a c.£110m headwind on
dividend policy with pay-out ratio around 50%	CASH FLOW	Capex	
£400m share buyback completed on 31 October with 20.5m shares	DIVIDEND		
acquired at an average price of 1,951p	SHARE BUYBACK		

		AVERA	ACTUAL GE EXCHANGE RA	ATES			
5 October 2023	29 June 2023	H1 FY24	H1 FY23	FY23			
1.15	1.16	1.16	1.17	1.16			
1.23	1.26	1.26	1.21	1.20			
8.91	9.07	8.97	8.16	8.27			
9.65	9.87	9.86	9.50	9.43			
1,694	1,659	1,654	1579	1,577			
	EFFECTIVE AVE 5 October 2023 1.15 1.23 8.91 9.65	1.15   1.16     1.23   1.26     8.91   9.07     9.65   9.87	EFFECTIVE AVERAGE RATES   AVERAGE     5 October 2023   29 June 2023   H1 FY24     1.15   1.16   1.16     1.23   1.26   1.26     8.91   9.07   8.97     9.65   9.87   9.86	EFFECTIVE AVERAGE RATES   AVERAGE EXCHANGE RATES     5 October 2023   29 June 2023   H1 FY24   H1 FY23     1.15   1.16   1.16   1.17     1.23   1.26   1.26   1.21     8.91   9.07   8.97   8.16     9.65   9.87   9.86   9.50			

ANALYST	<b>CONSENSUS</b>	ESTIMATES
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The following consensus for Burberry Group plc was updated on 10 October 2023. This consensus reflects analyst expectations received between 26 September and 9 October 2023.\*

FINANCIAL YEAR ENDIN	JANCIAL YEAR ENDING MARCH 2024		High	Low	No. of estimates
	Group revenue (£m)	3,223	3,326	3,108	20
	Group revenue growth at CER (%)	6%	10%	3%	19
	Comparable retail sales (%)	10%	14%	5%	19
	Adj. operating profit (£m)	617	668	552	20
	Reported operating profit (£m)	616	668	552	20
	Adj. EPS (GBp)	115.8	124.3	105.9	18

\*Note: Burberry is currently covered by 23 analysts. All 23 analysts were asked to contribute to the consensus, however a small number have not submitted their full estimates within the specified date range or have asked to be excluded. For a full list of analysts covering Burberry please click <u>here</u> Consensus is located on our corporate website <u>here</u>

Legal Disclosure "The financial forecasts presented above have not been prepared by and are not endorsed in any way by Burberry Group plc. Burberry Group plc has not verified or commented on any individual estimates, nor does it intend to do so in the future. Burberry Group plc assumes no responsibility to update, revise or otherwise comment on any of the information contained in these forecasts. It should be noted that financial forecasts are, by definition, forward looking, and are therefore subject to various risks and uncertainties which are subject to change at any time."

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### REPORTING CALENDAR

Q3 trading update 19 January 2024

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