

**UR
BN** | **VISION**
20
20

“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.”

**UR
BN** | **VISION**
20
20

GOALS

Double Revenues by 2020

Grow earnings and remain highly
profitable

STRATEGY

STRATEGY

Expand product and service offering

STRATEGY

Expand product and service offering

Enhance the brand experience on-line

STRATEGY

Expand product and service offering

Enhance the brand experience on-line

Grow distribution across all channels

EXPAND PRODUCTS & SERVICES

EXPAND PRODUCTS & SERVICES

Expand existing categories: e.g.

Anthropologie – Home

Urban Outfitters – Beauty, Shoes

Free People – Intimates, Party Dresses

EXPAND PRODUCTS & SERVICES

Expand existing categories: e.g.

Anthropologie – Home

Urban Outfitters – Beauty, Shoes

Free People – Intimates, Party Dresses

Offer new categories: e.g.

Anthropologie – Beauty, Registry

Urban Outfitters – Without Walls

Free People – FP Movement

ENHANCE THE BRAND EXPERIENCE

ENHANCE THE BRAND EXPERIENCE

Elevate store experience

ENHANCE THE BRAND EXPERIENCE

Elevate store experience

Produce captivating imagery

ENHANCE THE BRAND EXPERIENCE

Elevate store experience

Produce captivating imagery

Strengthen customer engagement

GROW DISTRIBUTION

GROW DISTRIBUTION

Retail Stores:

GROW DISTRIBUTION

Retail Stores:

Expand the store footprint to accommodate more product and services

GROW DISTRIBUTION

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Expand the store footprint to accommodate more product and services

North American square footage growth:

Without larger format – low single-digits

With larger format – double-digits

GROW DISTRIBUTION

Retail Stores:

Expand the store footprint to accommodate more product and services

North American square footage growth:

Without larger format – low single-digits

With larger format – double-digits

Continue to open store internationally

GROW DISTRIBUTION

Direct-to-Consumer:

GROW DISTRIBUTION

Direct-to-Consumer:

Offer more product/categories

GROW DISTRIBUTION

Direct-to-Consumer:

Offer more product/categories

Enhance the virtual experience

GROW DISTRIBUTION

Direct-to-Consumer:

Offer more product/categories

Enhance the virtual experience

Expand internationally

GROW DISTRIBUTION

Wholesale:

SUMMARY

Goal is to double top line by 2020 while remaining one of the most profitable companies in our sector

To do this, we will:

Expand our offering

Enhance the customer experience

Grow our distribution

**UR
BN** | **VISION**
20
20

**CUSTOMER
SERVICE**

**CUSTOMER
ENGAGEMENT**

Reno, NV Fulfillment Center



Gap, PA Fulfillment Center



DROP SHIP

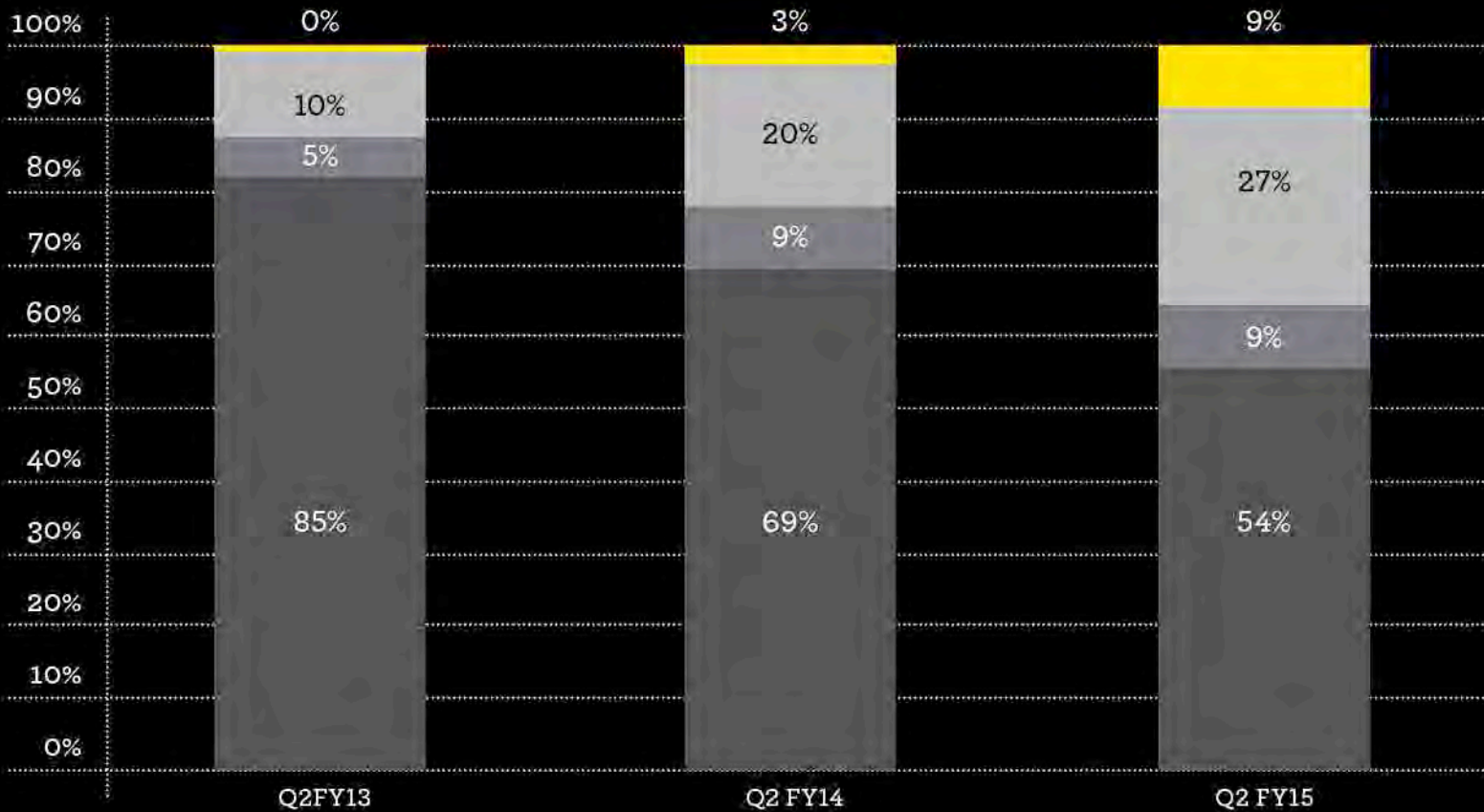
ORDER ONLINE, PICK-UP IN STORE

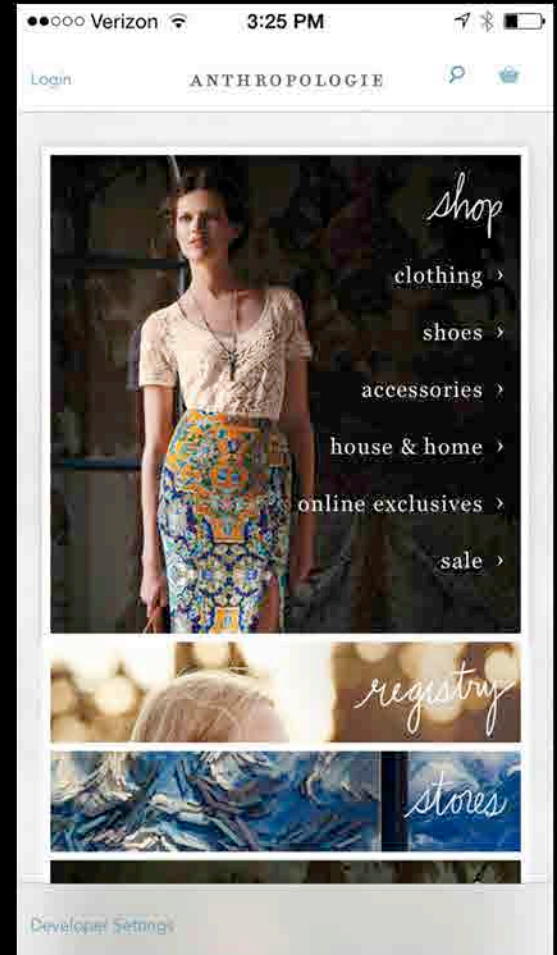
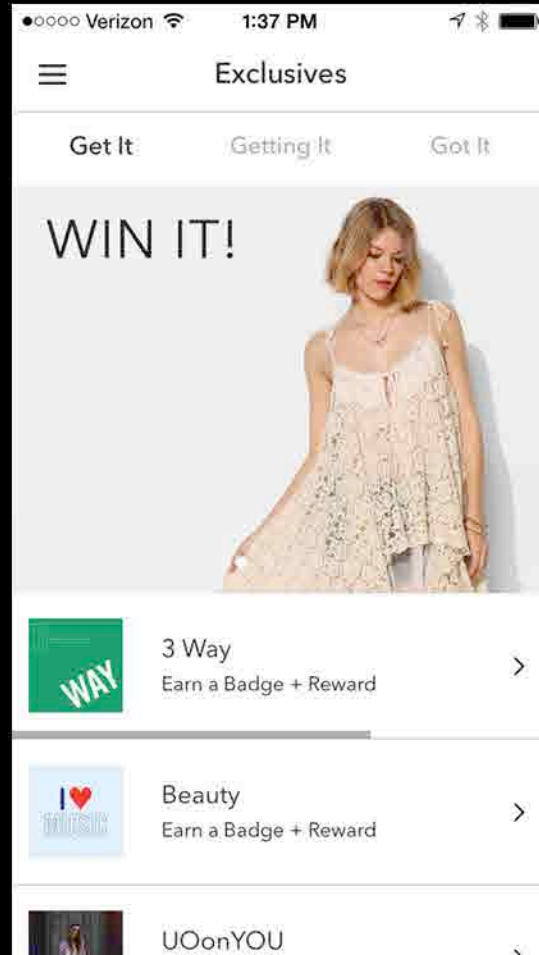
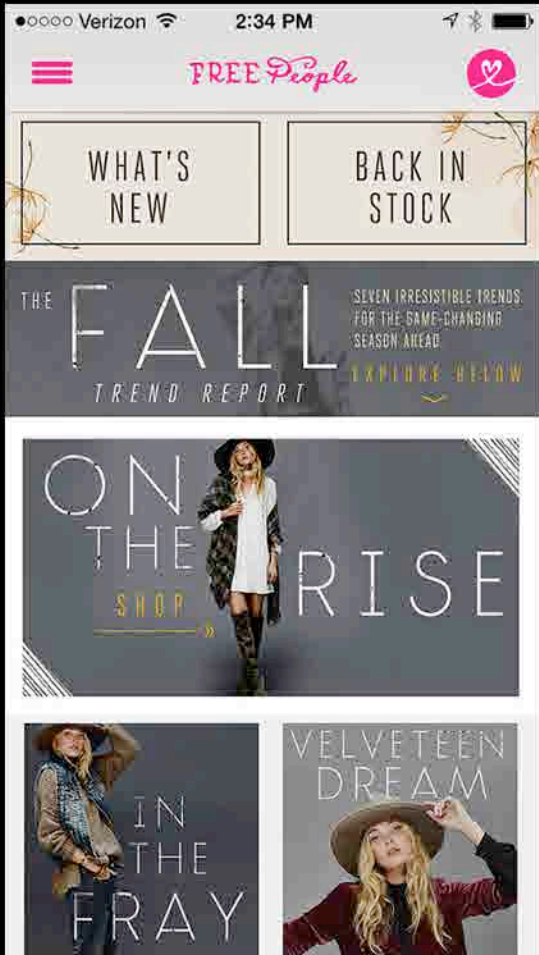
SAME DAY DELIVERY FROM STORES

