



**URBAN OUTFITTERS, INC.**

# **Annual Meeting of Shareholders**

**JUNE 4, 2019**

**“The following discussions may include forward-looking statements. Please note that the actual results may differ materially from those statements. Additional information concerning factors that could cause actual results to differ materially from projected results is contained in the company’s filings with the securities and exchange commission.”**

# Agenda

- **Greeting and Introductions**
- **Formal Business**
- **Business Review**
- **Growth Initiatives**
- **Shareholder Questions**
- **Closing and Adjournment**

# Introductions

## BRAND LEADERS

### ANTHROPOLOGIE

**Hillary Super** *Global President, Anthropologie Group*

### FREE PEOPLE

**Margaret A. Hayne** *CEO, Free People Brand*

**Sheila Harrington** *President, Free People Brand*

### URBAN OUTFITTERS

**Trish Donnelly** *Global CEO, Urban Outfitters Group*

### FOOD & BEVERAGE

**David Ziel** *Managing Director, URBN Food & Beverage Division*

### NUULY

**Dave Hayne** *President, Nuuly*

# Introductions

## SHARED SERVICE LEADERS

**Frank J. Conforti** *Chief Financial Officer*

**Margaret A. Hayne** *Chief Creative Officer*

**Calvin B. Hollinger** *Chief Operating Officer*

**Dave Hayne** *Chief Digital Officer*

**Barbara A. Rozsas** *Chief Sourcing Officer*

**David Ziel** *Chief Development Officer*

**Azeez Hayne** *General Counsel, Company Secretary*

# Introductions

## OUTSIDE MEETING ASSISTANTS

### **William Park**

*Audit Partner, Deloitte & Touche LLP*

### **Felix Orihuela**

*American Stock Transfer & Trust Company, LLC*

# Directors

# Current Directors



**Edward N. Antoian**  
*Lead Independent Director*  
*Audit and Innovation*  
*Committees*



**Sukhinder Singh Cassidy**  
*Compensation and Leadership*  
*Development, Nominating and*  
*Governance\* Committees*



**Harry S. Cherken, Jr.**  
*Nominating and Governance*  
*Committee*



**Scott Galloway**  
*Innovation Committee\**



**Margaret A. Hayne**  
*Innovation Committee*



**Richard A. Hayne**  
*Chairman of the Board*



**Elizabeth A. Lambert**  
*Compensation and Leadership*  
*Development, Nominating and*  
*Governance, Committees*



**Joel S. Lawson III**  
*Audit Committee*

*\*Committee Chair*





**Robert L. Hanson**

*Thank You*

# Slate of Directors for 2019/2020



**Edward N. Antoian**  
Managing Partner & Chief  
Investment Officer  
Chartwell Investment Partners  
Founder, Zeke Capital Advisors



**Sukhinder Singh Cassidy**  
President, Stubhub  
Chairman of the Board and  
Founder, Boardlist



**Harry S. Cherken, Jr.**  
Partner, Drinker Biddle  
& Reath LLP



**Scott Galloway**  
Clinical Professor of  
Marketing, NYU Stern



**Margaret A. Hayne**  
Chief Creative Officer, URBN  
Chief Executive Officer  
Free People Brand



**Richard A. Hayne**  
Chairman of the Board  
Chief Executive Officer, URBN



**Elizabeth A. Lambert**  
Principal & Manager  
Bunkhouse Group, LLC



**Joel S. Lawson III**  
Independent Consultant



**Wesley McDonald**  
Former Chief Financial Officer  
Kohl's



**Todd R. Morgenfeld**  
Chief Financial Officer  
Pinterest

# Formal Business

# Formal Business

- **Mailing of Notice and Presence of a Quorum**
- **Election of Directors**
- **Ratify: Appointment of Deloitte & Touche, LLP**
- **Advisory Vote on Executive Compensation**
- **Shareholder Proposal**

# **Business Review**

# Fiscal 2019 Financial Results

<b>Generated Record Sales:</b>	<b>\$4.0B (9% increase)</b>
<b>Retail Segment Comps:</b>	<b>8%</b>
<b>Opened New Stores:</b>	<b>11 North America 7 Europe</b>
<b>Delivered Record Wholesale Sales:</b>	<b>\$346M (10% increase)</b>
<b>Earned Operating Income:</b>	<b>\$381M (47% increase)</b>
<b>Earnings Per Diluted Share:</b>	<b>\$2.72 (183% increase)</b>

