

Table of Contents

Strategic Report		Corporate Governance Statement	
Chair's Letter	3	Chair's Introduction	155
Chief Executive Officer's Letter	7	Board of Directors	157
Financial Highlights	10	Executive Committee	163
Business Model	12	Corporate Governance Report	164
Investment Case	14	Division of Responsibilities	
Luxury Market Environment	16	Governance Structure and Division of Responsibilities	173
Strategy Overview	20	Composition, Succession and Evaluation	
Key Performance Indicators	30	Board Evaluation	179
Financial Measures	36	Report of the Nomination Committee	182
Financial Review	38	Audit, Risk and Internal Control	
Capital Allocation Framework	47	Report of the Audit Committee	190
Non-Financial and Sustainability Information Statement	48	Remuneration	
Environmental and Social Responsibility	50	Directors' Remuneration Report	200
Product	51	Directors' Report	246
Planet	56		
People	68	Financial Statements	
Communities	82	Statement of Directors' Responsibilities	252
Our Responsibility Approach	87	Independent Auditor's Report to the Members of Burberry Group plc	253
Task Force on Climate-related Financial Disclosures	94	Group Income Statement	265
Stakeholder Engagement	112	Group Statement of Comprehensive Income	266
Board Engagement	116	Group Balance Sheet	267
Risk and Viability Report	118	Group Statement of Changes in Equity	268
Risk Management Activities	145	Group Statement of Cash Flows	269
Viability Statement	149	Notes to the Financial Statements	270
		Five-Year Summary	319
		Company Balance Sheet	322
		Company Statement of Changes in Equity	323
		Notes to the Company Financial Statements	324
		Shareholder Information	331