

**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  
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**20**  
**20**

# GOALS

Double Revenues by 2020

Grow earnings and remain highly  
profitable

# STRATEGY

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Expand product and service offering

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Expand product and service offering

Enhance the brand experience on-line

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Expand product and service offering

Enhance the brand experience on-line

Grow distribution across all channels



# EXPAND PRODUCTS & SERVICES

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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



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**Retail Stores:**

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Expand the store footprint to accommodate more product and services

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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

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**20**

**CUSTOMER  
SERVICE**

**CUSTOMER  
ENGAGEMENT**

# Reno, NV Fulfillment Center



# Gap, PA Fulfillment Center



**DROP SHIP**

**ORDER ONLINE, PICK-UP IN STORE**

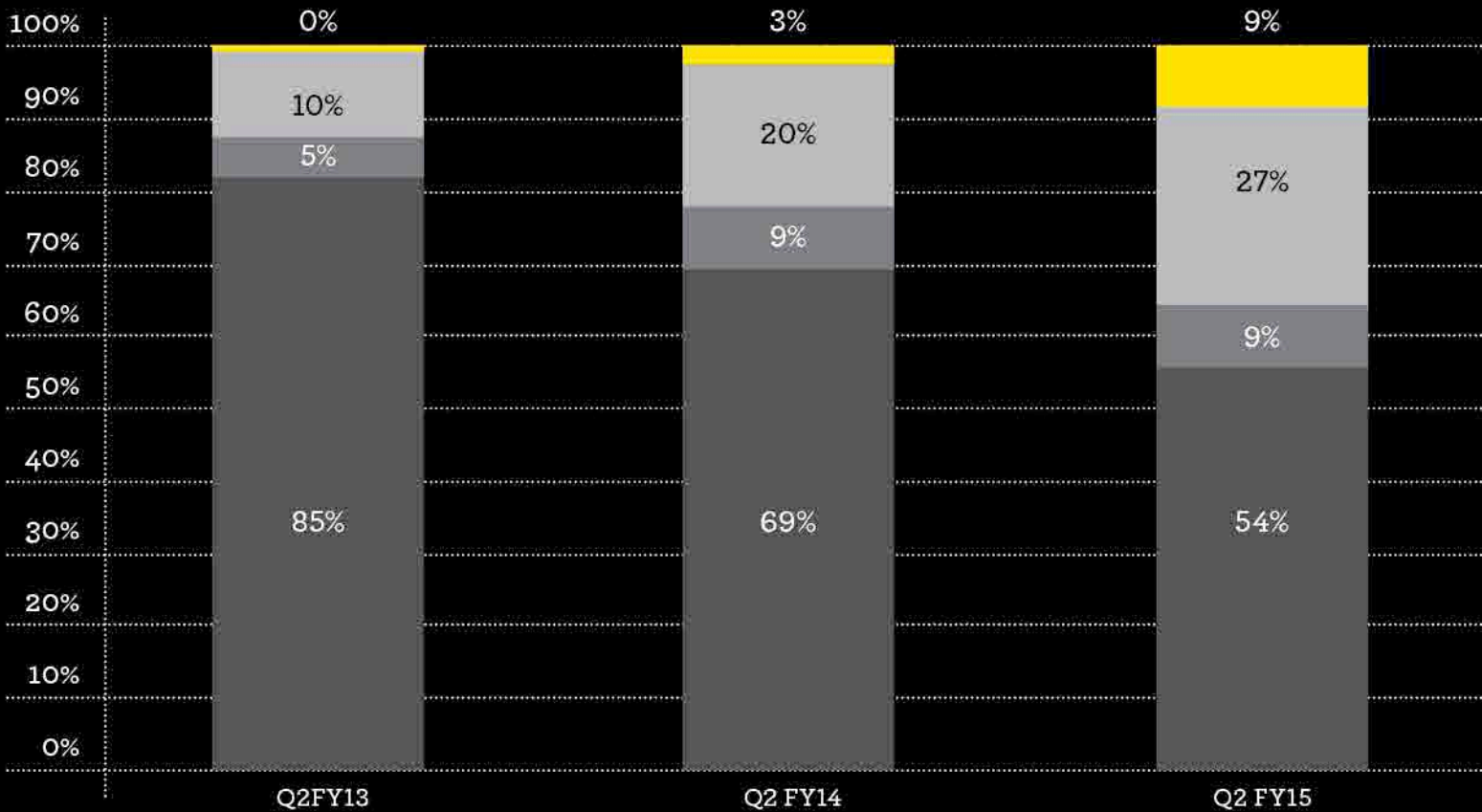
**SAME DAY DELIVERY FROM STORES**

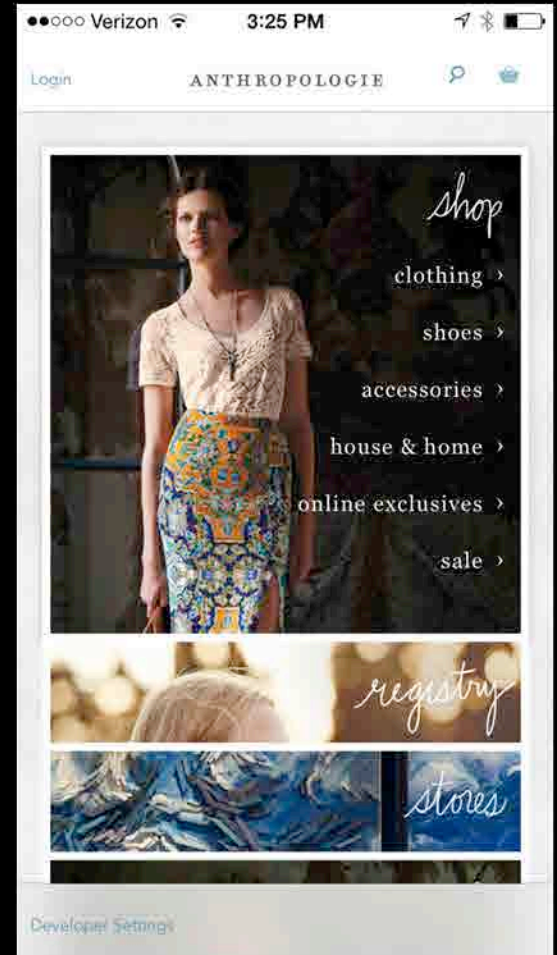
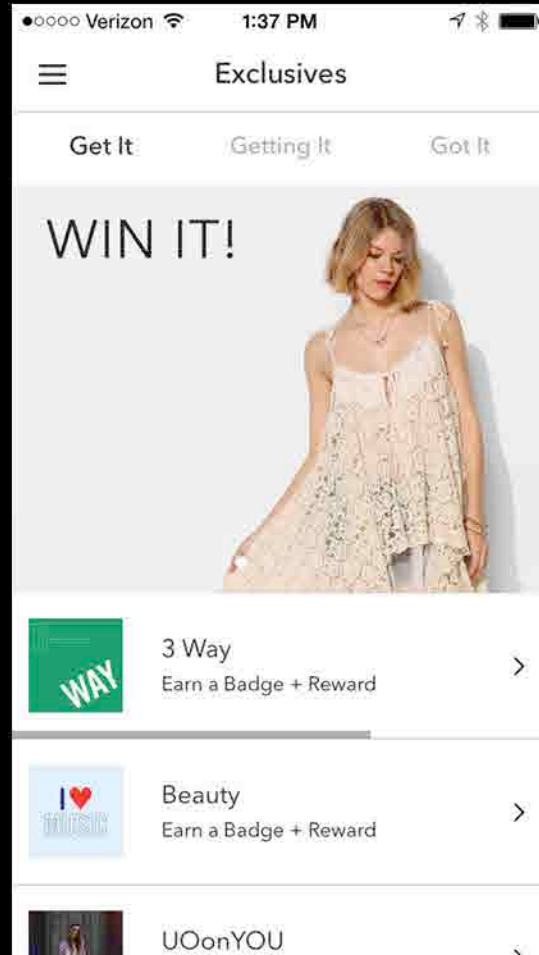
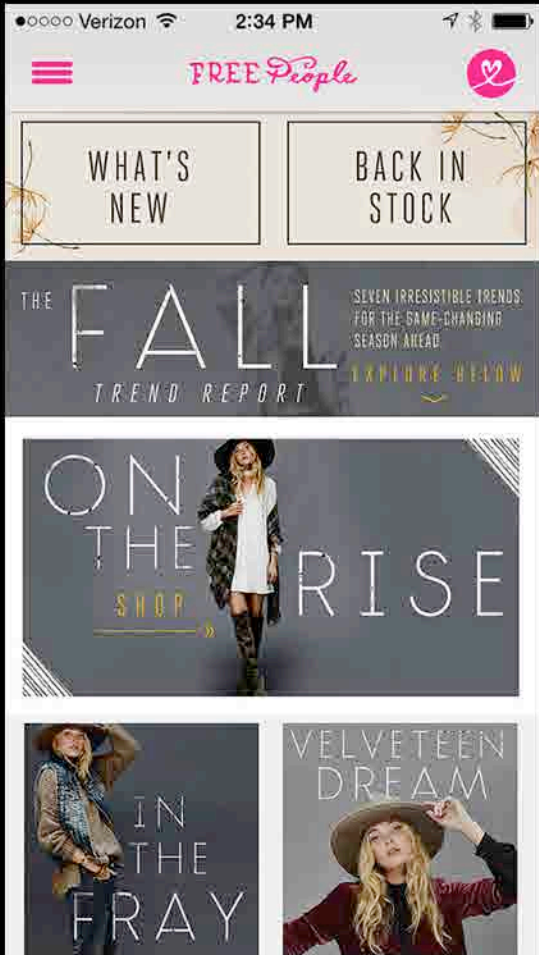
**GLOBAL INVENTORY**

