

**UR  
BN**

**URBAN OUTFITTERS INC.**

## SAFE HARBOR STATEMENT

The following discussions may include forward looking statements within the meaning of the Private Securities Litigation Reform Act of 1995. Please note that actual financial results of the Company for the periods being discussed may differ materially from the financial results projected or implied in the forward-looking statements. Additional information concerning factors that could cause actual financial results to differ materially from projected results is contained in the Company's Annual Report of Form 10K and in other documents filed by the Company with the Securities and Exchange Commission. The Company disclaims any intent or obligation to update forward looking statements.

**OVERVIEW**

THE BRANDS

HISTORICAL  
PERFORMANCE

COMPANY GOALS

CURRENT AND FUTURE  
INITIATIVES

THE  
BRANDS

URBAN OUTFITTERS

ANTHROPOLOGIE

FREE PEOPLE

TERRAIN

LEIFSDOTTIR

WEDDING (UNNAMED)



# ALL CHANNELS

1 . . . BRICK & MORTAR

2 . . . DIRECT TO CONSUMER

3 . . . WHOLESALE

# STORE DIFFERENTIATION

## BOUTIQUE-LIKE ENVIRONMENT

- **EACH STORE** is designed **INDEPENDENTLY**.
- **EACH STORE** has a **VISUAL TEAM** to keep the store **DIFFERENT**.

THIRD PARTY BRANDS  
WITH OUR OWN BRANDS

HOME AND APARTMENT  
PRODUCTS WITH APPAREL

BROAD & SHALLOW  
RATHER THAN  
NARROW & DEEP

# STORE COUNT

SCARCITY = VALUE

YE JANUARY 31,	02	10	FULL PENETRATION*
URBAN OUTFITTERS	49	137	250
URBAN EUROPE	3	18	100
ANTHROPOLOGIE	31	136	250
ANTHROPOLOGIE EUROPE	0	1	100
FREE PEOPLE	0	34	200
TERRAIN	0	1	?
URBAN ASIA	0	0	50
ANTHROPOLOGIE ASIA	0	0	50
<b>TOTAL</b>	<b>80</b>	<b>327</b>	<b>1000</b>