GLOBAL INVENTORY

CUSTOMER ENGAGEMENT

FREE PEOPLE % OF SESSIONS BY DEVICE





THANK YOU

**UR
BN** | VISION
20
20

FREE PEOPLE





FREE PEOPLE
» PRODUCT EXPANSION «





» INTIMATES FOUNDATIONS

» INTIMATES



» INTIMATES

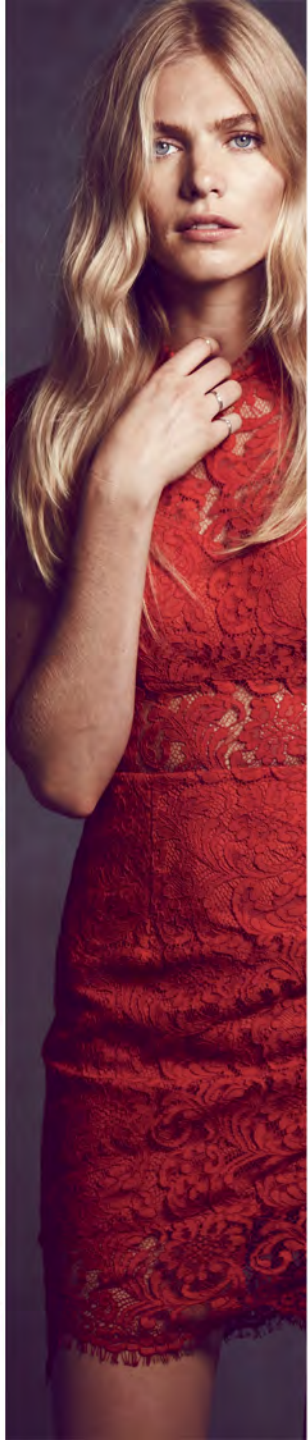


» INTIMATES LIFESTYLE



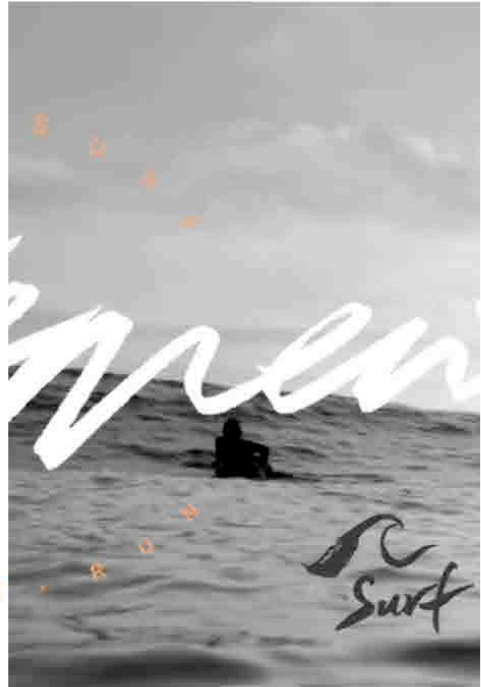


FP PARTY



» FP SHOES



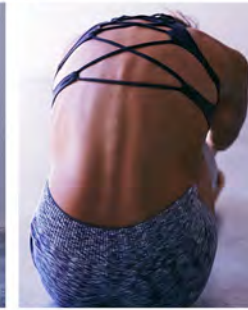
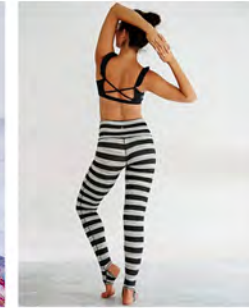
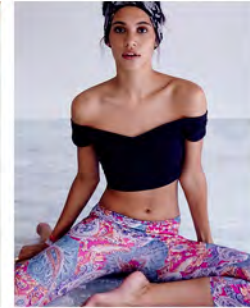


Fp Movement



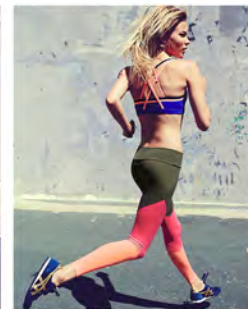
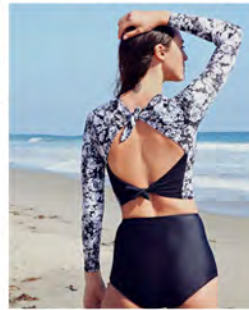
» FPM MOVEMENT

yoga



dancer

Surf



Run



WHAT'S TO COME



Sp Beauty

FP Sanctuary



WHAT'S TO COME



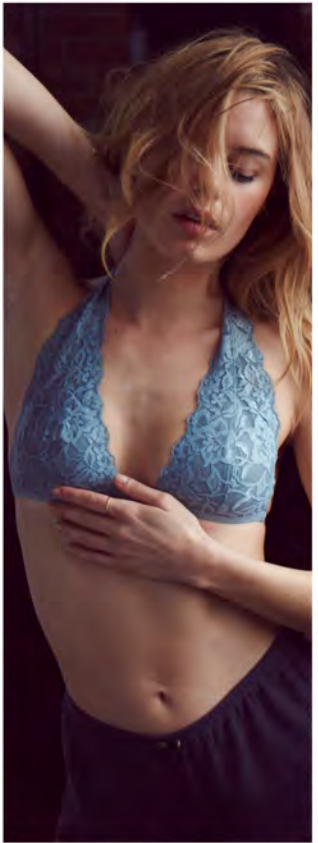
The background is a soft, light beige watercolor wash. In the top right corner, there is a detailed illustration of a small, light-colored ceramic vase containing several dried, pressed leaves. The leaves are brownish-grey with visible veins and some small holes. In the bottom left corner, there is a single, smaller leaf illustration. The overall aesthetic is natural and rustic.

» FREE PEOPLE WHOLESAL«

» PRODUCT EXTENSIONS



READY TO WEAR



INTIMATES



SHOES



PARTY



HOSIERY

GLOBAL
PRESENCE
SHOWROOMS

FP WHOLESALE



Tokyo



GLOBAL PRESENCE SHOWROOMS

FP WHOLESAL



LONDON





GLOBAL PRESENCE SHOWROOMS



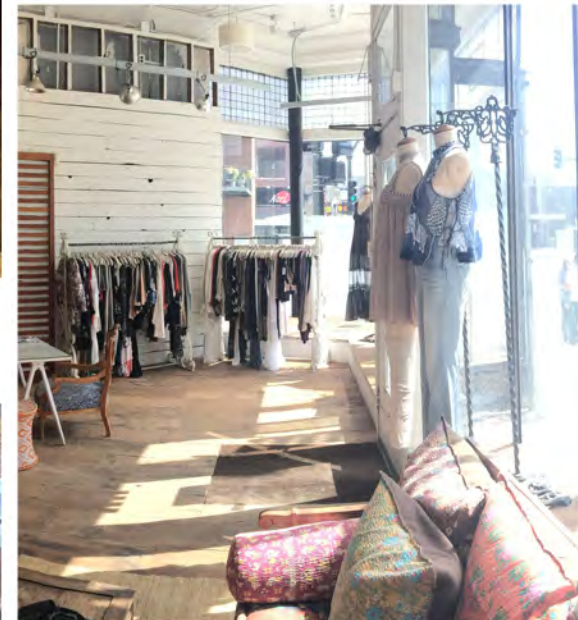
SYDNEY



LA



NEW YORK



CHICAGO



ASIA/SOUTHEAST ASIA

SHOP-IN-SHOPS



KUZUHAMA MALL, OSAKA



HARAJUKU, TOKYO



LUMINE, TOKYO



LAB CONCEPT, QUEENSWAY PLAZA
HONG KONG



ASIA/SOUTHEAST ASIA

SHOP-IN-SHOPS



*ISETAN SHINJUKU,
TOKYO*

ASIA/SOUTHEAST ASIA

SHOP-IN-SHOPS



I.T GROUP

GRAND GATEWAY PLAZA,
SHANGHAI, CHINA

FP WHOLESALE



AUSTRALIA

SHOP-IN-SHOPS

FP WHOLESAL



» EUROPE



LONDON
SHOWROOM

FP WHOLESALE

WHOLESALE MARKETING

STORES & EVENTS

USD

MY ACCOUNT

MY BROWN BAG

be your bag

bloomingdale's

Enter Keyword or Web ID

Q

DESIGNERS WHAT'S NEW WOMEN SHOES HANDBAGS JEWELRY & ACCESSORIES BEAUTY MEN KIDS HOME GIFTS THE REGISTRY SALE

FREE PEOPLE FALL 2014



1

2

3

4

5

6

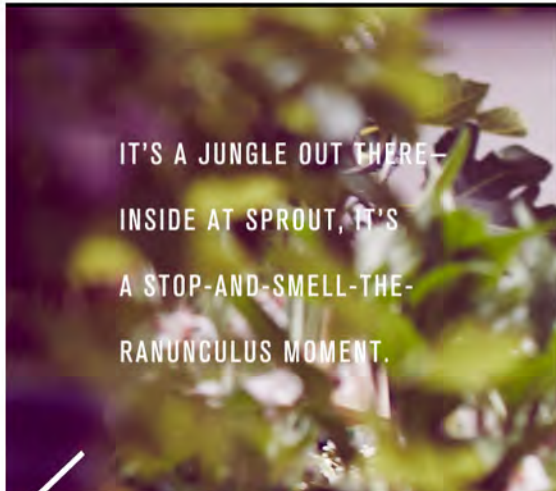
7

SHOP ALL



FP WHOLESALE

FREE PEOPLE FALL 2014



IT'S A JUNGLE OUT THERE—
INSIDE AT SPROUT, IT'S
A STOP-AND-SMELL-THE-
RANUNCULUS MOMENT.



