

We've changed our name.
the Free People's Store is now
Urban Outfitters

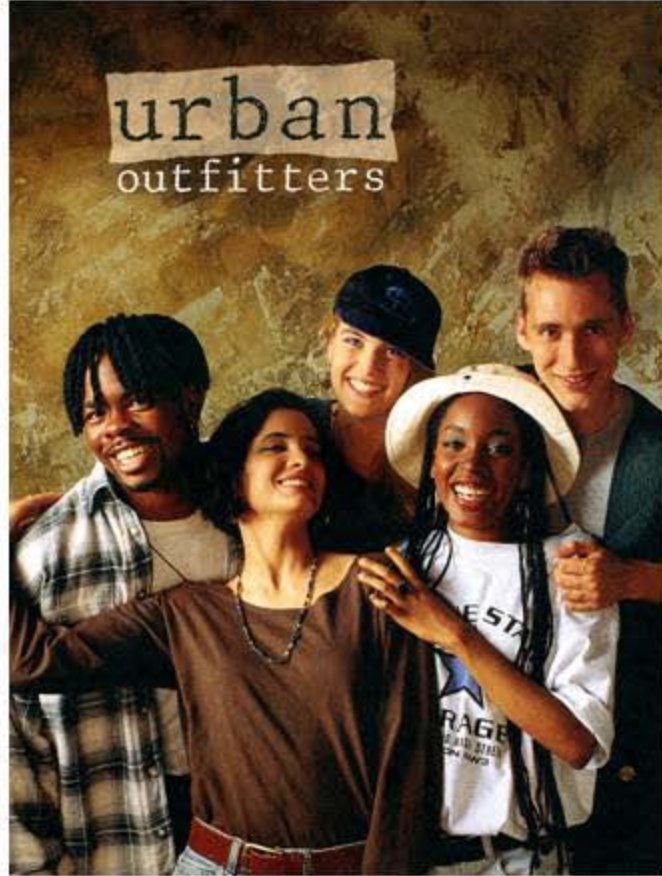
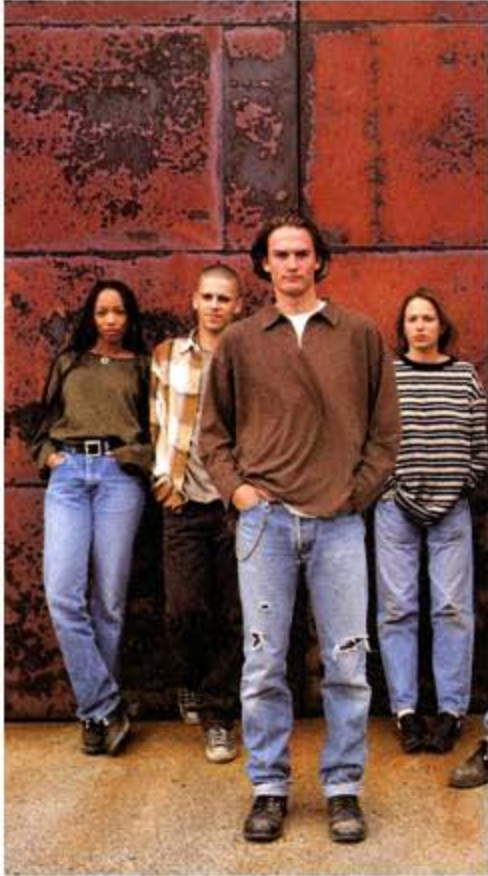
You'll still find a great selection of clothes and shoes for your kind of living - Wrangler, Levi, Woolrich, Clark, and Bass. Books, records, gifts, and housewares, too. And lots of plants and plant supplies.



Your outfitters, **Urban Outfitters**
BA2-3358 **4307 Locust St.**

M-F: 11-6:30 Sat: 10-6 Sun: 12-5

Un. City News. Sept 76





"The hell of it is those punks pump over fifteen billion dollars into the economy every year."

1966 The New Yorker Magazine


1970-2012

URBAN OUTFITTERS





GROWTH



**CORNERSTONES
OF
GROWTH**

GROWTH: CORNERSTONES

- Leverage “Own Brand” product/concepts

GROWTH: CORNERSTONES

- Leverage “Own Brand” product/concepts
- Distort the opportunity of Direct-to-Consumer globally