\*PROJECTED

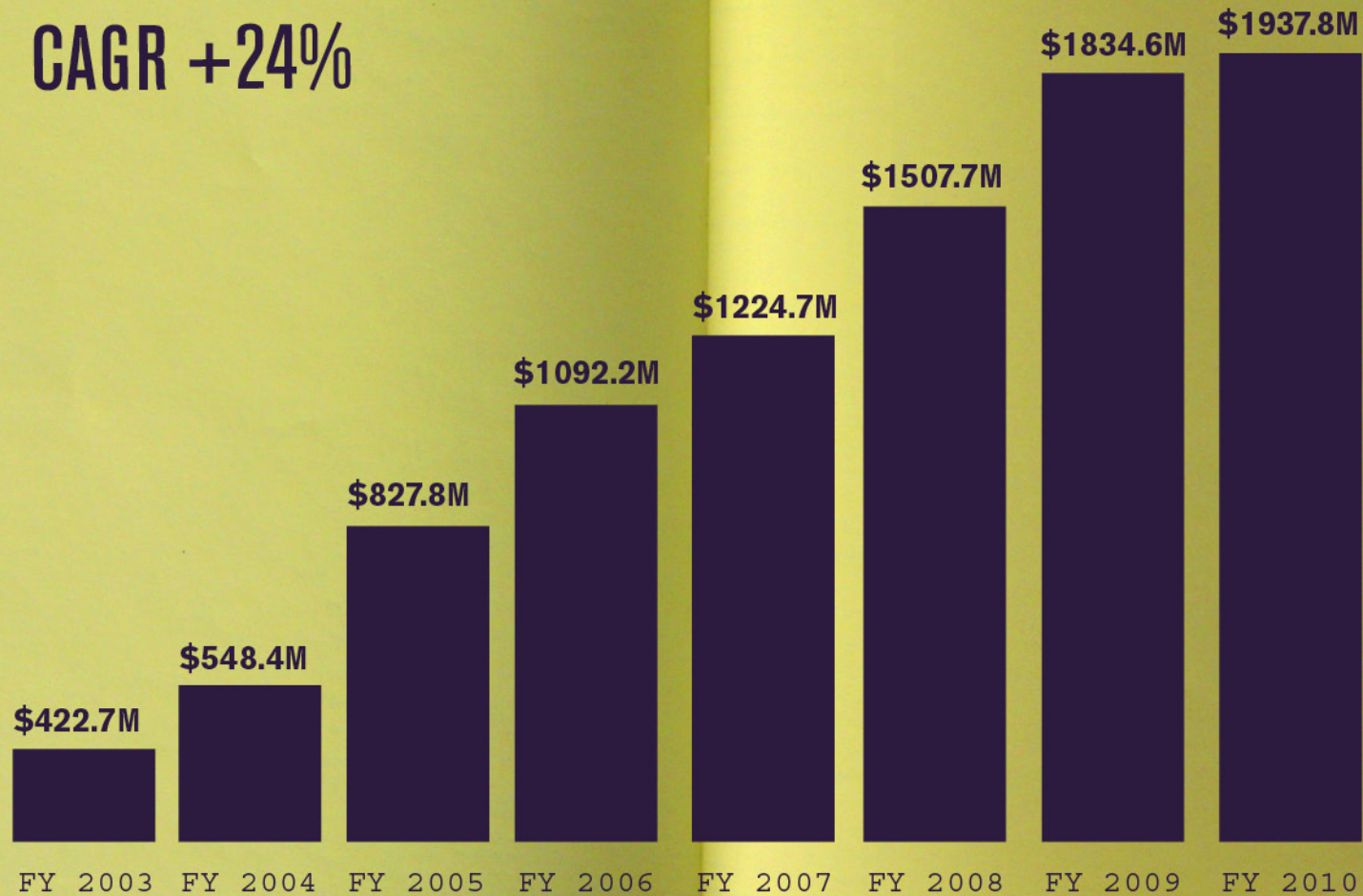


FY 2010  
FULL YEAR

PERFORMANCE

# TOTAL COMPANY SALES

CAGR +24%



# TOTAL COMPANY SALES

FY 2009

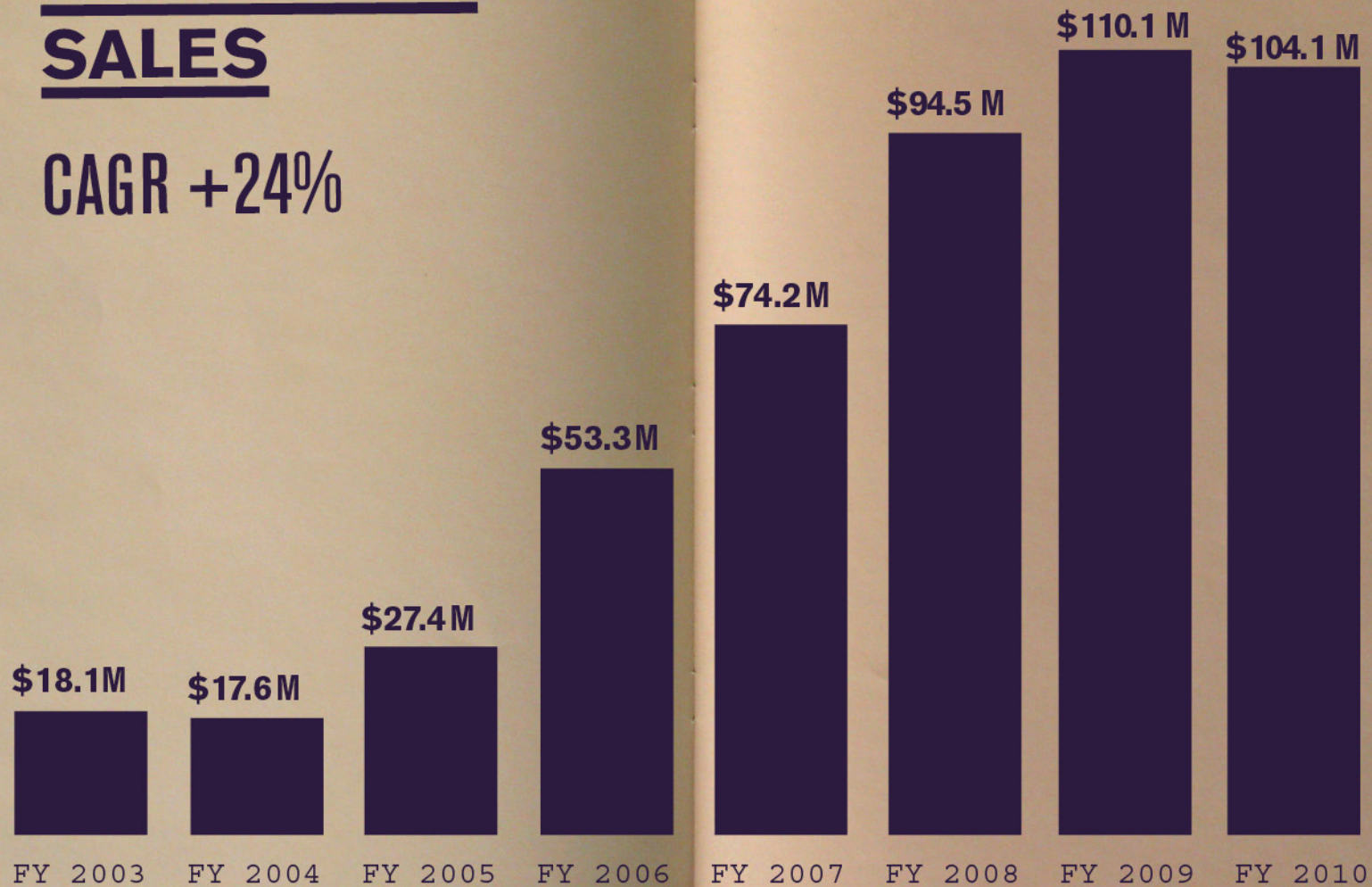