# CUSTOMER ENGAGEMENT



# FREE PEOPLE % OF SESSIONS BY DEVICE





**THANK YOU**

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**20**  
**20**

FREE PEOPLE





FREE PEOPLE  
» PRODUCT EXPANSION «





» INTIMATES FOUNDATIONS

# » INTIMATES





# » INTIMATES



» INTIMATES LIFESTYLE



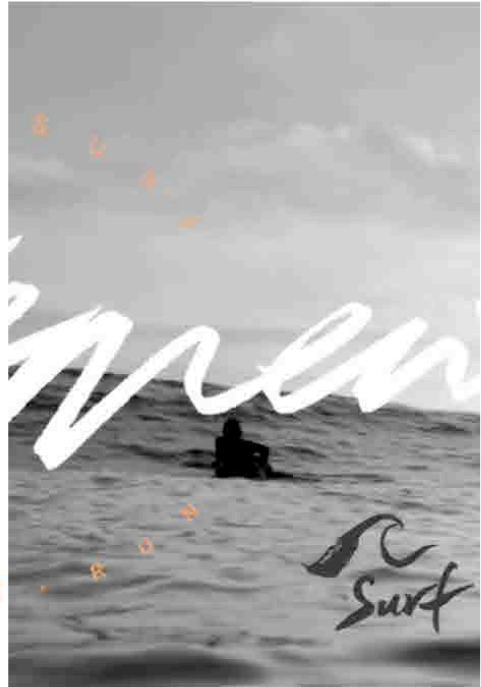


# FP PARTY



# » FP SHOES



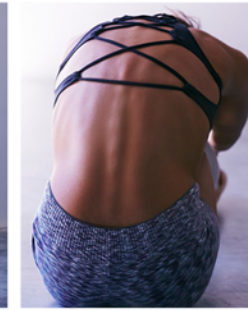
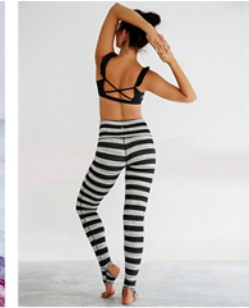
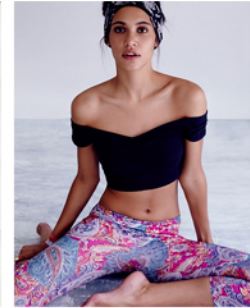


# Fp Movement



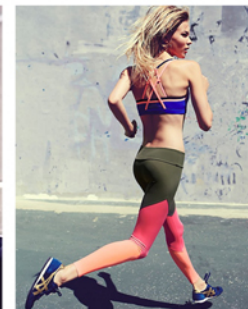
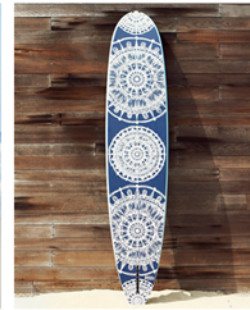
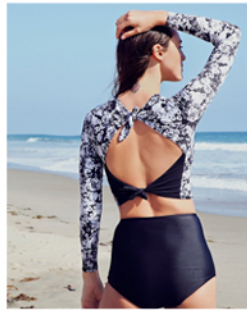
# » FPM MOVEMENT

yoga



dancer

surf



run



WHAT'S TO COME



*Sp Beauty*

# FIP Sanctuary



WHAT'S TO COME





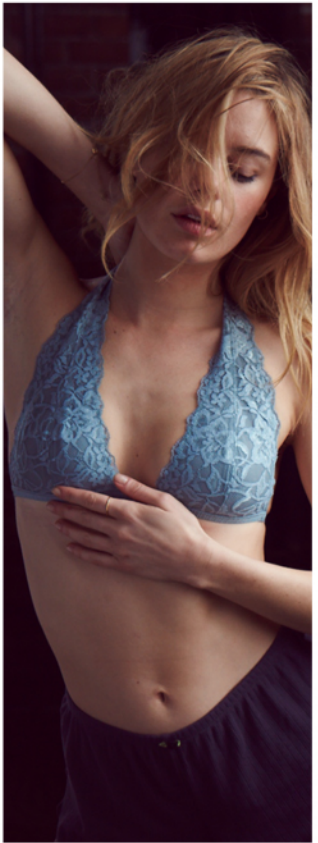
The background is a light cream color with soft, watercolor-style washes in shades of beige and light brown. There are several leaf illustrations: a large, detailed leaf with a stem and veins in the top right corner, and smaller, simpler leaf silhouettes in the bottom left and top left corners. The text 'FREE PEOPLE WHOLESAL' is centered in a red, sans-serif font, flanked by two grey arrowheads pointing towards each other.