EMBELLISHED SERGEANT COAT,
STAR LACE WITCHY SLIP DRESS
& GRANDEUR BOOTS
SHOP THIS LOOK



LACE-UP PLAID TOP,
LACE AND RIB TOP
& ROLLER CROP JEANS
SHOP THIS LOOK



FUZZY STRIPE PULLOVER,
CRINKLE PLAID PEGGED TROUSERS
& HYBRID BOOTIES
SHOP THE LOOK



» FREE PEOPLE «
STORES AND ECOMMERCE



STUDIO CITY, CA

» AFTER RENOVATION



GLENDALE, CA

» AFTER RENOVATION



» ROCK CENTER, NY



ECOMMERCE

FREE PEOPLE



WHAT'S NEW CLOTHES DRESS SHOP ACCESSORIES SHOES INTIMATES VINTAGE SWIM SALE

SEARCH

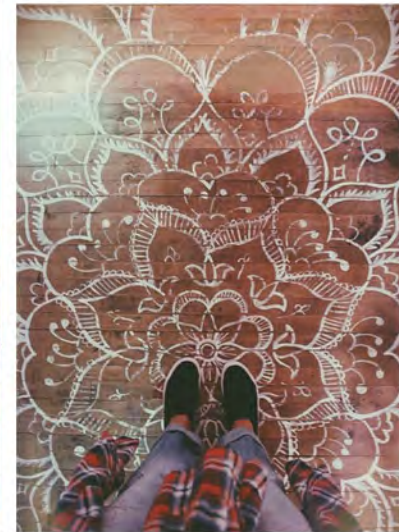
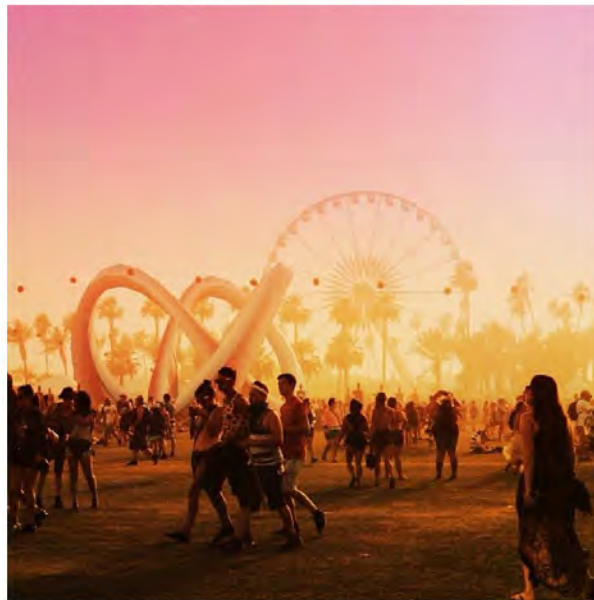
Share your fashion style with fp.me

Free Shipping on \$100+

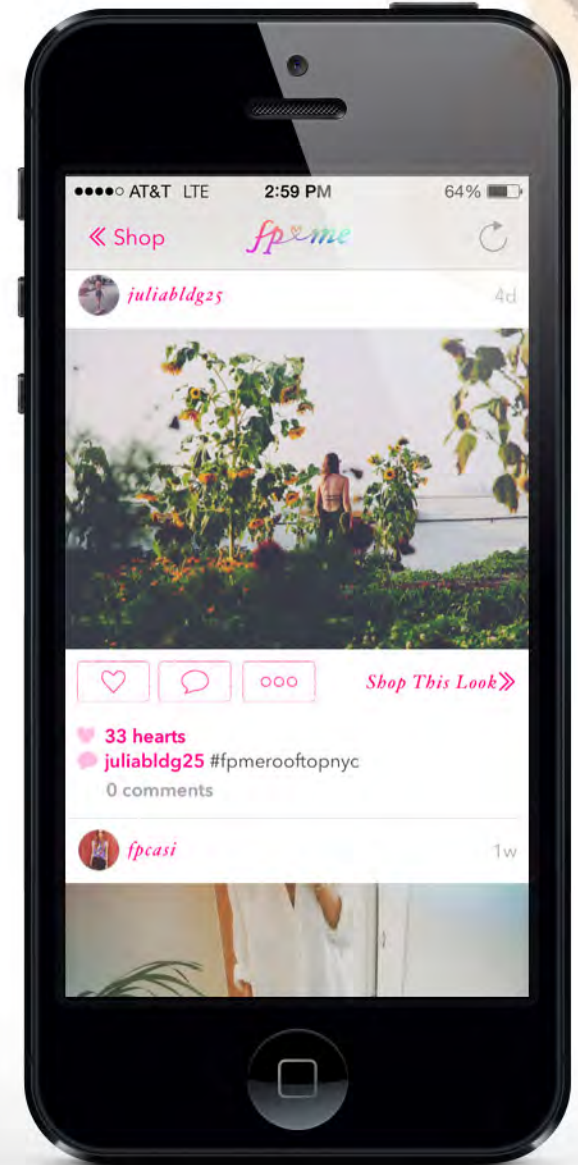
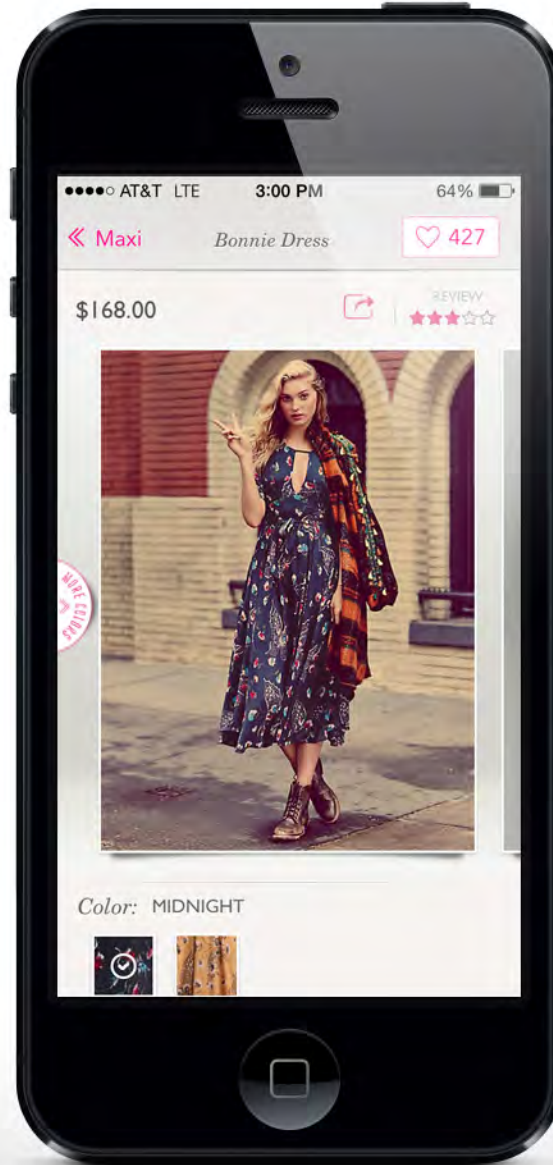
FP Freepeople's Sweeps
Win a Bicycle & FP Wardrobe



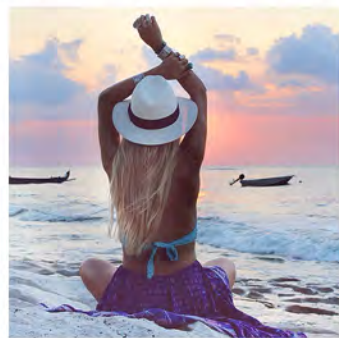
SOCIAL
& BLOG



» MOBILE

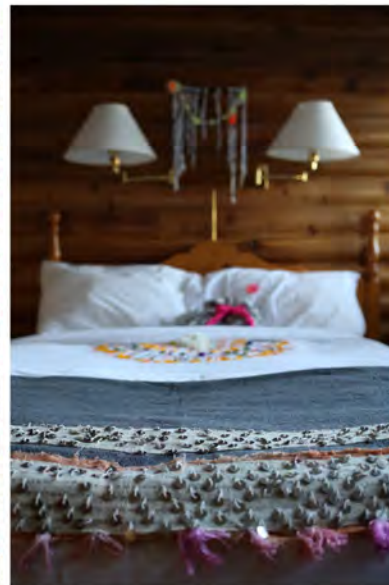


»»» FP ME «««



FP ME EVENTS

» VANCOUVER «



FP ME EVENTS

» COSTA RICA «



FP ME EVENTS

» OHIO «





» THANK «
YOU



URBAN OUTFITTERS 2014



Work in Progress

- **PRODUCT FOCUS TO TARGET CUSTOMER AGE 18-28**
- **UNIFIED MESSAGES FROM CONCEPT TO CUSTOMER**
- **IMAGERY, CONTENT AND WEB EXPERIENCE.**
- **MERCHANDISING AND FLOORPLAN FOCUS IN STORES, DEFINING SHOPS.**
- **SOCIAL OPPORTUNITIES INVOLVING STORE TEAMS AND UOonYOU MEMBERS**
- **ASSORTMENT PLANNING AND ARCHITECTURE FOR STORE GROUPINGS**
- **INVENTORY LEVELS**
- **COMMUNICATION AND COLLABORATION**
- **TALENT RECRUITING AND DEVELOPING**
- **5 YEAR STRATEGY PLAN INVOLVING EXPANDING CATEGORIES AND A NEW BLEND OF 4 WALL EXPERIENCES.**



A group of four young women are posed in and around a vintage grey van. One woman is leaning out of the driver's side window, another is sitting on the hood, and two others are in the foreground. They are dressed in bohemian-style clothing like patterned scarves and wide-brimmed hats. The scene is outdoors with trees in the background.

