



URBAN OUTFITTERS, INC.

ANNUAL MEETING
of
SHAREHOLDERS

JUNE 2, 2015

“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

- **Call To Order and Introductions**
- **Formal Business**
- **Financial Highlights**
- **URBN Vision 20|20**
- **Shareholder Questions**
- **Closing and Adjournment**

INTRODUCTIONS

BRAND LEADERS

David W. McCreight, *CEO, Anthropologie Group*

Margaret A. Hayne, *President, Free People Brand & CCO, URBN*

Tedford G. Marlow, *CEO, Urban Outfitters Group*

THANK YOU

INTRODUCTIONS

SHARED SERVICE LEADERS

Frank J. Conforti, *Chief Financial Officer*

Calvin B. Hollinger, *Chief Administrative Officer*

Barbara A. Rozsas, *Chief Sourcing Officer*

Glen A. Bodzy, *General Counsel, Company Secretary & Judge of Elections*

INTRODUCTIONS

OUTSIDE MEETING ASSISTANTS

Robert J. McNeill

Audit Partner, Deloitte & Touche, LLP

William Park

Audit Partner, Deloitte & Touche, LLP

Felix Orihuela

American Stock and Transfer & Trust Company, LLC

INTRODUCTIONS

CURRENT DIRECTORS

Edward N. Antoian *Audit Committee*

Scott A. Belair *Audit, Compensation Committees*

Harry S. Cherken, Jr. *Nominating Committee*

Margaret A. Hayne

Elizabeth Ann Lambert

Joel S. Lawson III *Audit, Compensation Committees*

Robert H. Strouse *Compensation, Nominating Committees*

Richard A. Hayne

FORMAL BUSINESS

FORMAL BUSINESS

- **Mailing and Notice of Presence and Quorum**

FORMAL BUSINESS

- **Mailing and Notice of Presence and Quorum**
- **Election of Directors**
 - Edward N. Antoian**
 - Scott A. Belair**
 - Harry S. Cherken, Jr.**
 - Margaret A. Hayne**
 - Elizabeth Ann Lambert**
 - Joel S. Lawson III**
 - Robert H. Strouse**
 - Richard A. Hayne**

FORMAL BUSINESS

- **Mailing and Notice of Presence and Quorum**
- **Election of Directors**
- **Ratify: Appointment of Deloitte & Touche, LLP**

FORMAL BUSINESS

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

FORMAL BUSINESS

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

FINANCIAL HIGHLIGHTS

FY15 FINANCIAL HIGHLIGHTS

- **\$3.3B in Total Sales, +8%**
- **Total Retail Segment Comp, +2%**
- **38 New Stores opened, including 13 International**
- **Wholesale Segment Sales, +27%**
- **Delivered \$385M in operating income**
- **EPS of \$1.68 per diluted share**
- **Repurchased 17.4M shares**
- **Returned \$600M of free cash flow to shareholders through the share repurchase**

URBN VISION 20|20

FINANCIAL GOALS

FINANCIAL GOALS

Reach \$6 billion in revenue by 2020

FINANCIAL GOALS

Reach \$6 billion in revenue by 2020

Grow earnings and remain highly profitable

STRATEGY

STRATEGY

Expand product and service offering

Grow distribution across all channels

EXECUTION

EXECUTION

Expand existing categories: e.g.

Anthropologie

**Home, Accessories, Shoes, Intimates,
Beauty, BHLDN, Terrain**



EXECUTION

Expand existing categories: e.g.

Anthropologie

**Home, Accessories, Shoes, Intimates,
Beauty, BHLDN, Terrain**

Urban Outfitters

**Beauty, Home, Electronics & Entertainment,
Intimates & Accessories**





EXECUTION

Expand existing categories: e.g.

Anthropologie

**Home, Accessories, Shoes, Intimates,
Beauty, BHLDN, Terrain**

Urban Outfitters

**Beauty, Home, Electronics & Entertainment,
Intimates & Accessories**

Free People

**Intimates, Shoes, FP Movement,
Special Occasion Dresses**

GROW DISTRIBUTION

Retail Stores:

Continue to open new stores

Domestic—at a slower pace

International—stores and concessions

GROW DISTRIBUTION

Retail Stores:

Continue to open new stores

Domestic—at a slower pace

International—stores and concessions

**Expand the store footprint to accommodate
more product and services**

GROW DISTRIBUTION

Direct-to-Consumer:

**Offer more product/categories on
the existing platform**

GROW DISTRIBUTION

Direct-to-Consumer:

**Offer more product/categories on
the existing platform**

Expand internationally

SUMMARY

**Goal is to reach \$6B in revenue by 2020
while remaining one of the most
profitable companies in our sector**

**UR
BN**