FREE PEOPLE WHOLESAL

# » PRODUCT EXTENSIONS



READY TO WEAR



INTIMATES



SHOES



PARTY



HOSIERY

GLOBAL  
PRESENCE  
SHOWROOMS

FP WHOLESALE



Tokyo





# GLOBAL PRESENCE SHOWROOMS

FP WHOLESALE



LONDON





# GLOBAL PRESENCE SHOWROOMS

FP WHOLESALE



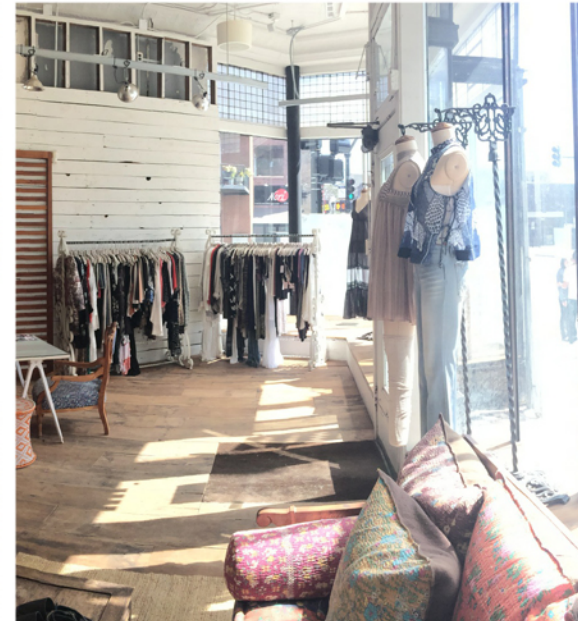
*SYDNEY*



*LA*



*NEW YORK*



*CHICAGO*



# ASIA/SOUTHEAST ASIA

## SHOP-IN-SHOPS



KUZUHAMALL, 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



» EUROPE



LONDON  
SHOWROOM




FP WHOLESALE

WHOLESALE MARKETING

bloomingdale's

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

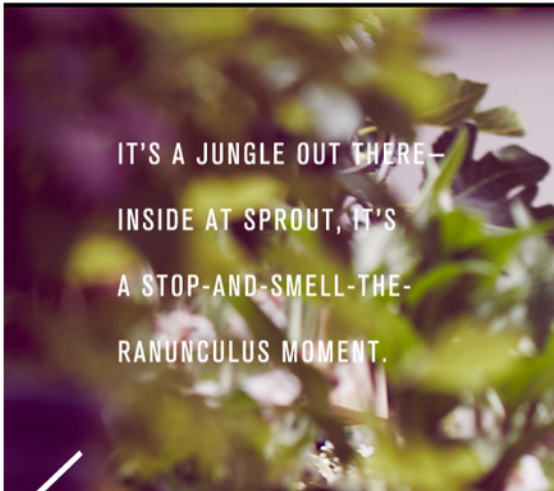


FALL 2014 FREE PEOPLE

SET AGAINST *a* BACKDROP of ENCHANTING BROOKLYN ESCAPES, *this* DREAMY COLLECTION of LONG-TO-SHORT LAYERS, FLOWING FITS *and* MIXED PRINTS CELEBRATES *the* CITY'S —*and* YOUR OWN — WANDERING SPIRIT.