FY 2010



# WHOLESALE SALES

CAGR +24%



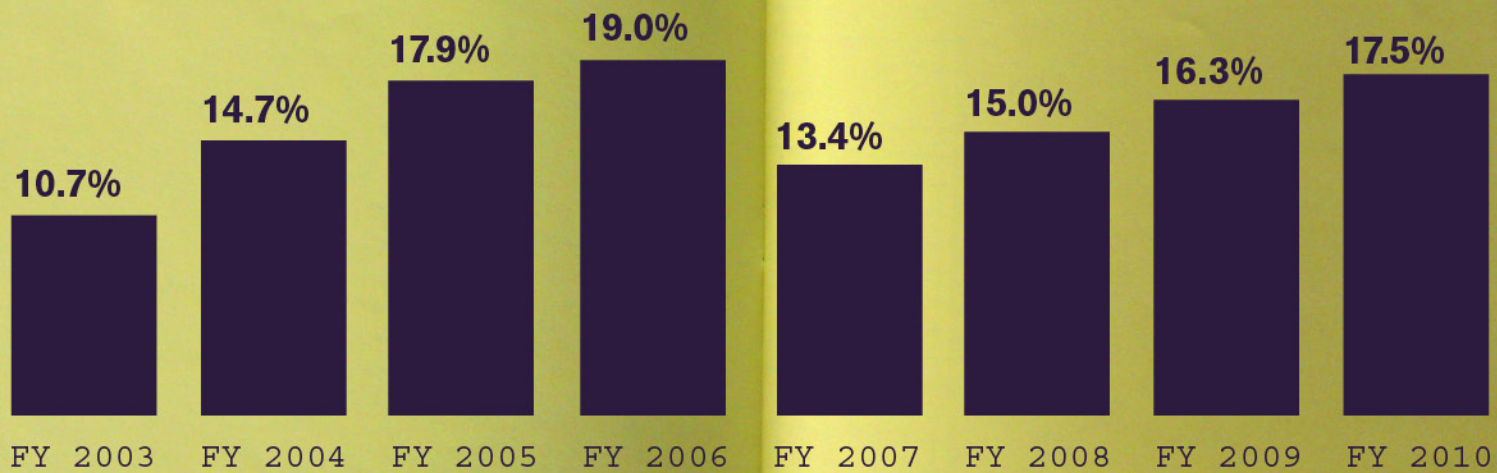
# DIRECT-TO-CONSUMER SALES

CAGR +38%



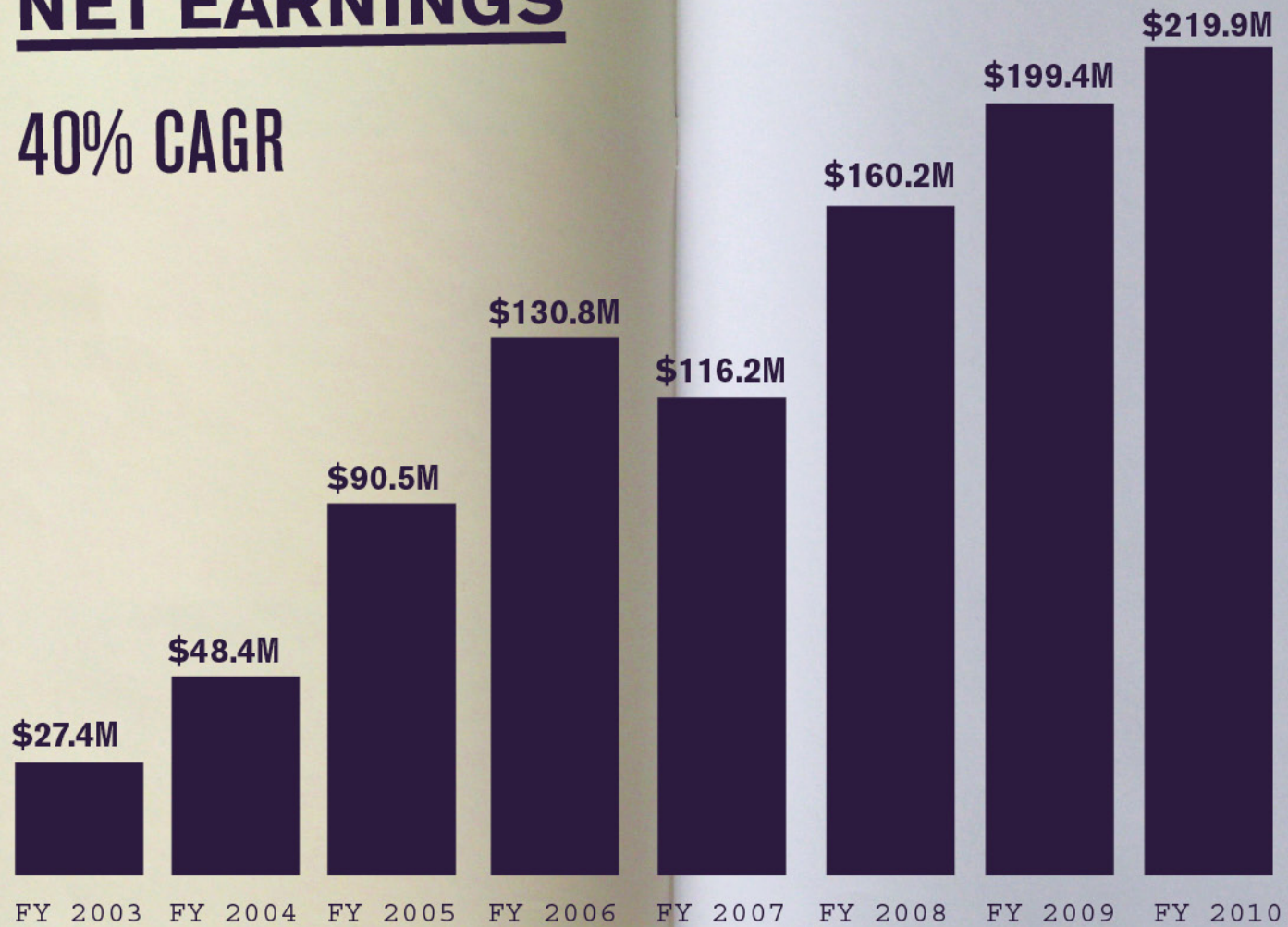
# OPERATING MARGINS

% OF NET SALES



# NET EARNINGS

40% CAGR



Q1  
FY 2011  
PERFORMANCE



# Q1 FY 2011 PERFORMANCE

TOTAL  
SALES . . . **+25%**

COMP STORE  
SALES . . . **+11%**

COMP  
SALES . . . **+16%**  
(INCL. DIRECT)