THANK YOU

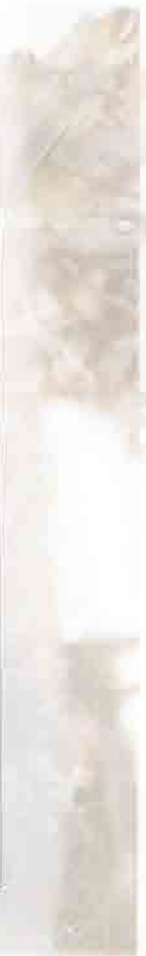
URBAN OUTFITTERS



URBAN RENAISSANCE



Notes
11/20/21
MAD



URBAN OUTFITTERS

Styling



Photography – Women's



2013

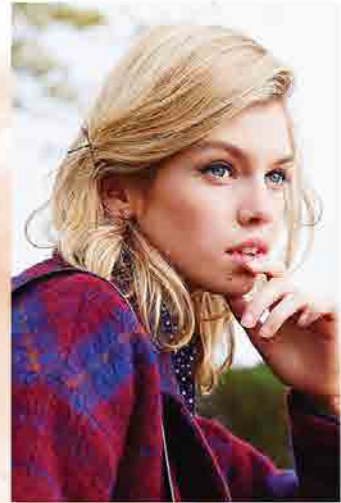


2014

Photography – Beauty



2013



2014

Photography — Shoes



2013



2014

Photography – Intimates



2013



2014

Photography – Apartment



2013



2014

Photography — Men's



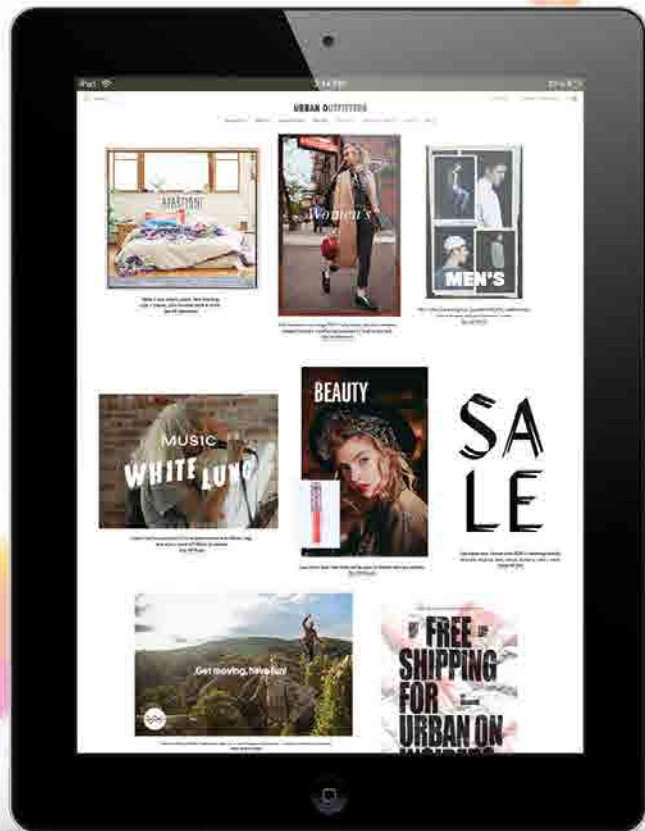
2013

2014



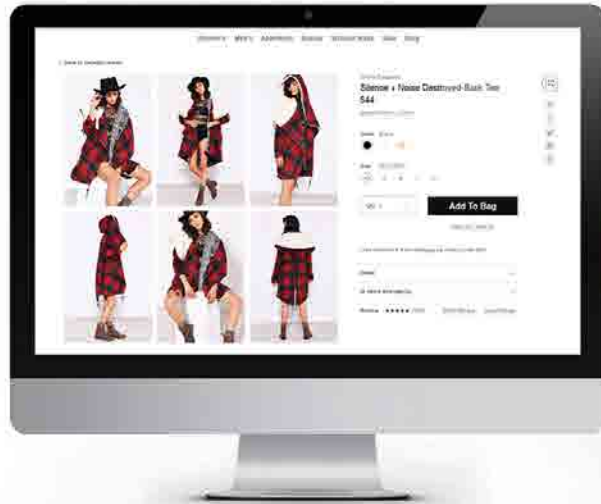
URBAN OUTFITTERS

Site Architecture



URBAN OUTFITTERS

Site Architecture



ENTERTAINMENT



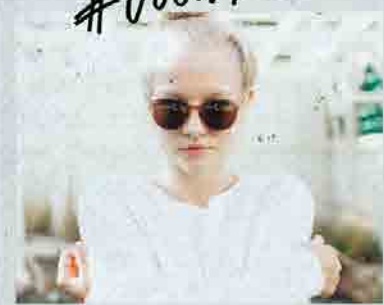
URBAN OUTFITTERS

Content



URBAN OUTFITTERS

Community



URBAN OUTFITTERS

Brand

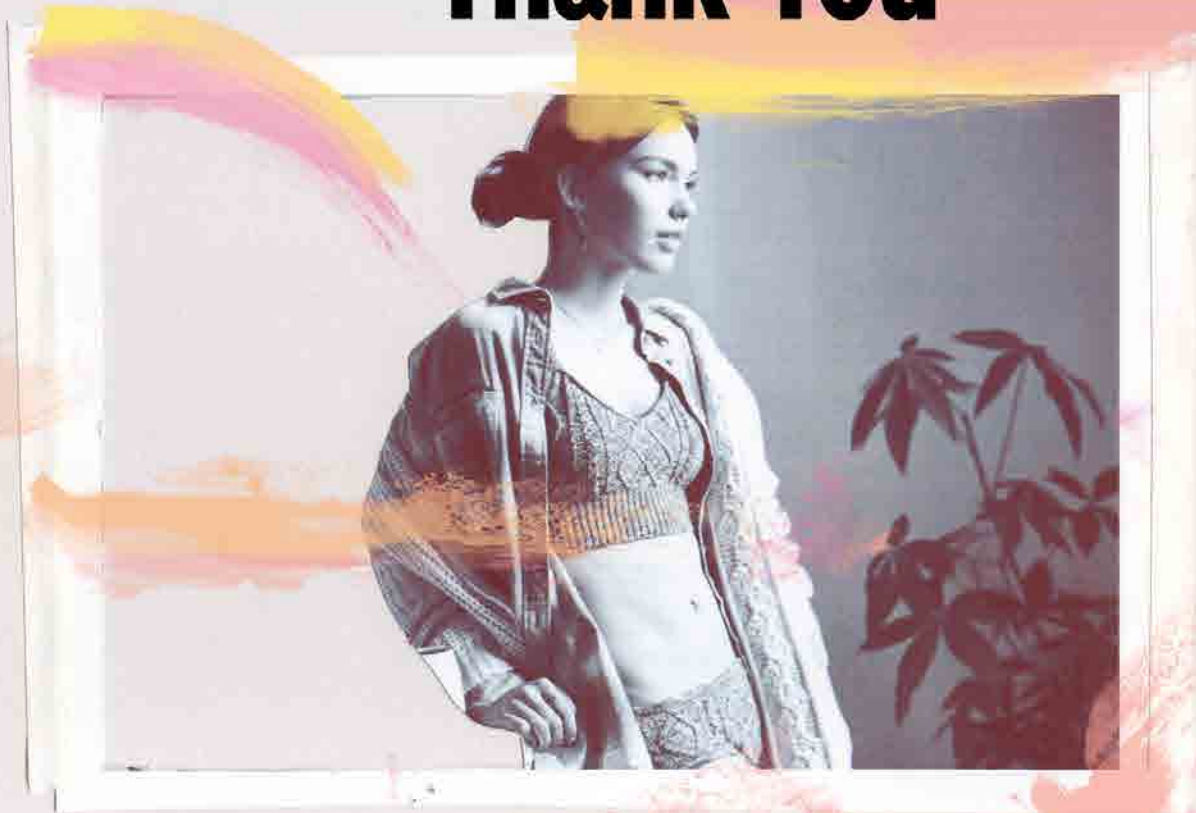


DREAMERS + DOERS



URBAN OUTFITTERS

Thank You





URBAN OUTFITTERS

VISION
20
20

**WE WILL CONTINUE TO CONNECT
WITH THE UO CORE CUSTOMER
THROUGH THE CREATION OF AN
IMMERSIVE BRAND EXPERIENCE**

Immersive Experience — Social Media

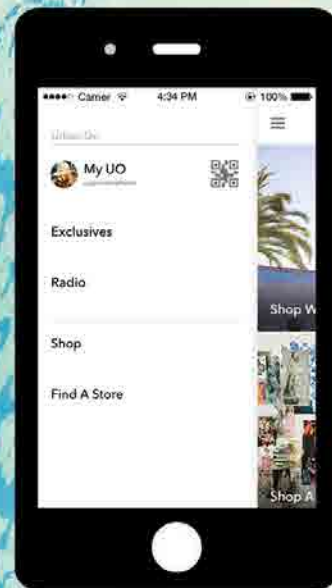
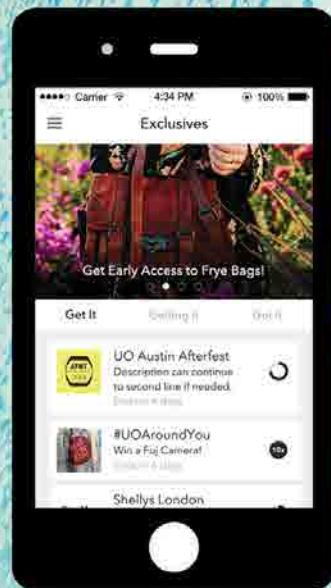
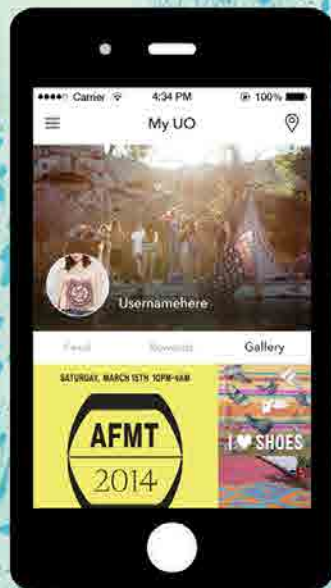


URBAN OUTFITTERS

Immersive Experience — Direct to Consumer



Immersive Experience – URBAN ON



Immersive Experience — The Store



Immersive Experience – The Store



Shoe Shop



Accessories Shop



Apartment



Beauty

URBAN OUTFITTERS

Product



**THINKING OF OUR BRAND OUTSIDE OF A 10,000 SQUARE
FOOT BOX IN THE INTEREST OF EXPANDING OUR BRAND
THROUGH EXISTING/NEW CATEGORIES & SERVICES**