# **Introducing Our Nu Concept**



nuuly



# nuuly

**\$88/month**

**6 items**

**\$800 value**

## CONSUMER TRENDS

## URBN STRENGTHS

## CONSUMER TRENDS

- + **Sharing-economy**
- + **Subscription**
- + **Cost advantages**
- + **Sustainability**

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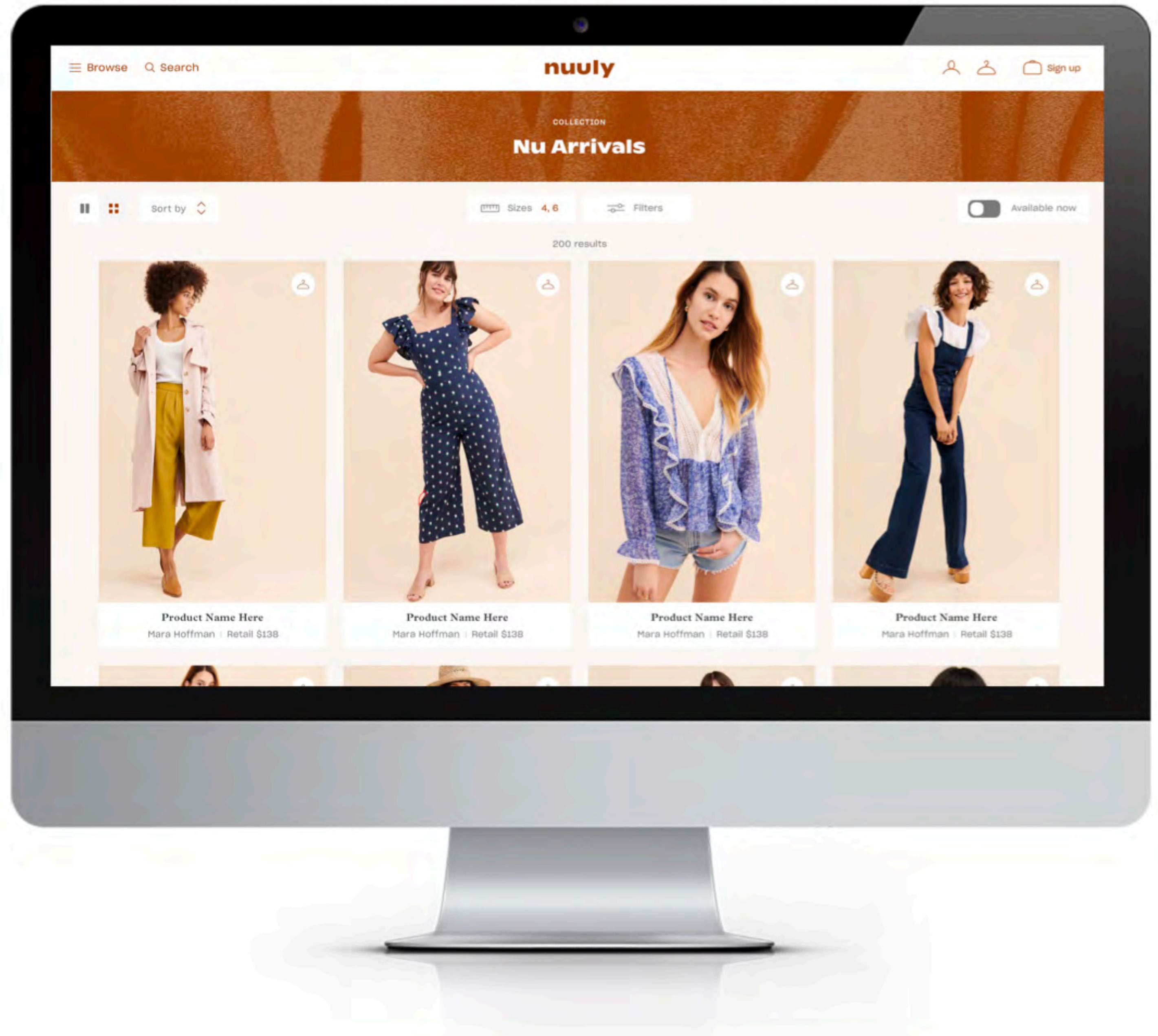
## URBN STRENGTHS