**Q1 FY 2011**  
**COMP SALES**  
**(INCL. DIRECT)**  
**BY BRAND**

	FY 2010	FY 2011
URBAN OUTFITTERS	(5)	9
ANTHROPOLOGIE	(10)	22
FREE PEOPLE	(1)	25

# TOTAL COMPANY SALES Q1

FY 2010

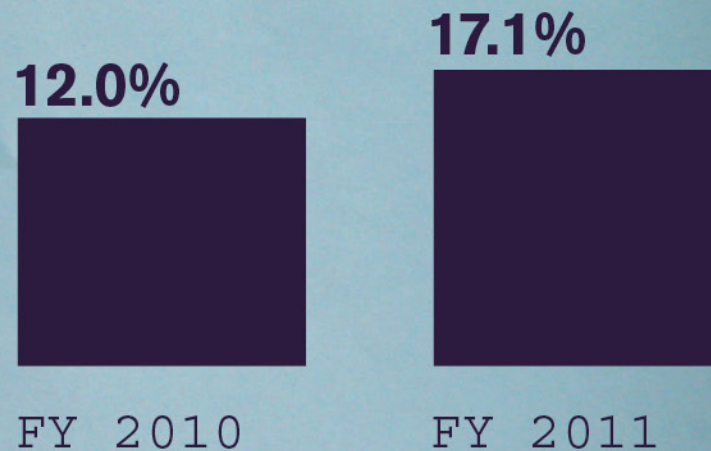


FY 2011



# Q1 FY 2011 OPERATING MARGINS

% OF NET SALES



# Q1 FY 2011 NET EARNINGS

**\$30.8M**



FY 2010

**\$53.0M**



FY 2011

**+72%**

# GOALS

## LONG-TERM OBJECTIVES

- **GROW SALES, 20+%/YR-  
4 KEY METHODS**
- **GROW PROFIT FASTER  
THAN SALES**
- **DELIVER 20+%  
OPERATING MARGINS**

INITIATIVE:

GROW STORE SALES

## **OPEN NEW STORES**

- NORTH AMERICA

## **IMPROVE PRODUCTIVITY**

- IMPROVE STORE PRODUCTIVITY
  - PLANNING + ALLOCATION
  - STORE FUNCTIONALITY
    - BACKROOM AND WRAP DESK
  - SITE SELECTION
  - CRM
  - REDUCED LEAD TIMES



INITIATIVE:

GROW OTHER CHANNEL

**GROW DIRECT  
TO CONSUMER  
BUSINESS**

- STRONG CHANNEL,  
GETTING STRONGER
- ABOVE AVERAGE OPERATING MARGIN

**GROW  
WHOLESALE**

- FREE PEOPLE
- LEIFSDOTTIR

INITIATIVE:  
GROW SALES THROUGH  
INTERNATIONAL  
EXPANSION

## **EUROPE**

- 19 STORES AT THE END OF FY10
- 10% LARGER APPAREL MARKET THAN NORTH AMERICA
- 70% OF EUROPEAN APPAREL VOLUME IS CONCENTRATED IN 5 COUNTRIES
  - UK
  - GERMANY
  - SPAIN
  - FRANCE
  - ITALY

## **ASIA**

- NO PRESENCE YET OTHER THAN DIRECT ORDERS

INITIATIVE:  
GROW SALES THROUGH  
NEW CONCEPTS

**LEIFSDOTTIR**

- WHOLESALE BRAND
- 100 DOORS
- DEPT. STORES, BOUTIQUES,  
ANTHROPOLOGIE
- RETAIL CONCEPT BY FY12

**TERRAIN**

- GARDEN CENTER
- STILL PROOF OF CONCEPT
- FIRST STORE OPENED IN PA  
APRIL 2008

**OTHER NEW  
CONCEPTS**

- PORTFOLIO OF NICHE BRANDS
- SELF FUNDED
- POTENTIAL SMALL ACQUISITION(S)

**WEDDING**

- TARGET LAUNCH IN SPRING OF 2011
- POTENTIAL STORE OPENING LATER  
IN 2011

INITIATIVE:  
OPERATING MARGINS

**GROW INITIAL MARGINS**

- CONCEPT TO MARKET
- INVEST IN DESIGN AND MERCHANT TALENT FOR OWN BRANDS

**REDUCE MARKDOWNS**

- CONCEPT TO MARKET
- SOLID INVENTORY MANAGEMENT

**LEVERAGE OCCUPANCY**

- CONTINUE TO CONTROL STORE FIT-OUT COSTS
- CONTINUE TO CHALLENGE RENTS
- GROW DIRECT CHANNEL

**LEVERAGE SG&A**

- REDUCE LEVERAGE POINT FROM 4%
- SG&A GREW 22% IN Q1 FY11

FUTURE INITIATIVES:

GROW SHARED SERVICE CAPACITY

**TALENT**

**CONCEPT  
TO MARKET**

**CRM + DATABASE**

**DC + FULFILLMENT**

**EUROPE**

**REAL ESTATE +  
DEVELOPMENT**

**IT**

# **COMPANY** **STRENGTHS**

- **OPPORTUNITY FOR STORE GROWTH - NUMBER AND MULTIPLE VENUES**
- **OPPORTUNITY FOR MARGIN GROWTH**
- **STRONG BALANCE SHEET - \$773M IN CASH AT END OF Q1 WITH NO DEBT**
- **STRONG OPERATING MODEL - GENERATES EARNINGS AND CASH WITH SOFT SALES**
- **6 DIFFERENT CONCEPTS**
- **STRONG TEAM WITH UNIQUE HEADQUARTERS**
- **STRONG VENDOR PARTNERSHIP - MERCHANDISE AND OPERATIONS**

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