Product Expansion — Intimates



Product Expansion — Urban Renewal



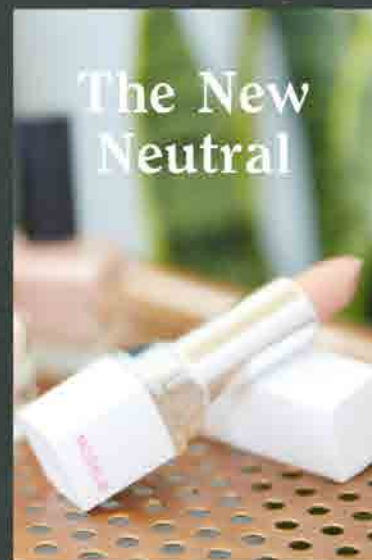
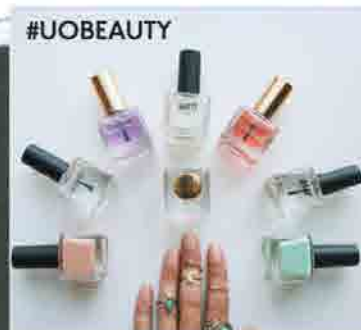
178 MAY 2014 | REAL



an
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Want

URBAN OUTFITTERS

Product Expansion — Beauty



Product Expansion — Apartment



URBAN. OUTFITTERS

Product Expansion — Music



Product Growth Strategies

- **BROADEN OUR PRODUCT OFFER**
 - **ELEVATE BRAND IMAGERY**
 - **LEVERAGE SOCIAL MEDIA**
- **CAPITALIZE ON STORE SEGMENTATION STRATEGIES**

URBAN OUTFITTERS

New Business — without walls



TRAILBLAZERS

Services



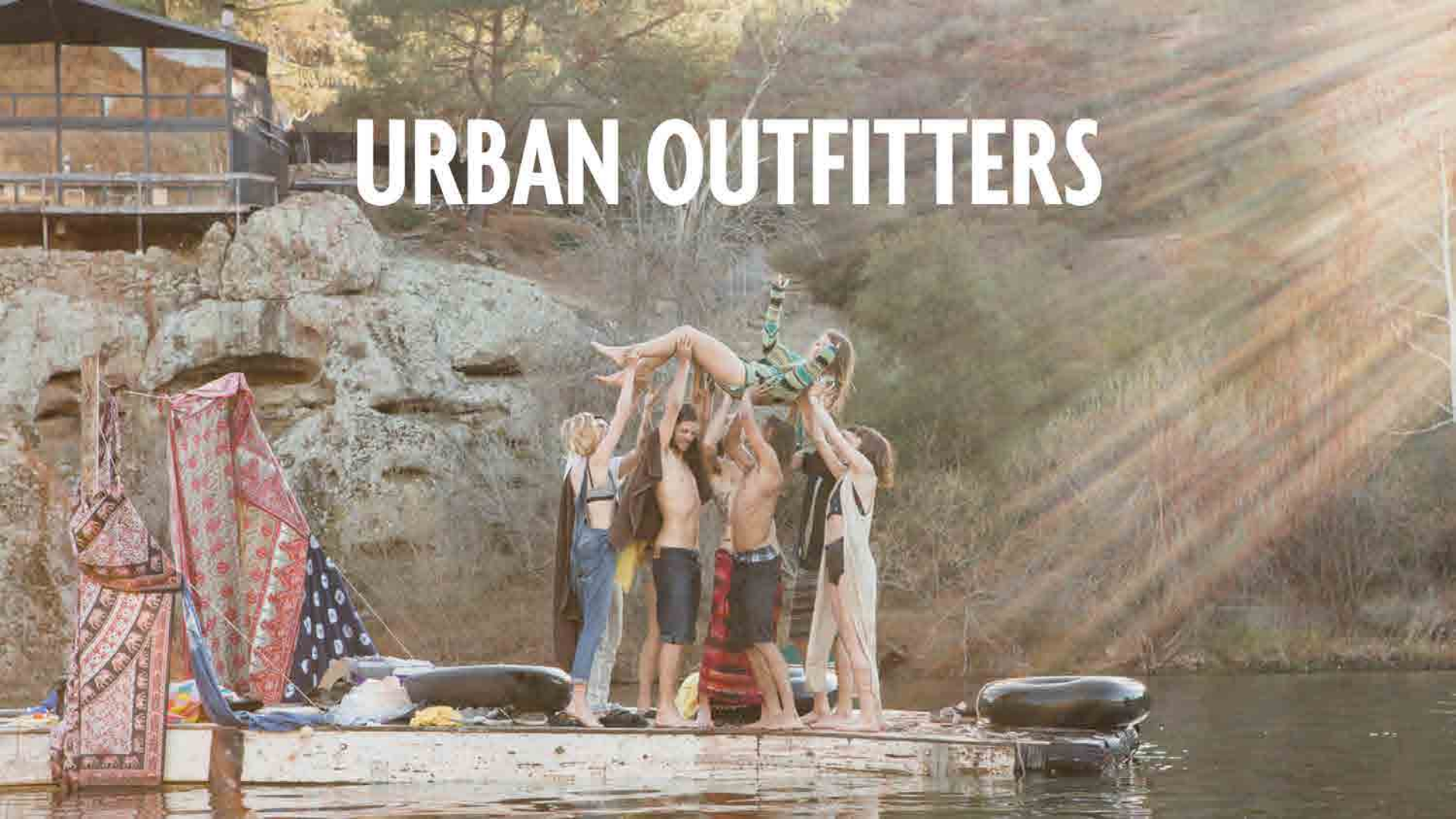
**TO BECOME THE PREEMINENT
GLOBAL LIFESTYLE COMMUNITY
FOR TWENTY SOMETHINGS.**



URBAN OUTFITTERS



URBAN OUTFITTERS



ANTHROPOLOGIE
GROUP

ANTHROPOLOGIE

BHLDN

and now introducing...

terrain

DAVID MCCREIGHT

CEO: Anthropologie Group





AGENDA

I HISTORY



AGENDA

I HISTORY

II RECENT RESULTS



AGENDA

I HISTORY

II RECENT RESULTS

III ANTHROPOLOGIE GROUP VISION 20/20



AGENDA

I HISTORY

II RECENT RESULTS

III ANTHROPOLOGIE GROUP VISION 20/20

- CUSTOMER
- PRODUCT EXPANSION
- CHANNELS
- SUMMARY



Our HISTORY

- **1992 FOUNDED IN WAYNE, PA**



Our HISTORY

- **1992 FOUNDED IN WAYNE, PA**
- **1998 LAUNCHED CATALOG**



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Our HISTORY

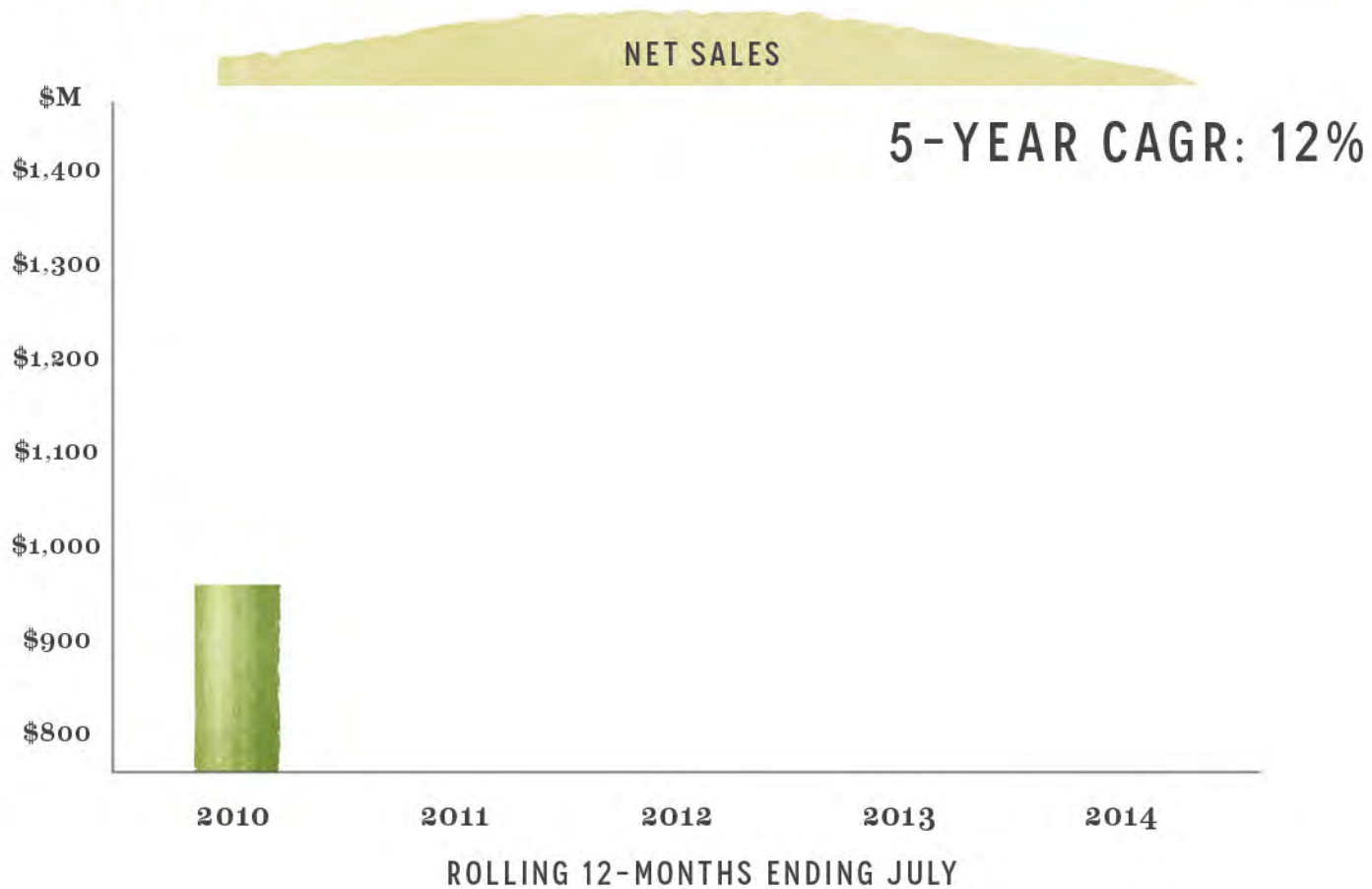
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- **2014 TERRAIN JOINS THE ANTHROPOLOGIE GROUP**



