



URBAN OUTFITTERS, INC.

# Annual Meeting of Shareholders

MAY 24, 2016



**“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**
- **Review and Analysis**
- **Brand Highlights**
- **Shareholder Questions**
- **Closing and Adjournment**



# INTRODUCTIONS

## BRAND LEADERS

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

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

**David W. McCreight, CEO Anthropologie Group & President, URBN**

**Dave Ziel, Chief Development Officer, URBN & Managing  
Director, URBN Food Services**



# INTRODUCTIONS

## SHARED SERVICE LEADERS

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

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

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

**Azeez Hayne**, *General Counsel, Company Secretary &  
Judge of Elections*



# INTRODUCTIONS

## OUTSIDE MEETING ASSISTANTS

**William Park**

*Audit Partner, Deloitte and Touche, LLP*

**Felix Orihuela**

*American Stock Transfer & Trust Company*



# CURRENT DIRECTORS



# INTRODUCTIONS

## CURRENT DIRECTORS



**Edward N. Antoian**  
*Audit, Compensation and  
Leadership Development\*,  
Innovation Committees\**

**\*Chair**



# INTRODUCTIONS

## CURRENT DIRECTORS



**Scott A. Belair**  
*Audit Committee*



# INTRODUCTIONS

## CURRENT DIRECTORS



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



# INTRODUCTIONS

## CURRENT DIRECTORS



**Margaret A. Hayne**  
*Innovation Committee, President  
Free People & Chief Creative  
Officer, URBN*



# INTRODUCTIONS

## CURRENT DIRECTORS



**Elizabeth A. Lambert**  
*Nominating and Governance,  
Innovation Committees*



# INTRODUCTIONS

## CURRENT DIRECTORS



**Joel S. Lawson III**  
*Audit\*, Compensation and  
Leadership Development  
Committees*

**\*Chair**



# INTRODUCTIONS

## CURRENT DIRECTORS



### **Robert A. Strouse**

*Lead Independent Director,  
Compensation and Leadership  
Development, Nominating and  
Governance Committees\**

**\*Chair**



# INTRODUCTIONS

## CURRENT DIRECTORS



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



**THANK YOU**



# INTRODUCTIONS

## NEW DIRECTOR NOMINEE

**Scott Galloway**

*Clinical Professor of Marketing at the NYU School of Business*

*Founder of a number of businesses including L2, a business intelligence firm focused on digital marketing and strategy within the consumer industry*



# FORMAL BUSINESS



## FORMAL BUSINESS

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



# REVIEW AND ANALYSIS



## POSITIVE RESULTS

<b>Generated Record Sales:</b>	<b>\$3.45B, 4% YOY growth</b>
<b>Produced Positive Retail Segment comps:</b>	<b>2%</b>
<b>Opened New Stores:</b>	<b>29 North America 2 Europe</b>
<b>Delivered Record Wholesale Sales:</b>	<b>\$260M, 15% YOY growth</b>
<b>Earned Operating Income:</b>	<b>\$354M</b>
<b>Created Earnings Per Diluted Share:</b>	<b>\$1.78 vs. \$1.68 LY</b>
<b>Returned to Shareholders:</b>	<b>15M Shares Repurchased</b>



# OPPORTUNITIES



## **FUTURE OPPORTUNITIES**

### **Faster Top-line Growth**

- **Expand Product Offering**
- **Better Store Experiences**
- **Grow Selling Square Feet**
- **Grow Marketing Spend to Drive DTC Sales**
- **Expand International**
- **Develop or Acquire New Concepts**

### **Improve Gross Margins**

- **Increase Initial Margins**
- **Reduce Markdowns**

### **Control SG&A Expenses**

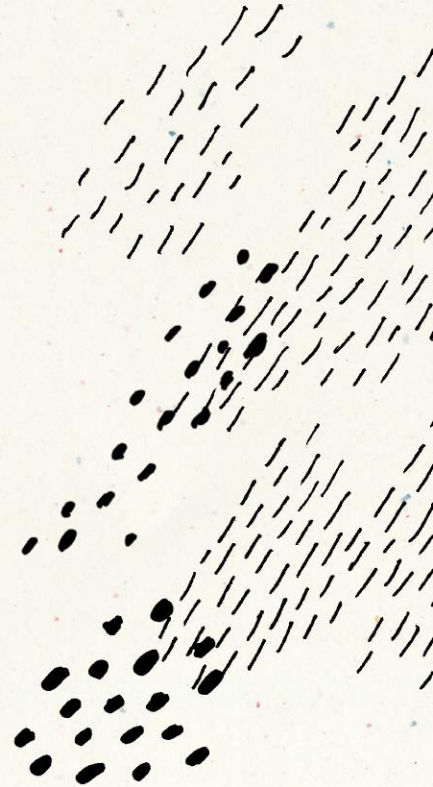
- **Realize Efficiencies in Stores and in Home Office**



# BRAND HIGHLIGHTS



# URBAN OUTFITTERS





URBAN OUTFITTERS

# WOMEN'S APPAREL





URBAN OUTFITTERS

# RETAIL SHOPS

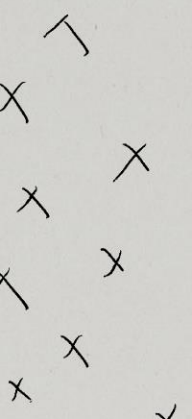
*Why is pink so white  
in us want forget the  
his because you are  
rooms. Keep your awesome  
you hear that?*





URBAN OUTFITTERS

# ECOMMERCE BRAND CREATIVE





URBAN OUTFITTERS

# BRAND MARKETING



*unreal dream.*





URBAN OUTFITTERS

# UO COMMUNITY SPACE 2420



pretty in pink or what  
even you want forget:  
hates because you are  
anonymous. Kany you're mess  
have been that?



free people



ANTHROPOLOGIE  
GROUP



**UR  
BN**