WHOLESALE MARKETING

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

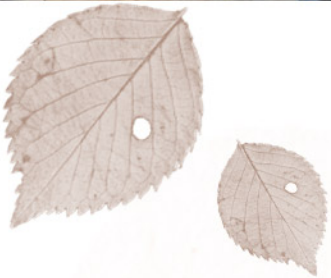


» FREE PEOPLE «  
STORES AND ECOMMERCE



# 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

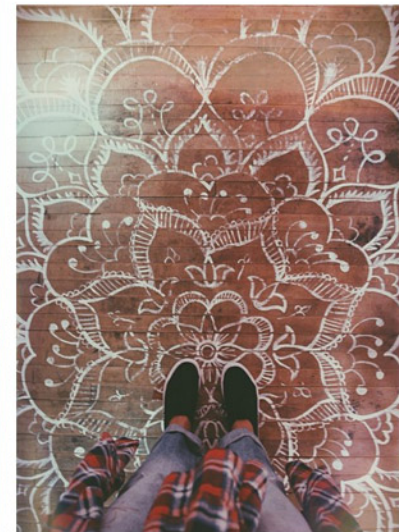
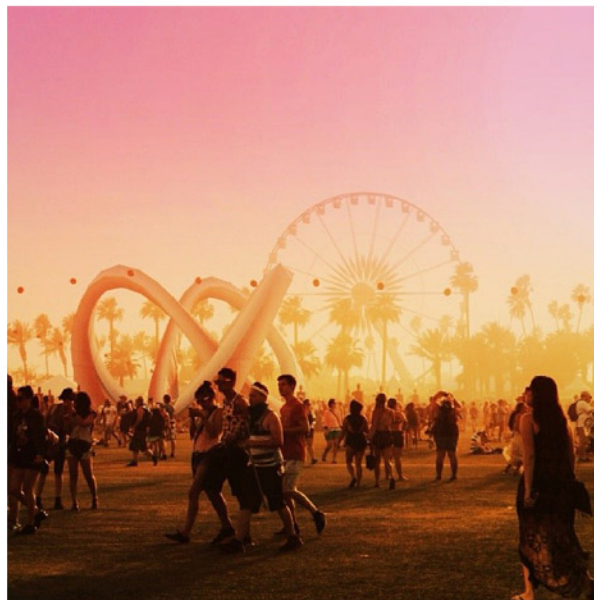
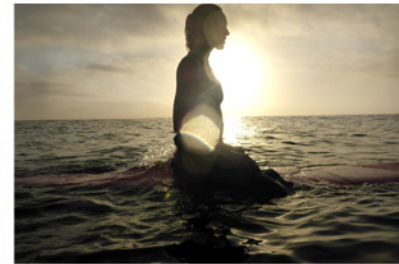
 Share your fashion style with *fp.me*