GROWTH: CORNERSTONES

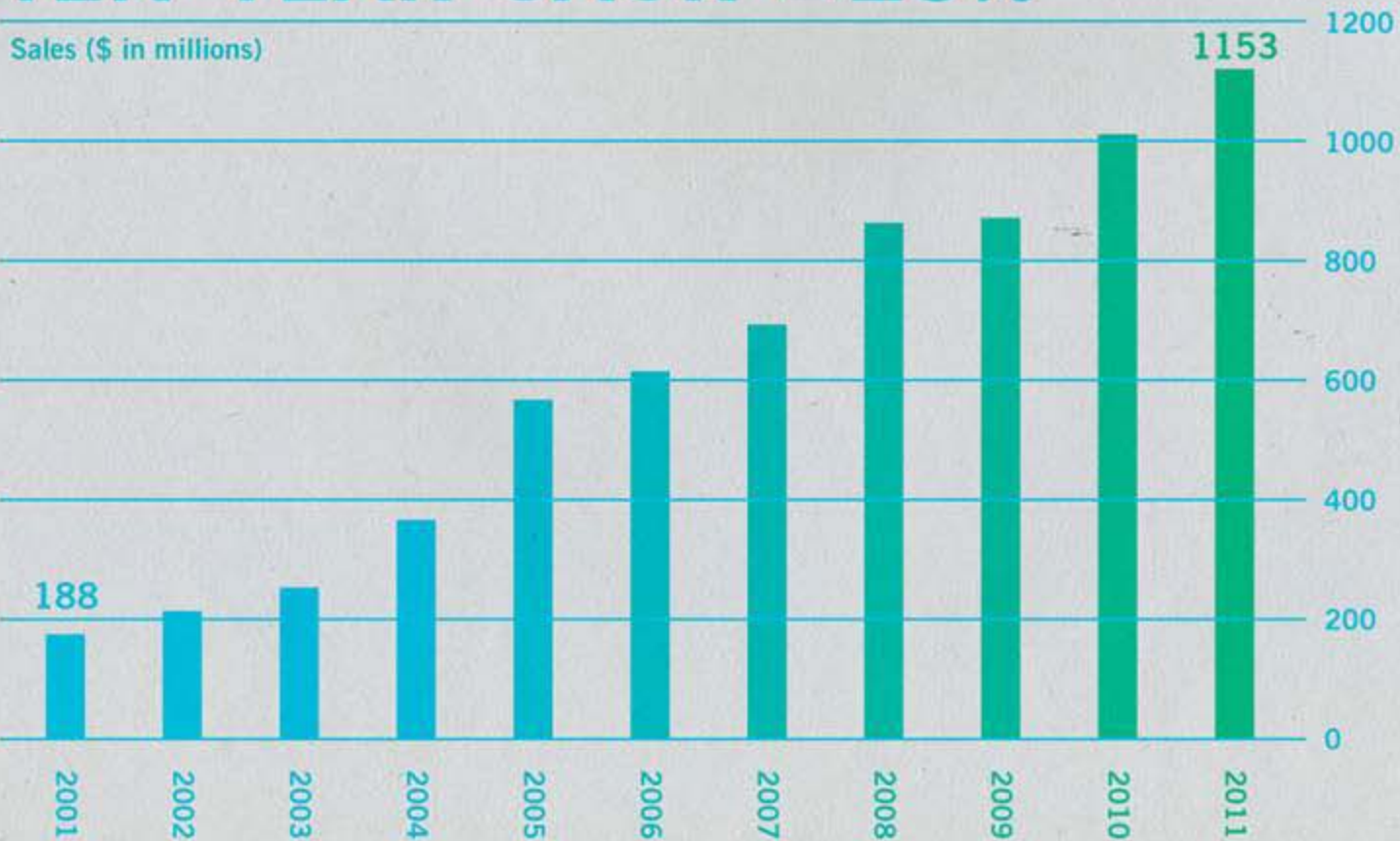
- Leverage “Own Brand” product/concepts
- Distort the opportunity of Direct-to-Consumer globally
- Continue to open stores in North America and Europe

GROWTH: CORNERSTONES

- Leverage “Own Brand” product/concepts
- Distort the opportunity of Direct-to-Consumer globally
- Continue to open stores in North America and Europe
- Launch our Brand in the Asian market

GROWTH

TEN YEAR CAGR = 20%



PRODUCT

GROWTH: PRODUCT

- “Own Brand”

GROWTH: PRODUCT

- “Own Brand”
- Business distortion/assortment expansion

GROWTH: PRODUCT

- “Own Brand”
- Business distortion/assortment expansion
- Leverage the opportunity of “Web-Ex”

GROWTH: PRODUCT

- “Own Brand”
- Business distortion/assortment expansion
- Leverage the opportunity of “Web-Ex”
- Collaborations

A collage-style composition. The background is a solid, vibrant pink. In the center, there is a light blue rectangular area containing the word "DIRECT" in a bold, purple, sans-serif font. To the right of the light blue area, there is a blue rectangular area with a dense, textured pattern of fine lines and dots, resembling a woodcut or linocut print. The entire composition is set against a light gray background, with a sliver of orange visible at the top and a sliver of yellow at the bottom left.

DIRECT

GROWTH: DIRECT

- **Broaden product offer**
- **Customer Acquisition**
- **Retention/Loyalty**
- **Segmentation/Versioning**
- **Mobile**



STORES

GROWTH: STORES

- **Open 10-12 stores/year in North America***
- **Open 4-5 stores/year in Europe***

* Over next 3 years

GROWTH: STORES

- **Open 10-12 stores/year in North America***
- **Open 4-5 stores/year in Europe***
- **Improve 4 wall productivity**

* Over next 3 years

GROWTH: STORES

- **Open 10-12 stores/year in North America***
- **Open 4-5 stores/year in Europe***
- **Improve 4 wall productivity**
- **Evolution of In-Store experience**

* Over next 3 years

INTERNATIONAL

GROWTH: INTERNATIONAL

- Continued expansion in European market
- Launch business in Asia
- Distort opportunity of Direct-to-Consumer
- Evaluate potential partnerships