- + **Distinctive brands with proprietary assortments**
- + **Creative story-telling expertise**
- + **Millions of customers**
- + **Existing brand partnerships**
- + **Broad store network**
- + **Operational know-how**
- + **Investable capital**

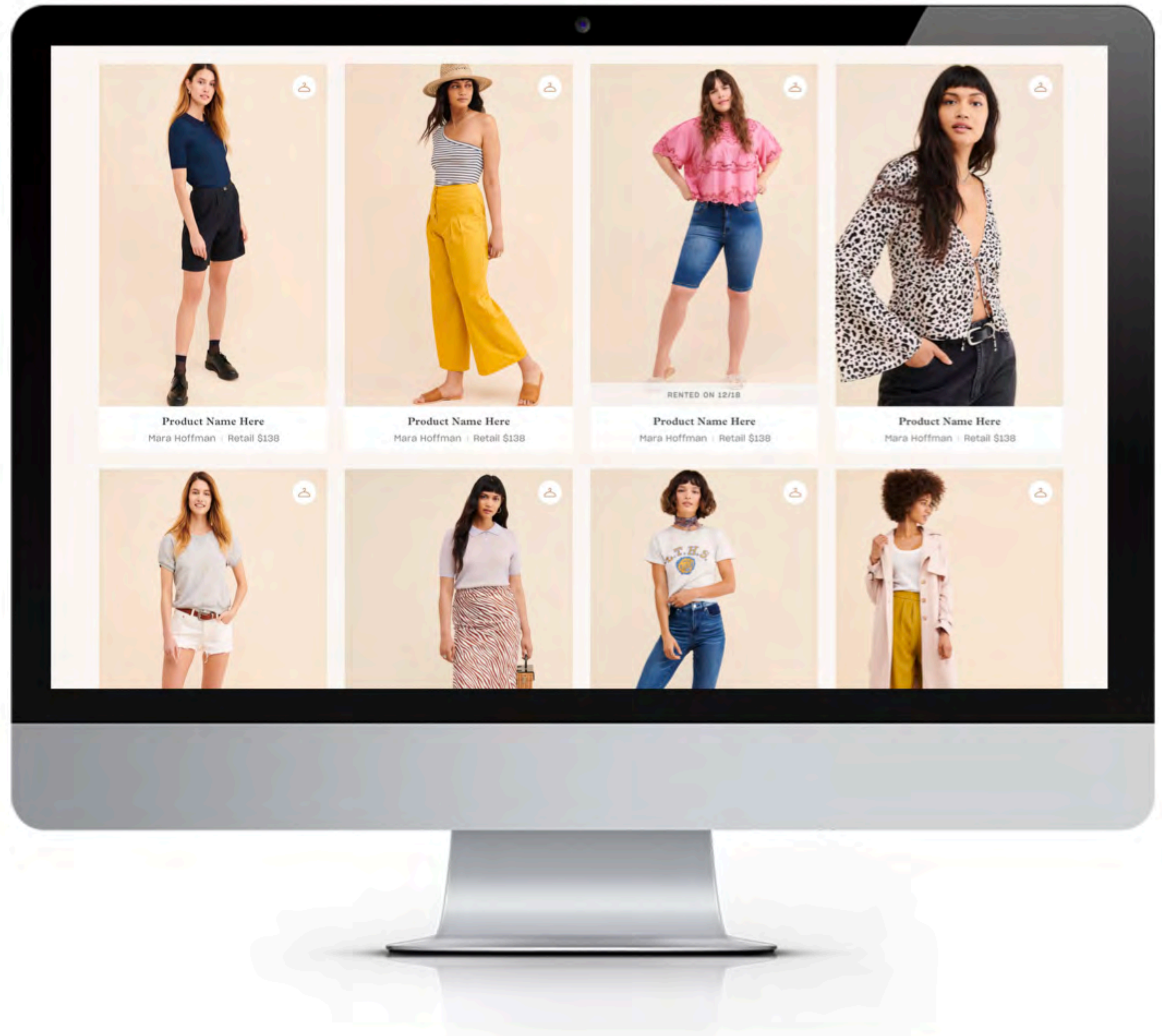