Free Shipping on \$100+

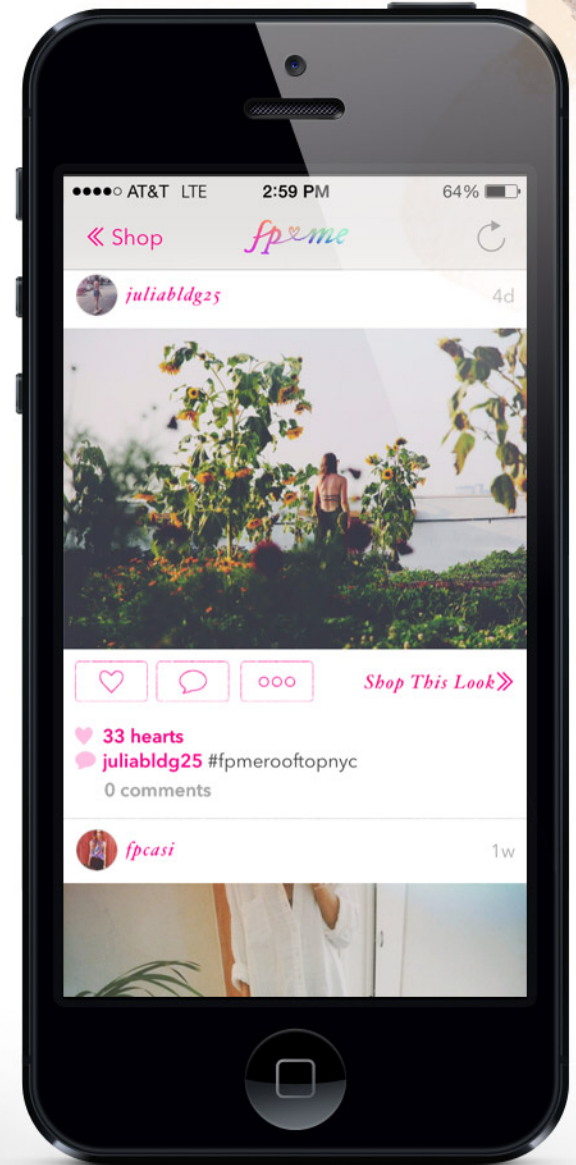
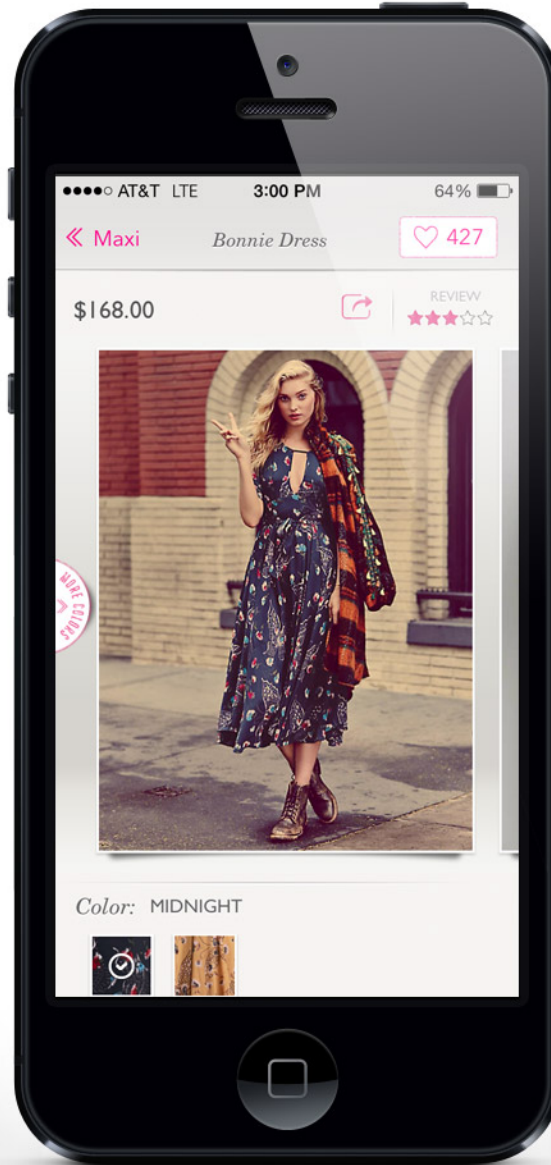
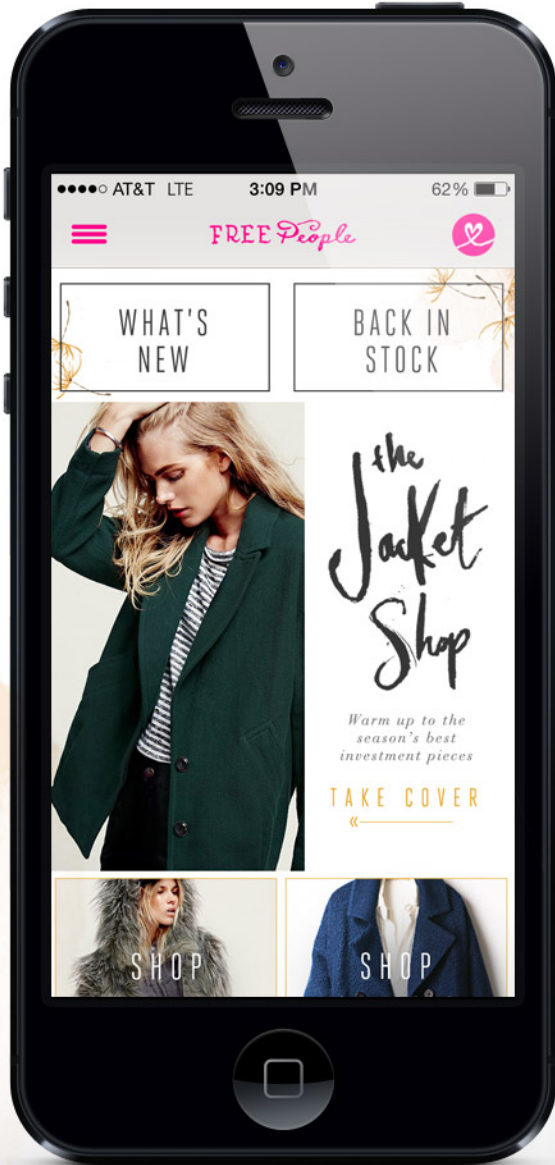
FP Freeheelin' Sweeps  
Win a Bicycle & FP Wardrobe