COMPETITION

URBAN OUTFITTERS





ANTHROPOLOGIE



A

love STORY

1 | *our* HISTORY

2 | *our* CUSTOMER

3 | MERCHANDISING

4 | CHANNELS

5 | *moving* FORWARD

6 | *growth* DRIVERS

1992

2006

2008

2010

1998

2009

2011

2012

I

our HISTORY

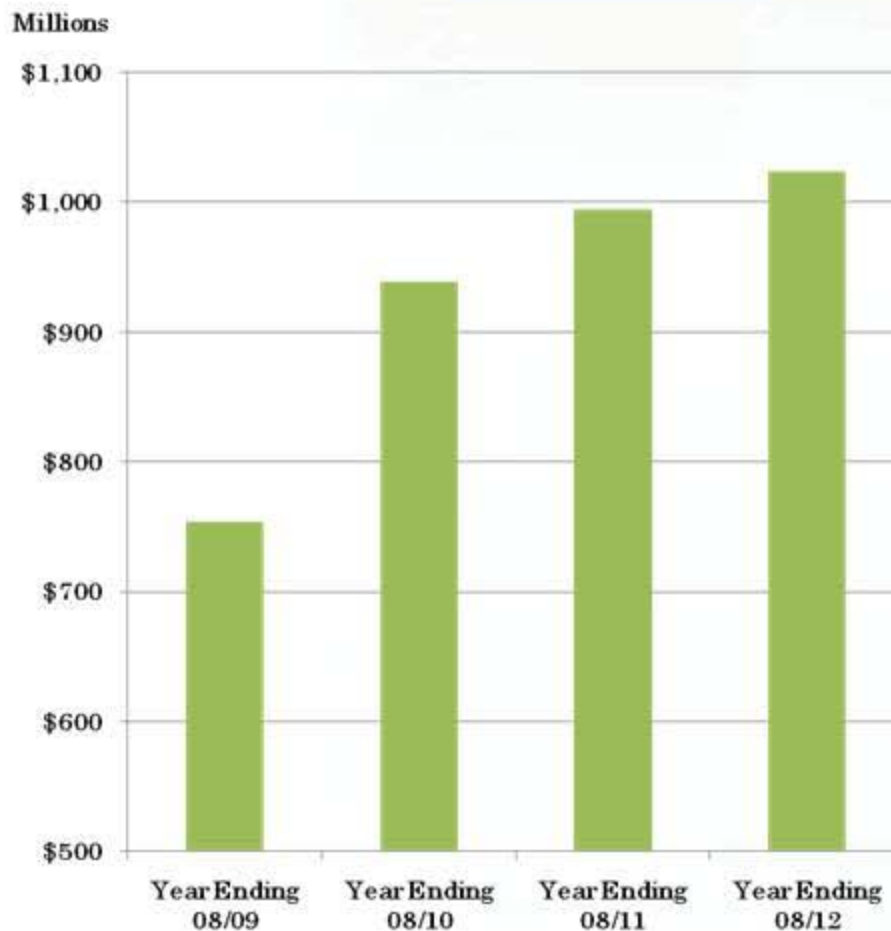
A Relationship 20 Years In The Making

From a US-based apparel and home store...

... to a Multichannel, International “lovemark.”

- 1992 founded in Wayne, PA
- 1998 launched catalog and website
- 2005 web business hit \$50 million
- 2006 sales reach \$500 million
- 2009 opened stores in London and Toronto
- 2011 sales top \$1 billion
- 2012 operating 174 stores in 39 states

Net Sales: Rolling 12 Months



A woman with dark hair styled in an updo is sitting on a green tufted sofa. She is wearing a dark blue sleeveless top with a white lace collar and patterned black and white pants. She has her hands clasped near her chin and is looking towards the camera. In the background, there is a white wall, a desk lamp on a black chest, and a window with white trim.