**+ Over 60 dedicated employees**

**+ Unique creative**

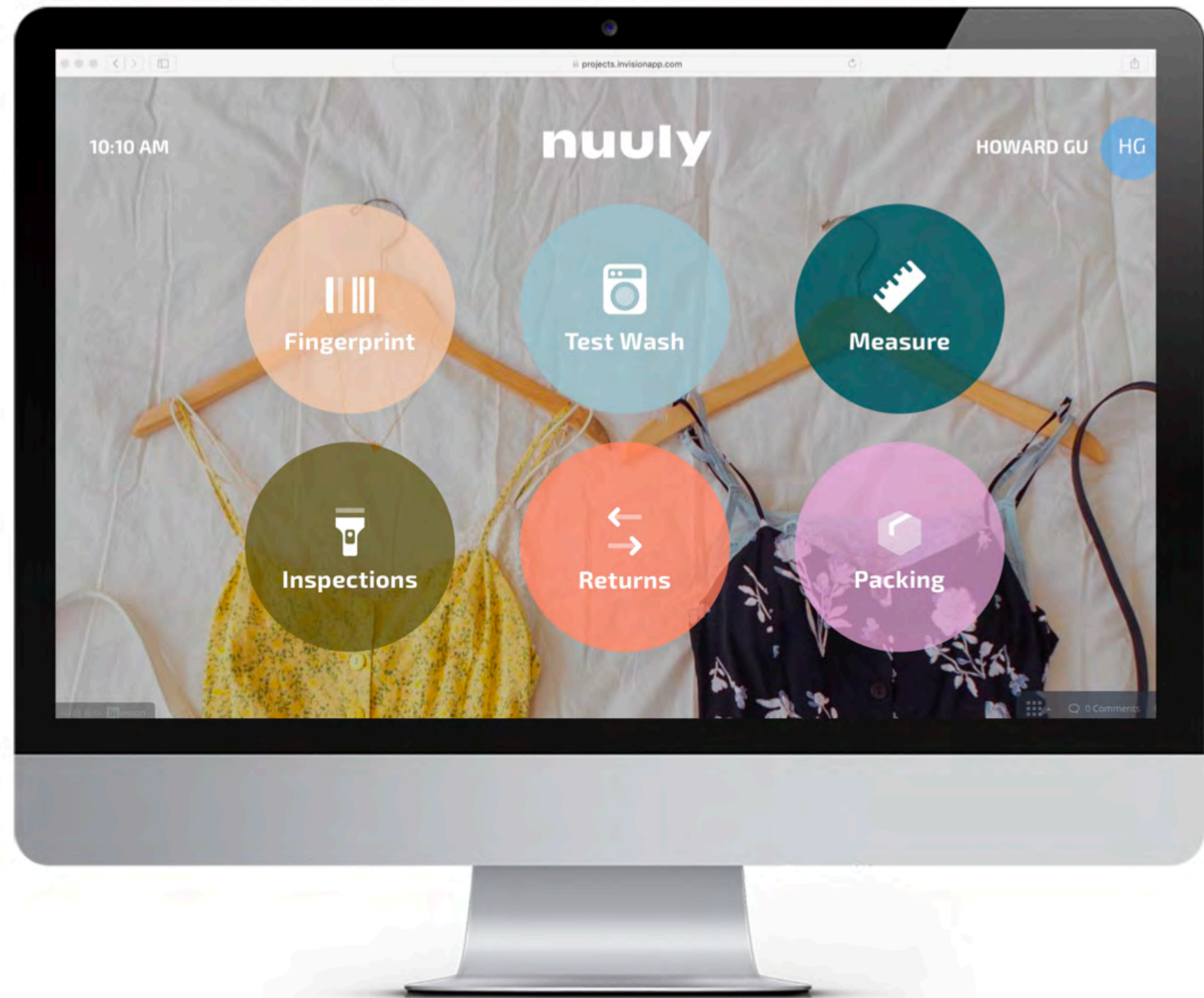


**+ Custom digital platform**



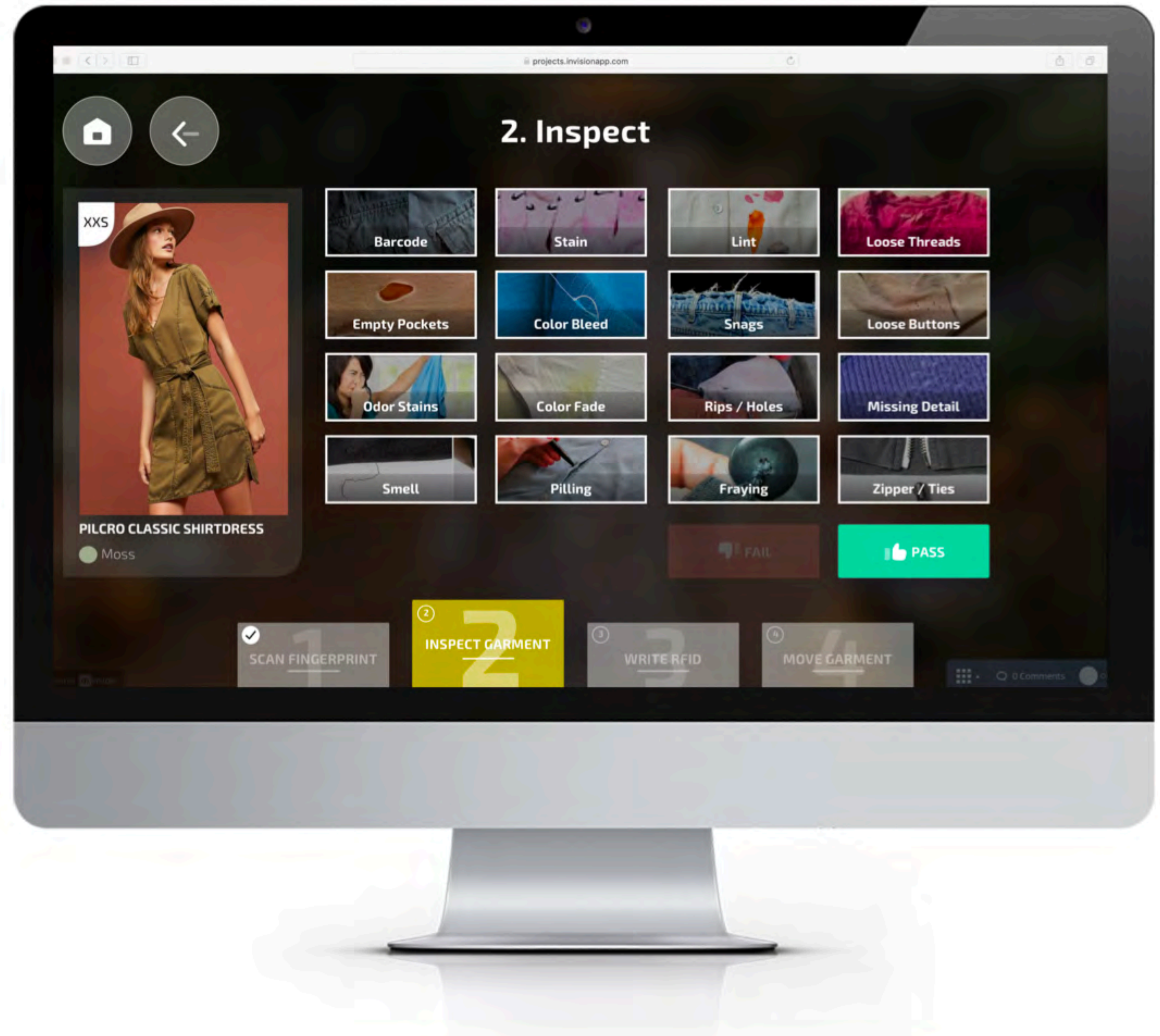
**+ Custom digital platform**

## + Custom Rental Management System

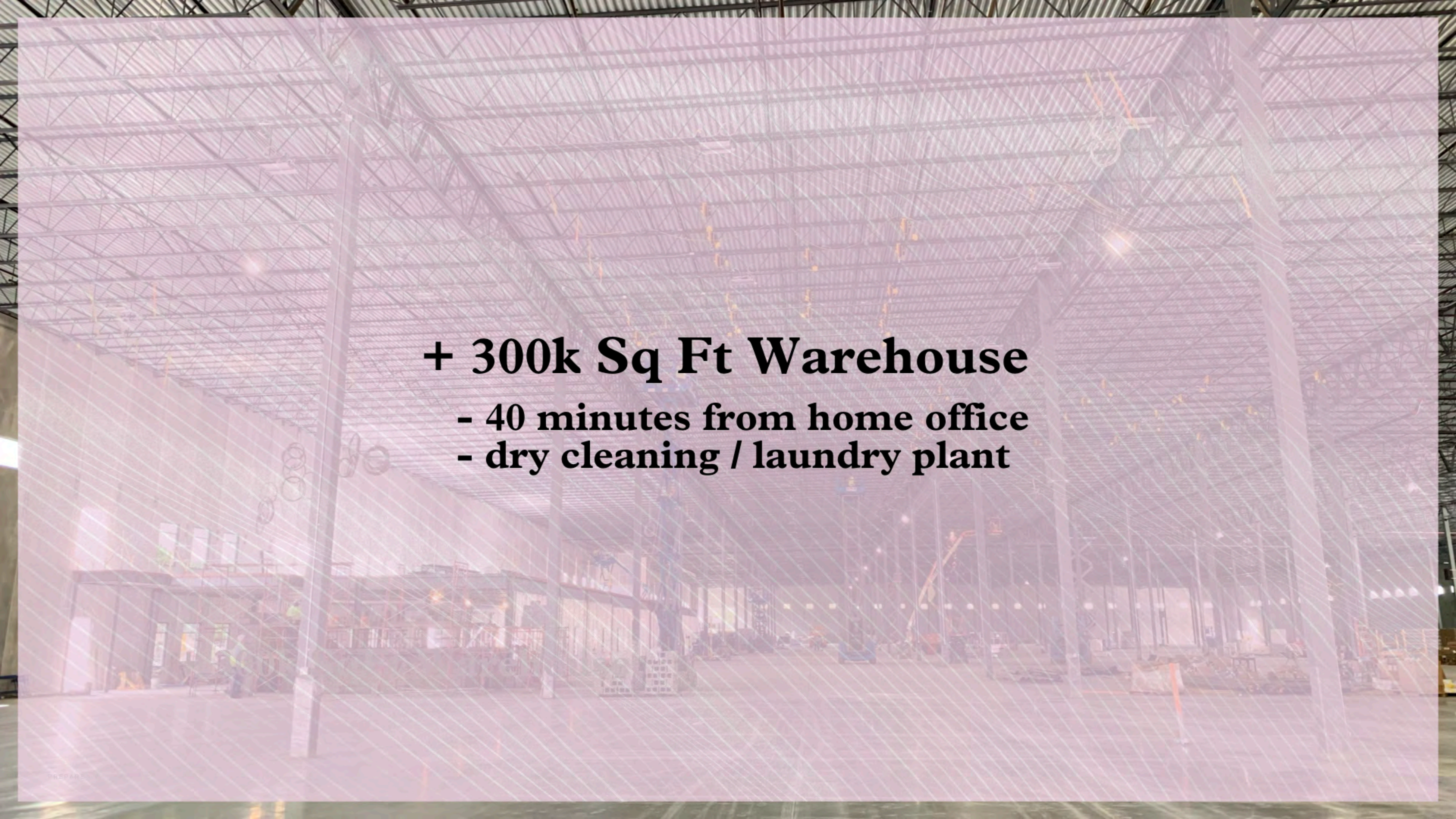




## + Custom Rental Management System







## **+ 300k Sq Ft Warehouse**

- 40 minutes from home office**
- dry cleaning / laundry plant**

URBN BRANDS

*free people*

URBAN  
OUTFITTERS

ANTHROPOLOGIE

*free people*

ANTHROPOLOGIE

URBAN  
OUTFITTERS

Boyish  
JEANS

*Champion*

aliceM<sup>c</sup>CALL

PAIGE

CITIZENS *of*  
HUMANITY

*For Love & Lemons*

 eve  
gravel

*nicole miller*

A N A M Á

AGOLDE

 Levi's

UNIVERSAL  
STANDARD

Wrangler

tonlé

S O L A N G E L E S



YUMI KIM

CAROLINA K

CECILIE  
copenhagen

*ModCloth*

AMANDA UPRICHARD  
NEW YORK

LOVESHACKFANCY

*Lisa Says Gah*

AVEC LES FILLES

CAPULET

HAPPY SHEEP

LAUNCHING MID-JULY

nuuly

SIGN-UP FOR THE WAITLIST  
@ NUULY.COM

**UR  
BN**