Brand HIGHLIGHTS

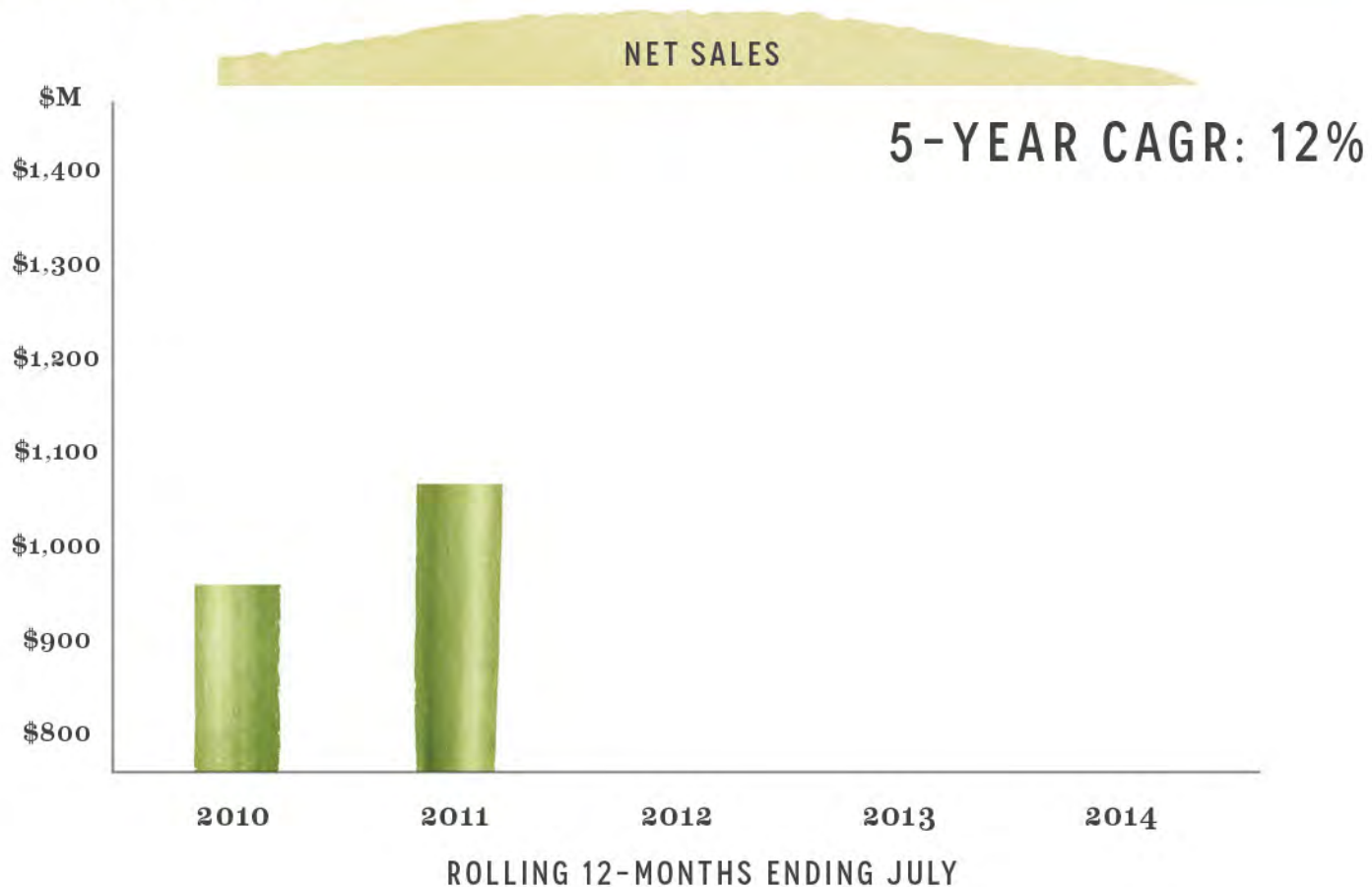


Brand HIGHLIGHTS



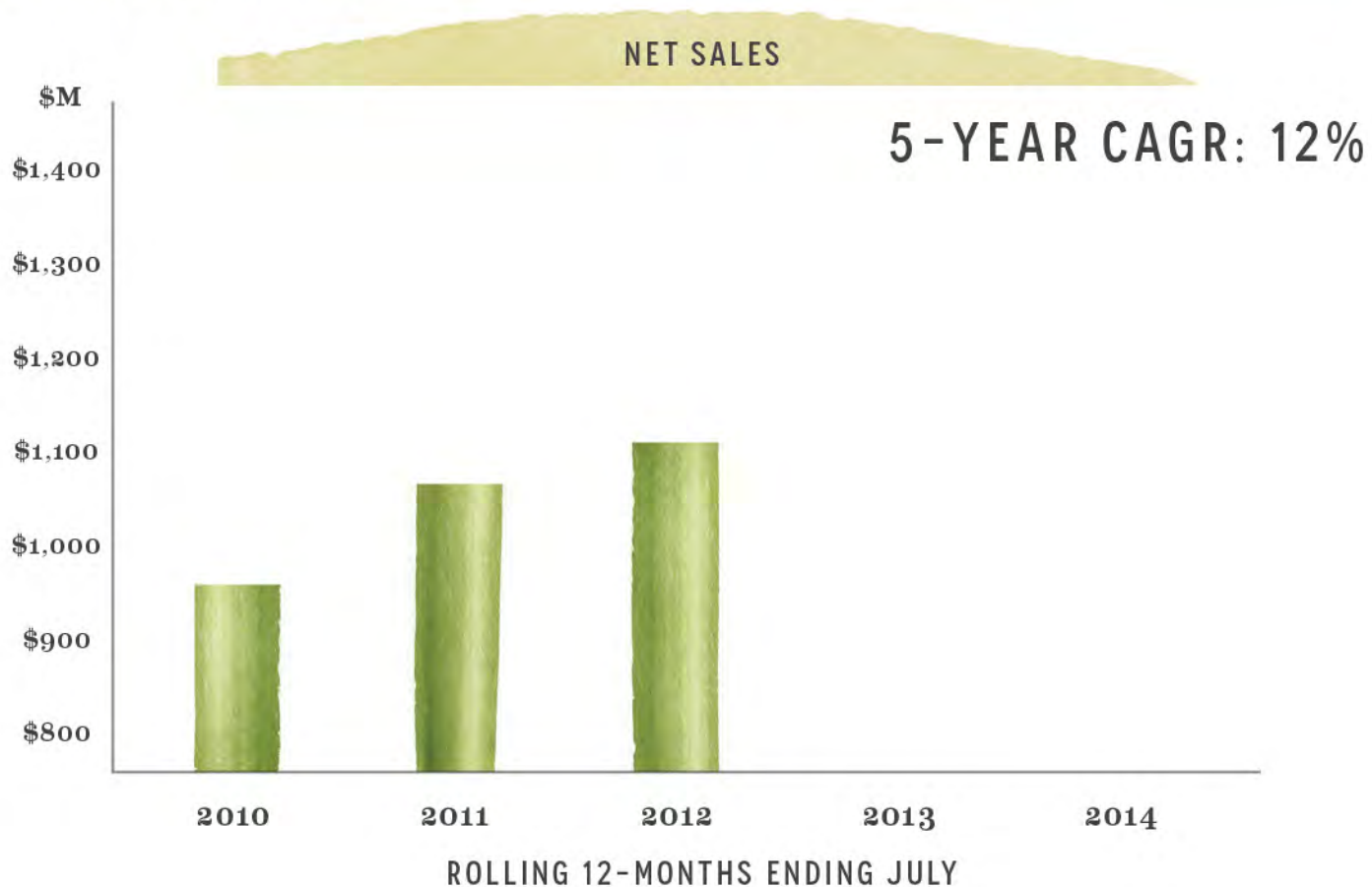


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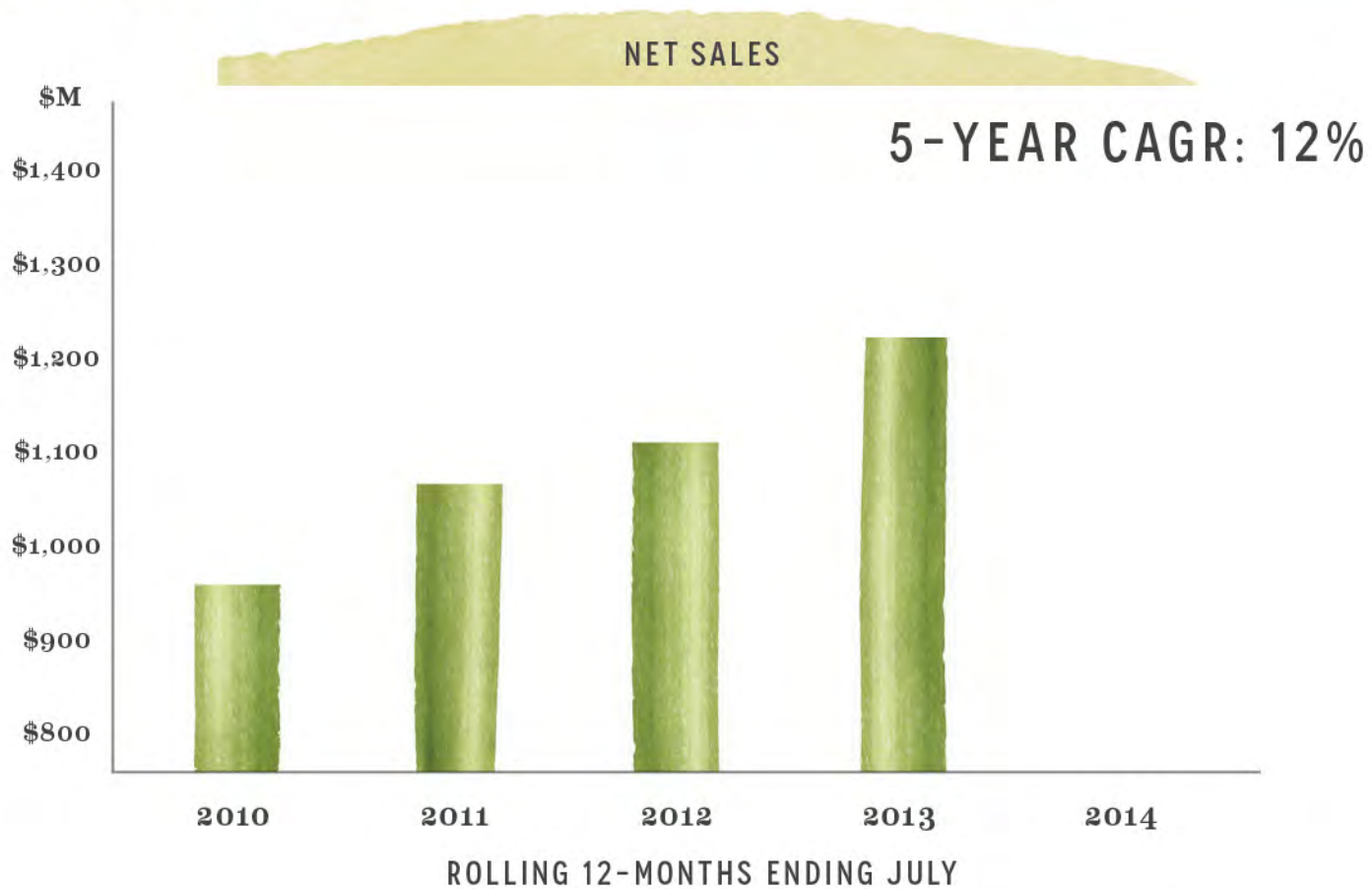