2 | *our* CUSTOMER

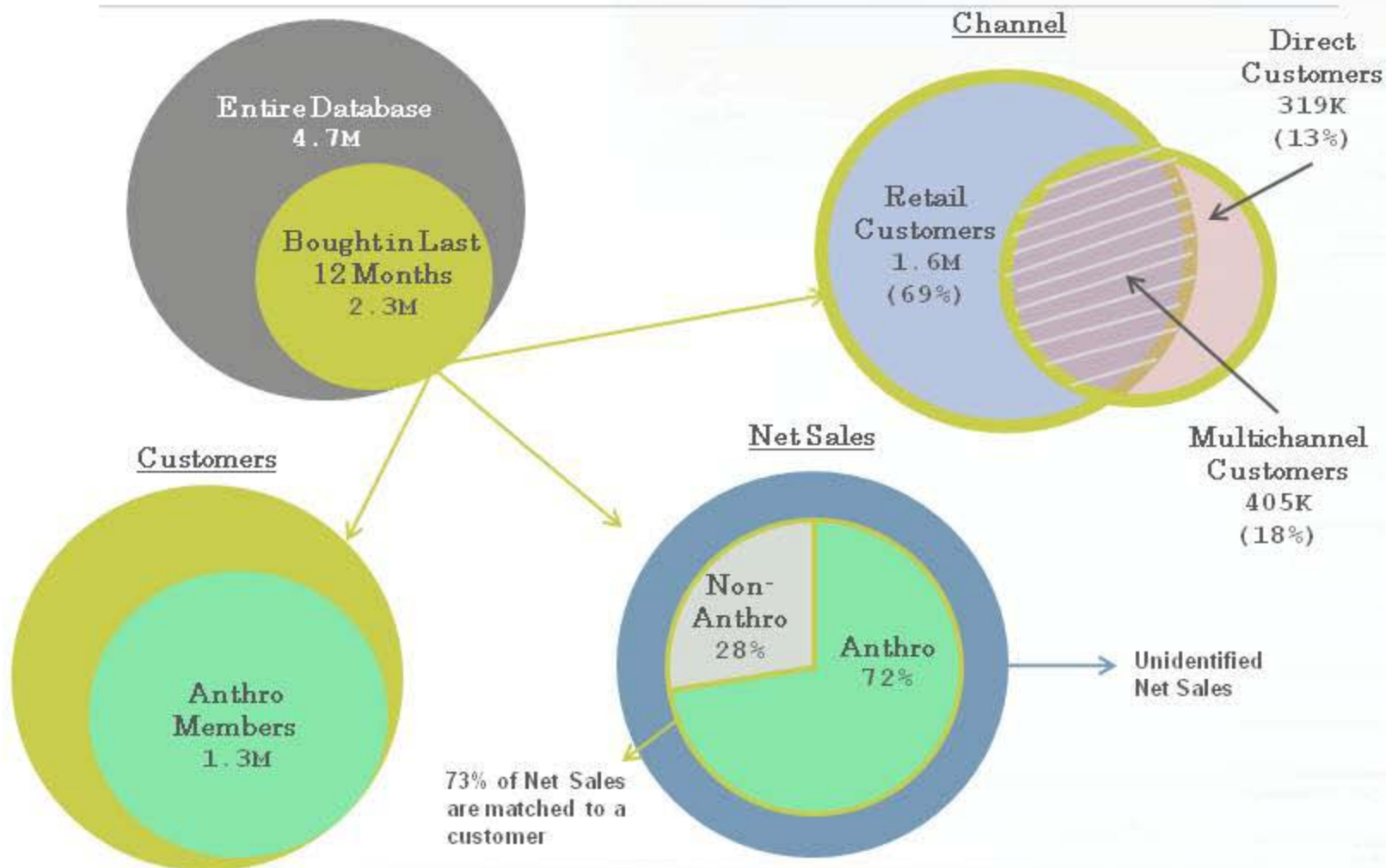
She Is Deeply Committed...

- Target age 28 to 45, but our brand is ageless
- Well-educated and well-to-do, but neither defines her

What sets her apart :

- Aspires to express her unique personal style
- Interested in art, culture, travel and entertaining
- More loyal than the average specialty apparel retail customer
 - 57% of active customers enrolled in loyalty program
 - Top 10% purchase 12x per year; top 25% purchase 7.5x per year

Dashboard



Our Products, Our Passion

Our products aspire to **touch the artist** in everyone.

- 8,900 unique styles this year
- Weekly new arrivals to stores and website
- In-house design (approximately 50% own-brand)
- Roughly 50% curated market product,
with a drive towards exclusivity
- Celebrated design collaborations (Made in Kind)
- Ongoing vintage and artisanal sourcing
from around the world



4

CHANNELS

World-Class Store Environments That Woo

- Sensorial, tactile and transportive
- Localized product, planning and display
- Built genuine customer relationships; created an environment where customers feel they are among friends
- Windows as art installations

Average duration of store visit is **over 75 minutes.**



“

It's like an adventure
when you go in there”

PAMELA, 43, DALLAS



“You walk in and say
‘oh yeah, I want everything’”

ANA, 26, LOS ANGELES





“Anthropologie is a microcosm
of all things beautiful”

KATHIANNE, 37, CHICAGO



a Re-Imagined Web Experience

Site Redesign

- Developing exceptional usability
- Larger, richer product and category pages
- Surfacing targeted content to increase conversion
- Begin to expand customers' presence on site

Digital Marketing

- Increasing investment in various channels
- Developing triggered email campaigns

Alternative Media

- Pinterest: 4 times average national retailers' following
- Instagram: High engagement levels; posts have reached the popular page

ANTHROPOLOGIE

new arrivals clothing the dress shop shoes accessories house & home gifts sale the MAGAZINE

[← Back to Dresses](#)

Caridad Ruffled Dress

\$198.00

Online Exclusive

★★★★☆ 30 REVIEWS

[See most helpful review](#) | [Write a review](#)

DETAILS

- Button front
- Polyester
- Machine wash
- Regular: 39"L
- Petite: 36.25"L
- Style #: A25664004

COLOR: GREEN

Size [size guide](#)QUANTITY:

ADD TO BAG

[ADD TO WISH LIST](#)[FIND in a STORE](#)[SHIPPING and RETURNS](#)GET
... the ...
LOOKVIEW 1 2 3 4 5 6

ANTHROPOLOGIE

[new arrivals](#) [clothing](#) [dress shop](#) [shoes](#) [accessories](#) [house & home](#) [gifts](#) [sale](#) [the MAGAZINE](#)

Fine Arts

HEADING FOR DRESS OUTFITTING

In addition to the point-click-purchase ease you were accustomed to before, you can now review products, access your history, create, update and monitor a Wish List, and receive your order faster and with fewer fees. We simply ask that you review your order carefully prior to submission, as it cannot be modified once submitted. This line is to see something with a descender.