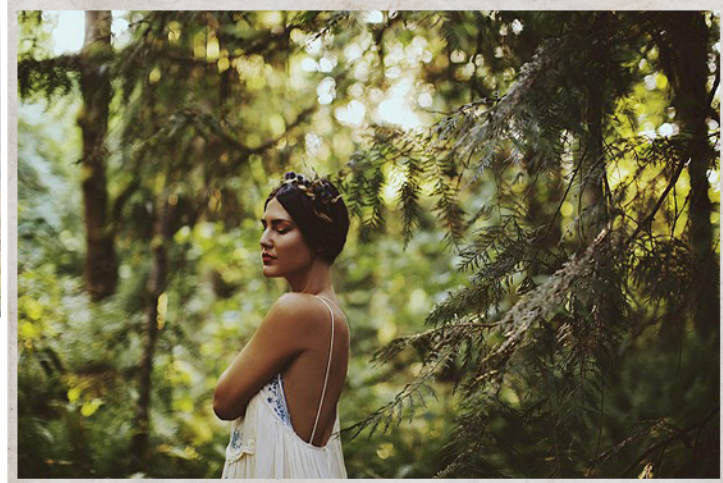
# SOCIAL & BLOG



# » MOBILE

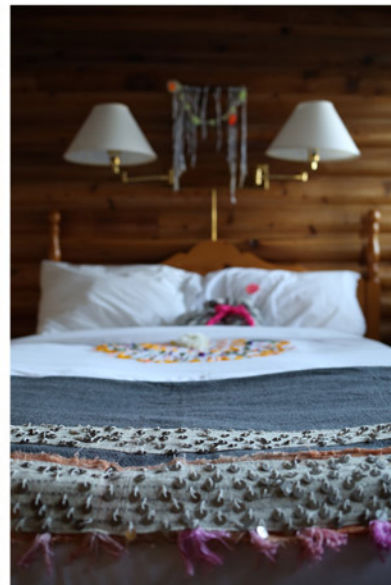


»»» FP ME «««



# 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.





**THANK YOU**

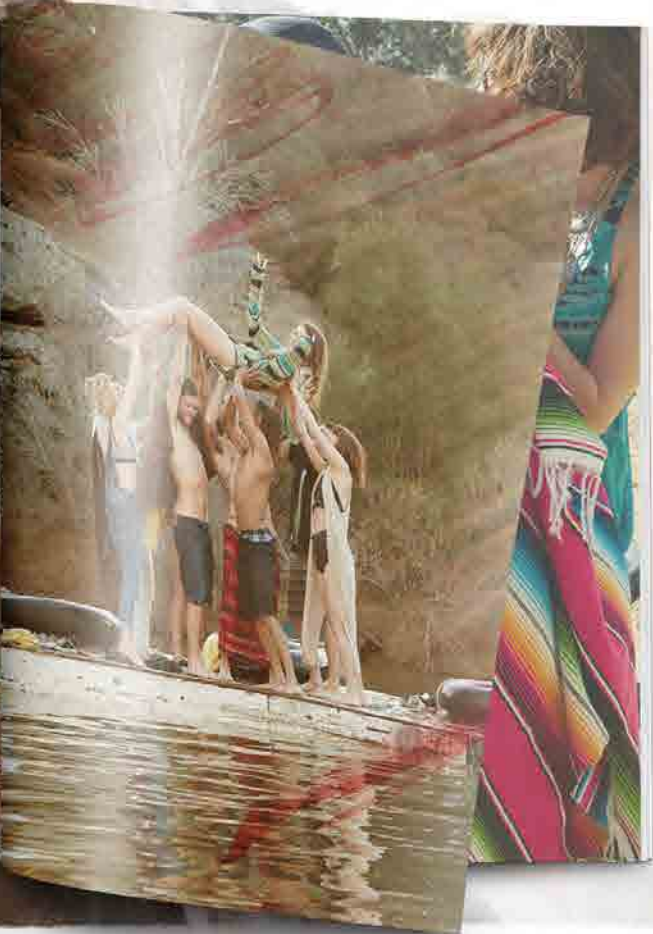
URBAN OUTFITTERS



# 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



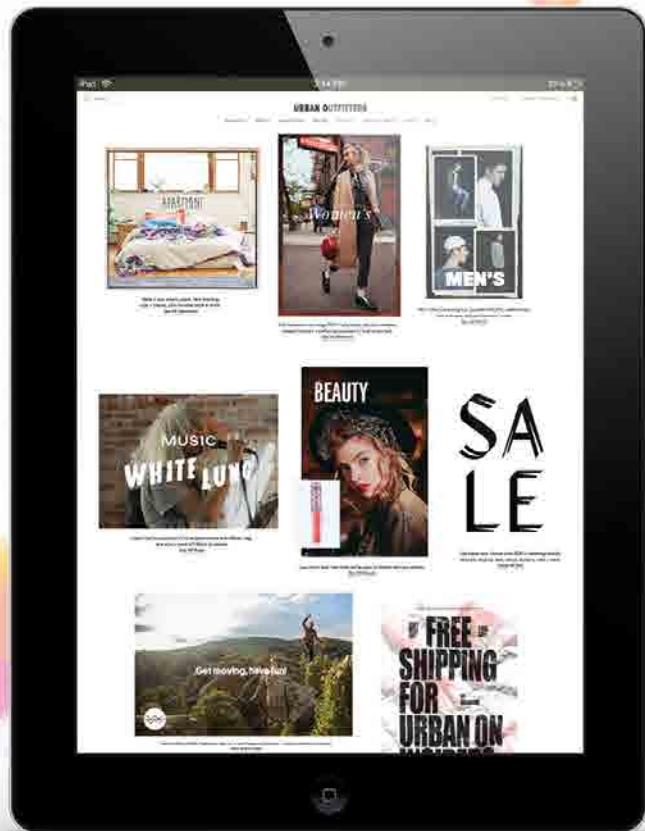
2013

2014



URBAN OUTFITTERS

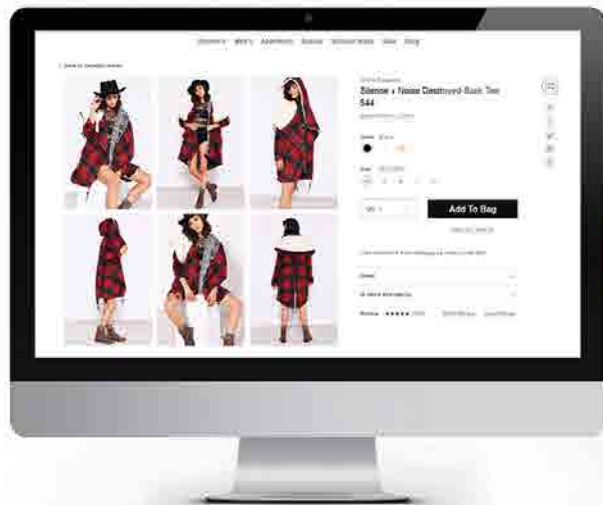
# Site Architecture





URBAN OUTFITTERS