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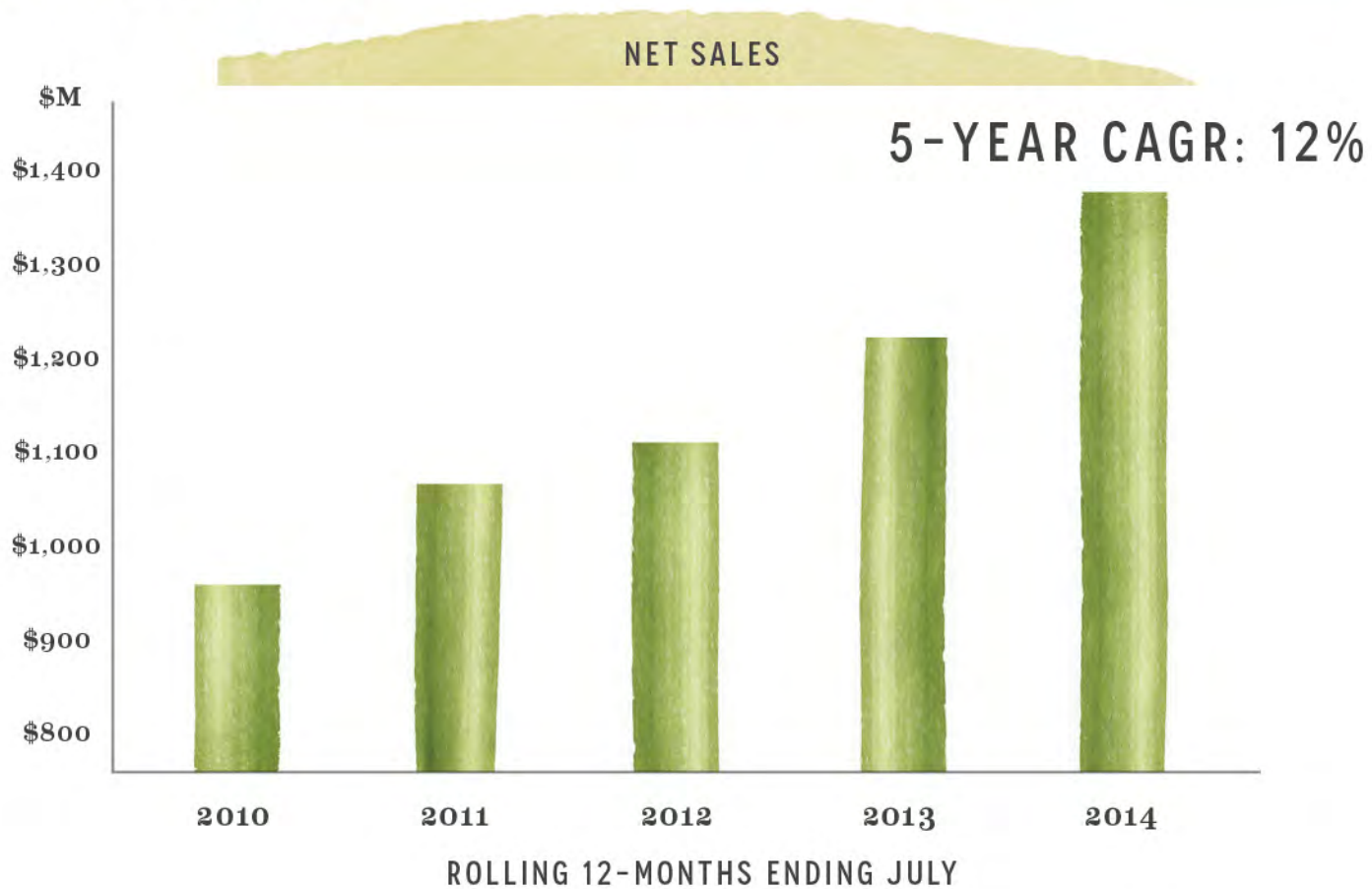


Brand HIGHLIGHTS





Brand HIGHLIGHTS





A

ACCOMPLISHMENTS



ACCOMPLISHMENTS

- **33 CONSECUTIVE MONTHS OF FULL PRICE POSITIVE COMP SALES**



ACCOMPLISHMENTS

- **33 CONSECUTIVE MONTHS OF FULL PRICE POSITIVE COMP SALES**
- **INDUSTRY LEADING 4-WALL AND OVERALL PROFITABILITY**



ACCOMPLISHMENTS

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- **INDUSTRY LEADING 4-WALL AND OVERALL PROFITABILITY**
- **6 STRAIGHT QUARTERS OF FASTER INVENTORY TURNS**



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- **LAUNCHED PETITES WITH 21 SHOP-IN-SHOPS AND +700 STYLES ONLINE**
- **OVER 200 STORES WITH OVER 2 MILLION SQFT IN 4 COUNTRIES BY YEAR END**



our CUSTOMERS



CUSTOMERS *share of* WALLET

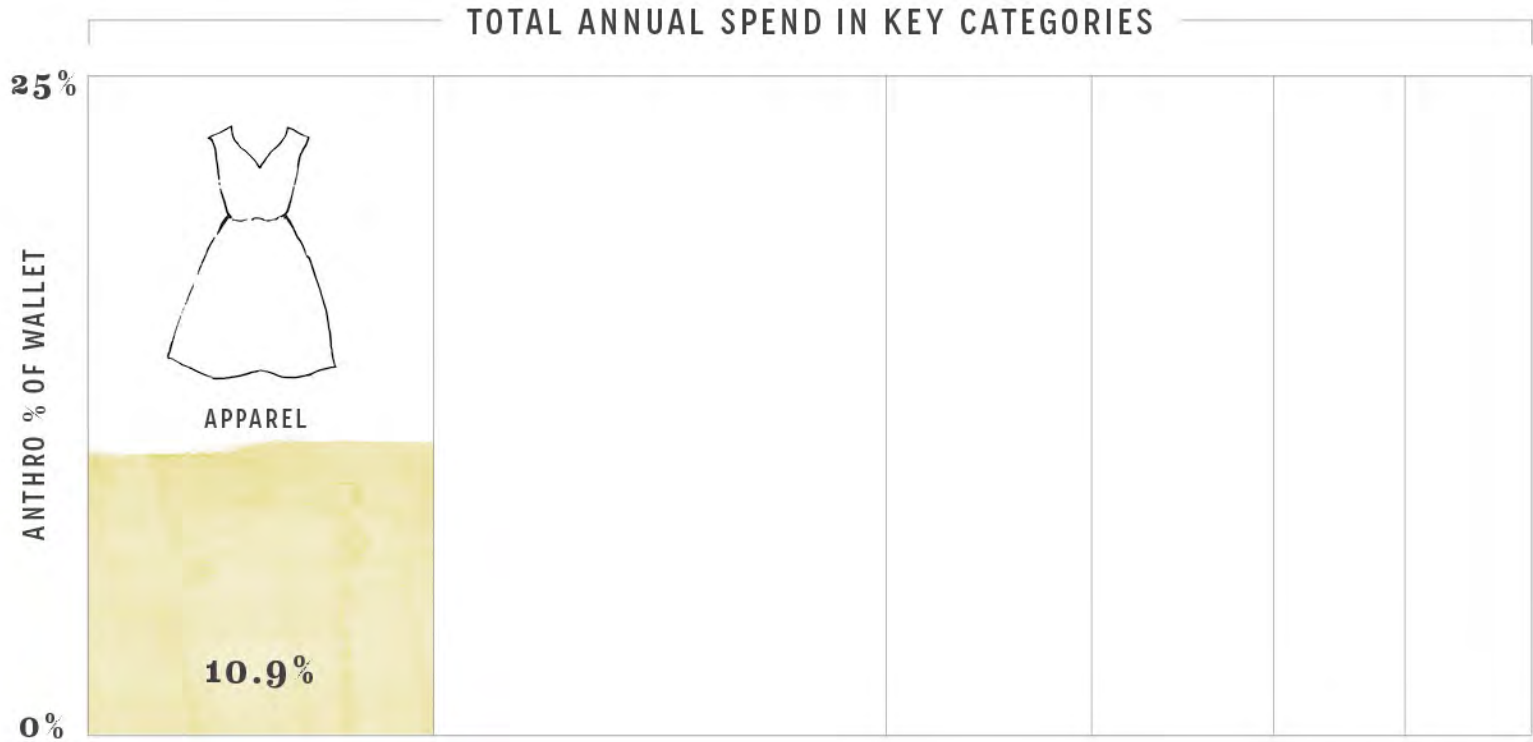


CUSTOMERS *share of* WALLET





CUSTOMERS *share of* WALLET





CUSTOMERS *share of* WALLET

TOTAL ANNUAL SPEND IN KEY CATEGORIES





CUSTOMERS *share of* WALLET

TOTAL ANNUAL SPEND IN KEY CATEGORIES





CUSTOMERS *share of* WALLET

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CUSTOMER *Profile*

“There isn’t anything I
wouldn’t want them to do”



“I want to see more items in décor, something I can pick up spontaneously, because décor is the easiest way to freshen up a room and you can always have fun with it”



CUSTOMER *Profile*

“I actually think I could live here. It’s amazing. [Terrain brings] the outdoors inside in a beautiful & creative way”



CUSTOMER *Profile*

“I wish you (BHLDN) were stocked at Anthropologie in London too! Any chance that will ever happen? #fingerscrossed”



“There should be
Anthropologie home stores,
that would be amazing”



“You never know what they
will have, you go in and
find things you love”



CUSTOMER *Profile*

“Stop it. That dress is to die for. It just gets better and better...”