**Heading**

It's the dress that gets the cohs, the ahhs, and the wows. Dress that gets the cohs, the ahhs, and the wows. Of course, it's the dress that gets the cohs.



5

moving FORWARD



Learning and Evolving : Reigniting the Spark

- Evaluating team and organizational structure
- Reconnecting the organization to the customer
- Refocusing product team on product she loves
- Building stronger merchandising, design, ecommerce and customer-engagement capabilities
- Adjusting product/price value relationship
- Making loyalty the essence of our brand

These adjustments, combined with our **unique brand position**, point to a **promising future**.

F. CUNNINGHAM

BENTLEY SPEC

6

growth DRIVERS

KEEP CLEAR
IN CONSTANT USE

13



How The Story Grows...

Product Expansion

From an apparel-focused classification business...
... to a Life-stage, Lifestyle merchant.

- Complete her wardrobe in casual, wear-to-work, and accessories
- Build the lifestyle in home furnishings and tabletop
- Enrich the assortment with web-exclusive products
- Leverage our brand equity to test and grow new categories

How The Story Grows...

Channel Growth

From a US store-focused business...

... to a Multinational, Omnichannel enterprise.

- Fill in existing US retail markets
- Increase our digital reach worldwide
- Expand into new markets across the globe


How The Story Grows...

Customer Relationships

From an instinctive approach...

...to emotional connections based on deep analytic insight.

- Increase value of existing customers by growing “share of closet” and “share of home”
- Re-engage lapsed customers through personalized outreach
- Acquire new customers through marketing innovations and product enhancements

A woman with long brown hair is standing in a field of tall, golden-brown grass. She is wearing a brown tweed coat with two large buttons and a colorful, chunky knit scarf in shades of green, blue, and red. She has her arms slightly out to her sides and is looking upwards with a joyful expression. The background is a bright, cloudy sky.

“ANTHROPOLOGIE
just makes ME HAPPY”

KIM, 29, BOSTON















**INFORMATION TECHNOLOGY
ENABLING URBN GROWTH**

OMNI-CHANNEL

MOBILITY

STORE PICK PACK & SHIP BENEFITS

DEMAND INCREASE:

- Last Week Total shipped from Stores: **\$1.4 mln**
- Meaningful portion is incremental

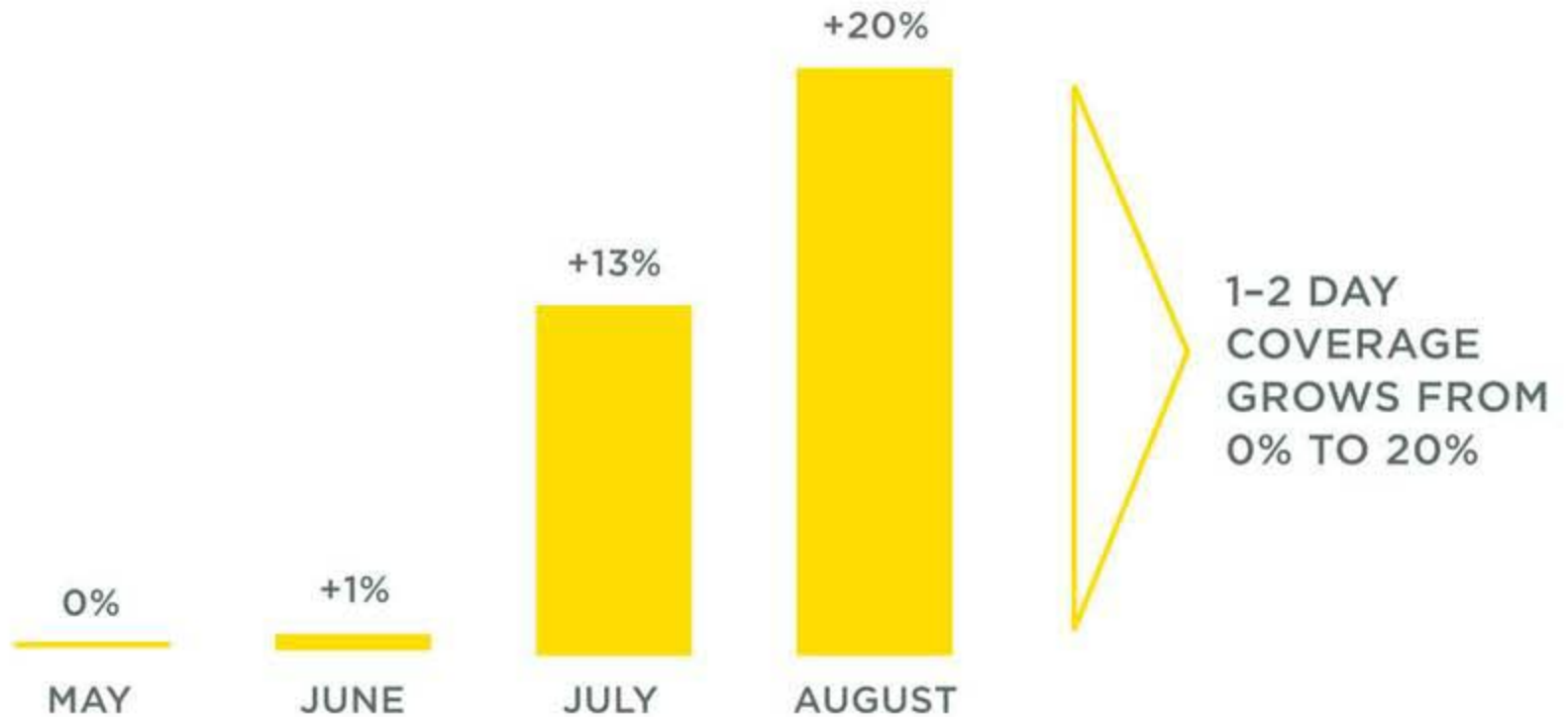
MARKDOWN AND DIME-OUT REDUCTION:

- Web-exclusive returns filled from store
- Orders filled from slower turning locations

WEEKS OF SUPPLY DECREASE:

- Faster inventory turn
- Opportunity to strategically review total inventory investment

IMPROVEMENT IN WEST COAST DELIVERY



West Coast is AZ, CA, CO, ID, MT, ND, NM, NV, OR, SD, UT, WA, WY
Standard Delivery Services

RENO FULFILLMENT CENTER



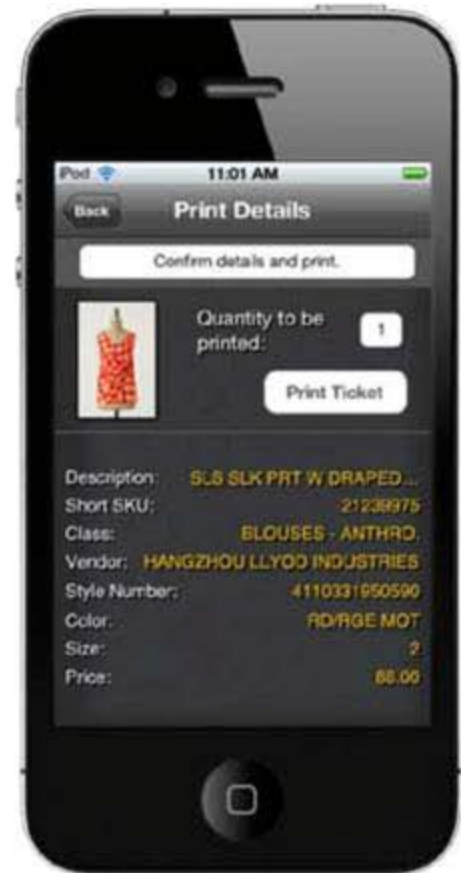
iPOD POS



RETURNS



RETICKETING



RESTOCKING



OUT-OF-STOCK



iPAD POS











**URBN INVESTOR DAY
2012**

GROW

PATH TO GROWTH

PATH TO GROWTH

SELL MORE THINGS...

ASSORTMENT EXPANSION

ASSORTMENT EXPANSION

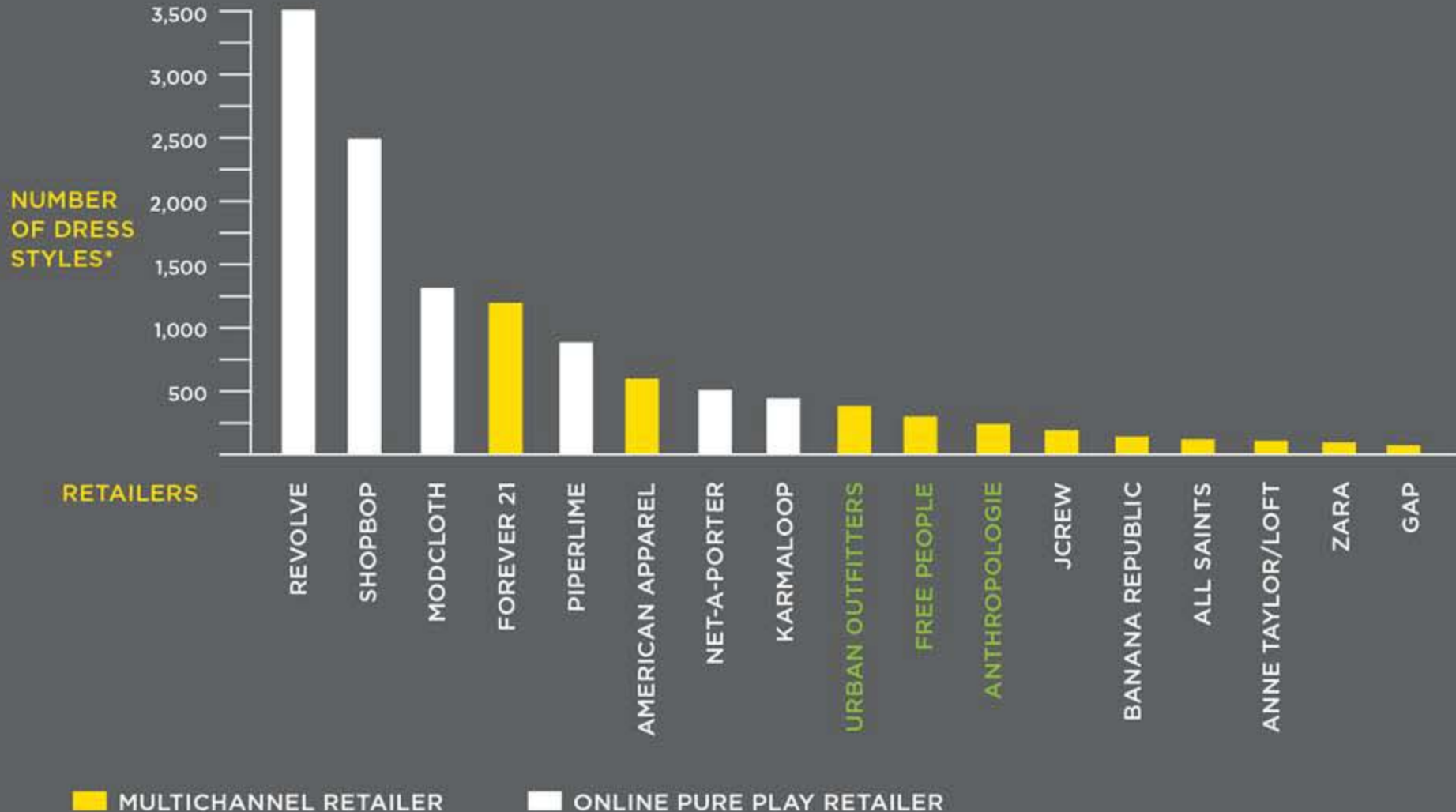
EXPANDED SIZE
OFFERINGS

ASSORTMENT EXPANSION

EXPANDED SIZE
OFFERINGS

EXPANDED COLOR
OFFERINGS

ASSORTMENT EXPANSION



* SOURCE: COMPANIES WEB SITES JULY 2012

NEW/EXPANDED CATEGORIES



FREE PEOPLE
MOVEMENT



INTIMATELY
FREE PEOPLE



ANTHROPOLOGIE
MADE IN KIND

TO MORE PEOPLE...

POPULATION, GDP AND EXPENDITURES ON APPAREL



US & CANADA

Total Population: 348.1 million (a)
Total GDP: \$16.4 trillion (b)
Total Apparel Spend: \$316.2 billion



EUROPE

Total Population: 503.8 million
Total GDP: \$17.7 trillion (c)
Total Apparel Spend: \$366.3 billion



ASIA (d)

Total Population: 1,483 million
Total GDP: \$17.8 trillion
Total Apparel Spend: \$275 billion

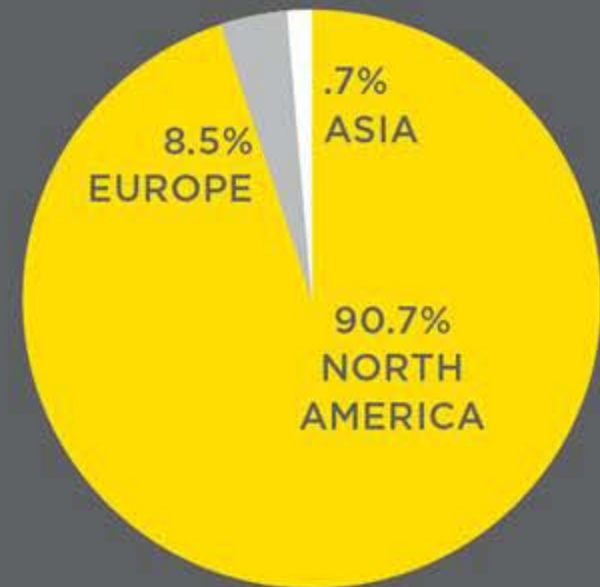
Notes: (a) Includes 313.8 million in the US and 34.3 million in Canada, but does not include Mexico; (b) GDP at purchasing power parity (2011 estimate) was 15.04 trillion in the US and \$1.39 trillion for Canada; (c) European GDP numbers are for the European Union, but total apparel spend is for Western Europe. (d) Asia (China, Hong Kong, Japan, Korea and Singapore)
Sources: (1) CIA World Factbook; (2) Euromonitor.

APPAREL & ACCESSORY MARKET OPPORTUNITY

CORE MARKET REVENUE PENETRATION



URBN REVENUE PENETRATION



Core market defined as North America (US and Canada), Europe (UK, Germany, Italy, France, and Spain) Asia (China, HK, Korea, Japan and Singapore).