A

CUSTOMER *Profile*

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“Outdoor would be great, including lighting”





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“I love that Anthropologie does one-off, unique
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CUSTOMER *Profile*

“I love that Anthropologie does one-off, unique pieces, I want them to offer more”

“I want them to make more serving pieces”



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“It’s no secret that I’m a total Terrain fanatic. It’s my favorite day-trip from the city, and I love sitting in their greenhouse cafe and pretending it’s my own private living room.”



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“Please make more petites!”



A

CUSTOMER *Profile*

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A

CUSTOMER *Profile*

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“I’m always hoping to find that unique piece.
It’s like finding buried treasure”.



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I can’t find that anywhere else”

“It’s not as much about an individual
item. It’s about a feeling.”



moving **FORWARD**

product expansion

A

product expansion: HOME



A

product expansion: HOME



“There isn’t anything in home I wouldn’t want them to do”

A

product expansion: BEAUTY

SEALED
KISS
WITH A



A

product expansion: BEAUTY



“I wish there was a beauty experience that felt curated and personal like an Anthropologie store”

A

product expansion: ACCESSORIES



A

product expansion: ACCESSORIES



“I love the mix of dainty and decadent in the accessories section.”

A

product expansion: SHOES & BAGS



A

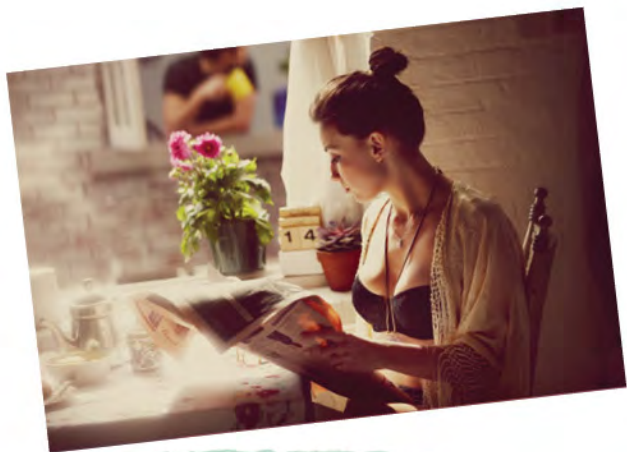
product expansion: SHOES & BAGS



“The unique details and materials allow me to express my style from day to night.”

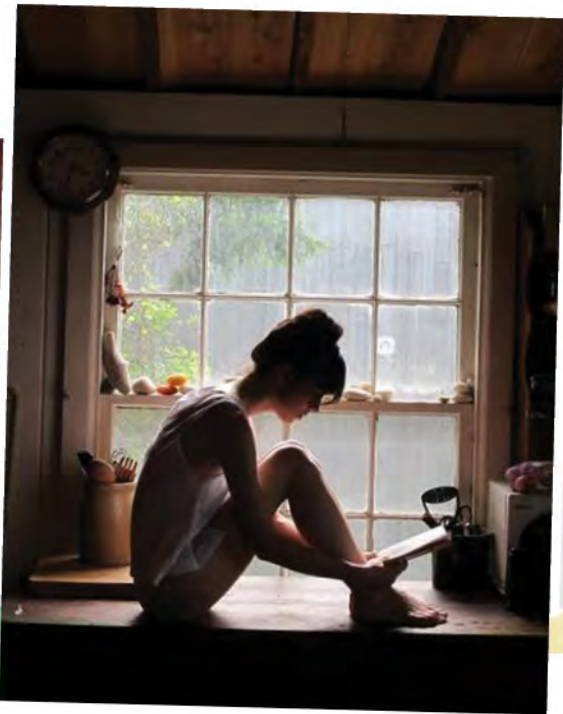
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product expansion: INTIMATES



A

product expansion: INTIMATES



“Their intimates have been amazing lately -- really wonderful designs in the sleep sets especially.”

A

product expansion: B H L D N



A

product expansion: B H L D N



“Hello I am a bride to be from London, UK and have fallen in love with some of your gowns!! Is there anywhere in UK where they can be tried on?”

A

REGISTRY



THE
registry
AT
ANTHROPOLOGIE



REGISTRY



THE
registry
AT
ANTHROPOLOGIE



“I’m so excited about the new Registry! My wedding dress is from BHLDN too, so I’m just all Anthro everything!”

A

product expansion: TERRAIN



A

product expansion: TERRAIN



“[I was just] visiting Terrain and couldn’t stay long enough. It’s amazing, I actually think I could live here. It’s eye candy for gardeners and party people, bringing the outdoors inside in a beautiful and creative way.”



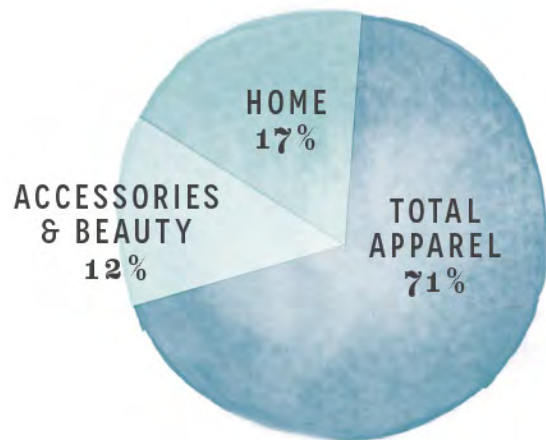
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estimated look FORWARD



estimated look FORWARD

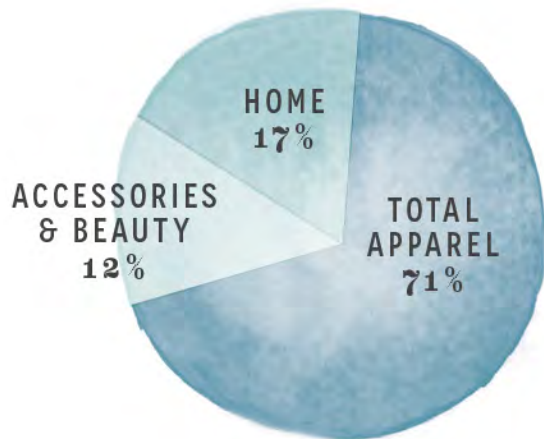
CATEGORY PENETRATION
CURRENT



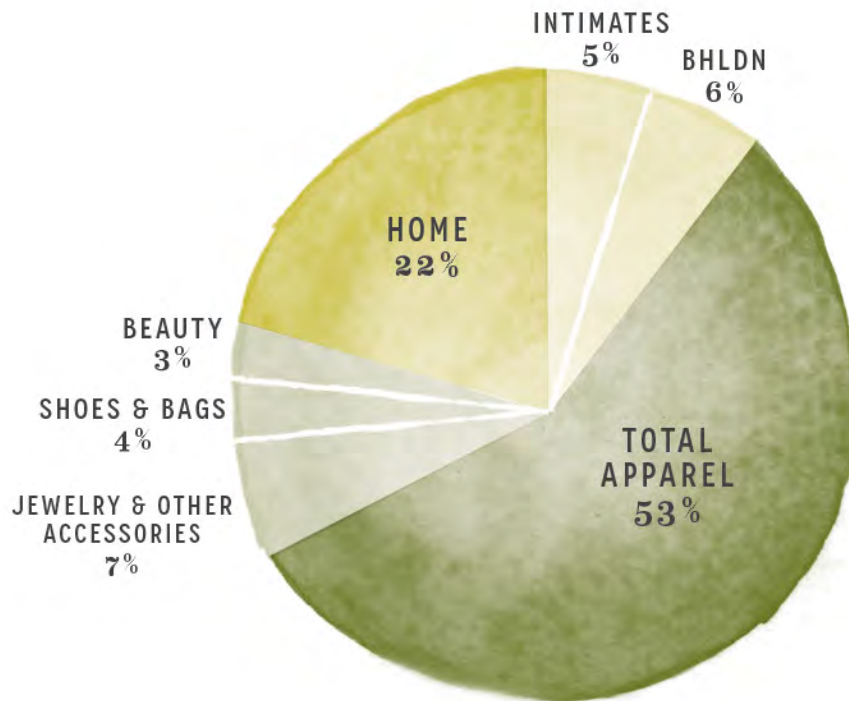


estimated look FORWARD

CATEGORY PENETRATION
CURRENT



CATEGORY PENETRATION
2020





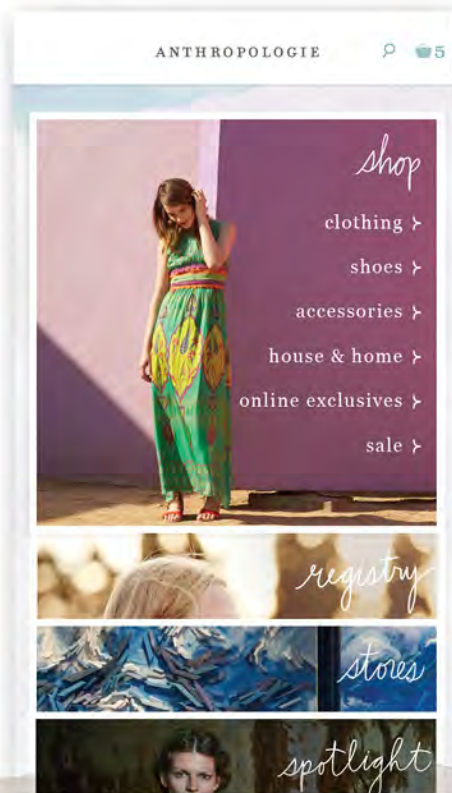
moving **FORWARD**

Channel & Geographic Growth





DTC



FUTURE OF DTC

Allow her to shop anyway she wants from anywhere she wants, through a variety of delivery options, always with a seamless Anthropologie experience

- Product: Web is Alpha
- Creative / Social: Uber creative
- Marketing: LTV targeting
- Multichannel Technology: Seamless omnichannel
- International: Globalized web experience

A

LARGE FORMAT

- OUR VISION
- WHY BIGGER IS BETTER
- WHAT TO EXPECT





store tour in progress...

WILL RECONVENE SHORTLY