Source: Euromonitor

STORES

NORTH AMERICA

EUROPE

ASIA

A photograph of the Urban Outfitters storefront at night. The building is a multi-story structure with a grey facade. The ground floor features a large glass entrance and a display window. The entrance has a black frame and a sign that reads "URBAN OUTFITTERS" in white, illuminated letters. The display window is filled with clothing and accessories, including a mannequin and a bicycle. The upper floors have several windows, some of which are illuminated from within, showing a colorful, abstract pattern of yellow, orange, and blue. A blurred light streak from a passing vehicle is visible on the left side of the image.

URBAN OUTFITTERS

OXFORD STREET
LONDON

ANTHROPOLOGIE

REGENT STREET
LONDON

Any Building
Must Have
Emergency
Exit Signs
Approved by
Fire Dept.

3

ANTHROPOLOGIE

ANTHROPOLOGIE

Free People

free people

WALNUT STREET
PHILADELPHIA



DIRECT-TO-CONSUMER

DIRECT-TO-CONSUMER

DIGITAL MARKETING

DIRECT-TO-CONSUMER

DIGITAL MARKETING

LOCALIZED WEBSITES

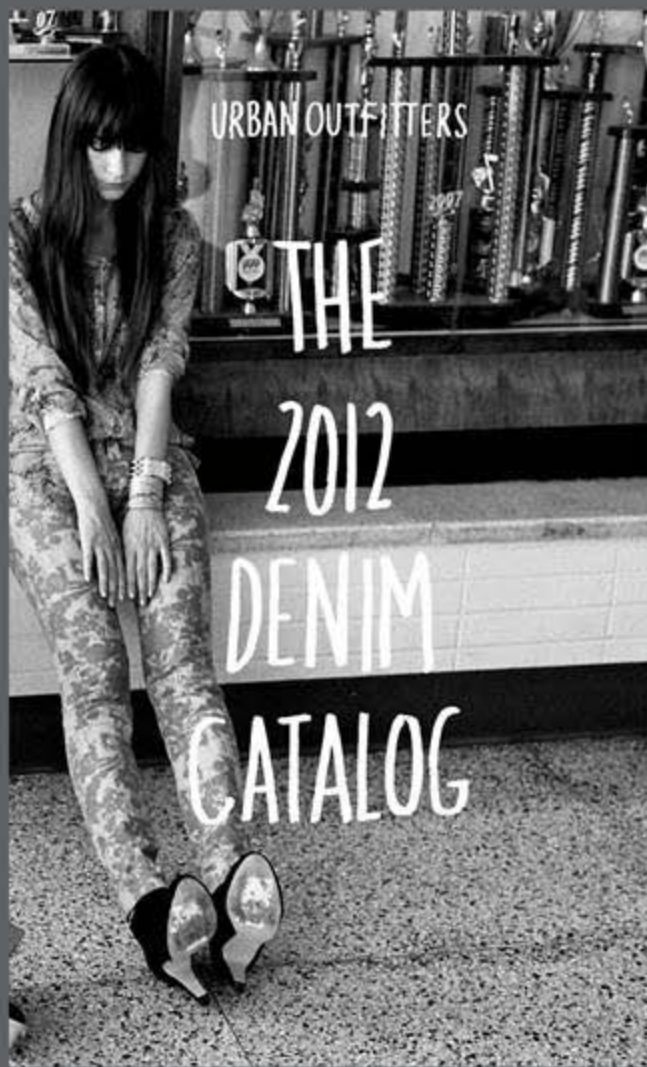
DIRECT-TO-CONSUMER

DIGITAL MARKETING

LOCALIZED WEBSITES

FULFILLMENT

DIGITAL MARKETING



LOCALIZED WEBSITES

The screenshot shows the German version of the Urban Outfitters website. The browser address bar displays www.urbanoutfitters.de/page/home&setloca=eur&log=4fcm_sp=Dropdown-_-EURD-_-Germany. The page features a navigation menu with links for 'Für Sie', 'Boutique', 'Für ihn', 'Haus & Geschenke', 'Marken', 'UD Community', 'Katalog', and 'Sale'. A yellow banner at the top reads 'DIESER MONAT WIRD HONIGSÜSS. GRATIS LIEFERUNG & IHR BRUCHT NICHT MAL EIN CODE!'. The main banner is a collage with a man and a woman, featuring a '15% RABATT MIT CODE: HERB15' sticker and the text 'DER DEFINITIVE GUIDE FÜR DEN HERBST' and 'HERBST KATALOG ANSCHAUEN'. Below the main banner are three product tiles: 'BELLEROSE' (BELLEROSE NEUE KOLLEKTION), 'SPIELEND LEICHT' (SPIELEND LEICHT), and 'UNSERE NEUEN MOEELS' (UNSERE NEUEN MOEELS).

FULFILLMENT



WHOLESALE

EUROPE



ASIA



**ACCELERATE
GROWTH**

ACCELERATE GROWTH

BY

SELLING MORE THINGS...

ACCELERATE GROWTH

BY

SELLING MORE THINGS...

TO MORE PEOPLE...

ACCELERATE GROWTH

BY

SELLING MORE THINGS...

TO MORE PEOPLE...

WITH THE RIGHT LEADERSHIP
TEAM IN PLACE





URBAN OUTFITTERS INC.

The following discussions may include forward-looking statements. Please note that 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.