# Site Architecture



# ENTERTAINMENT



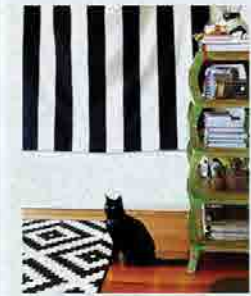
URBAN OUTFITTERS

# 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

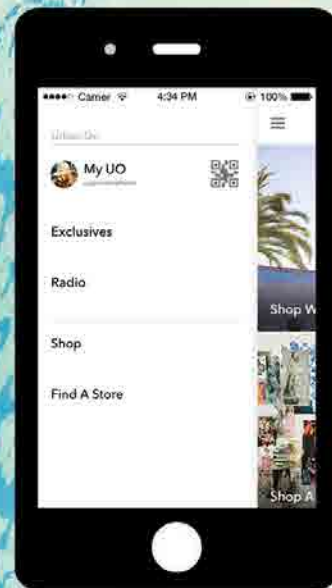
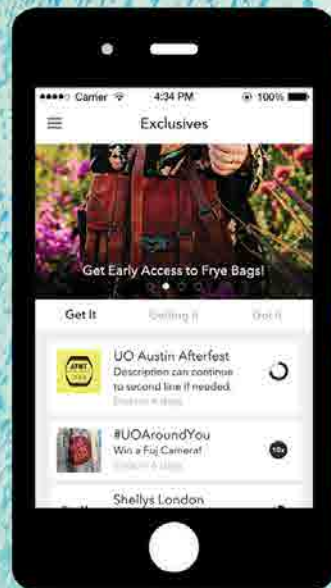
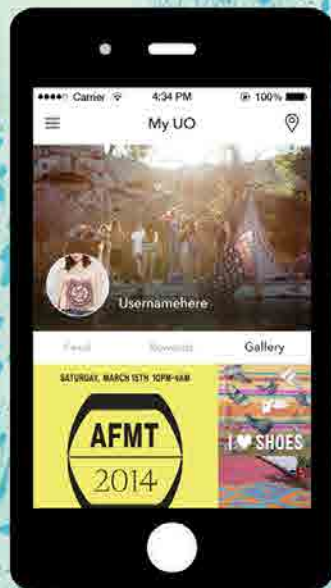


URBAN OUTFITTERS

# 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



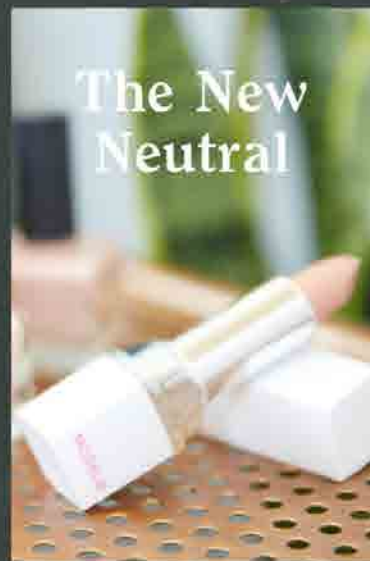
178 MAY 2014 | REAL



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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.**

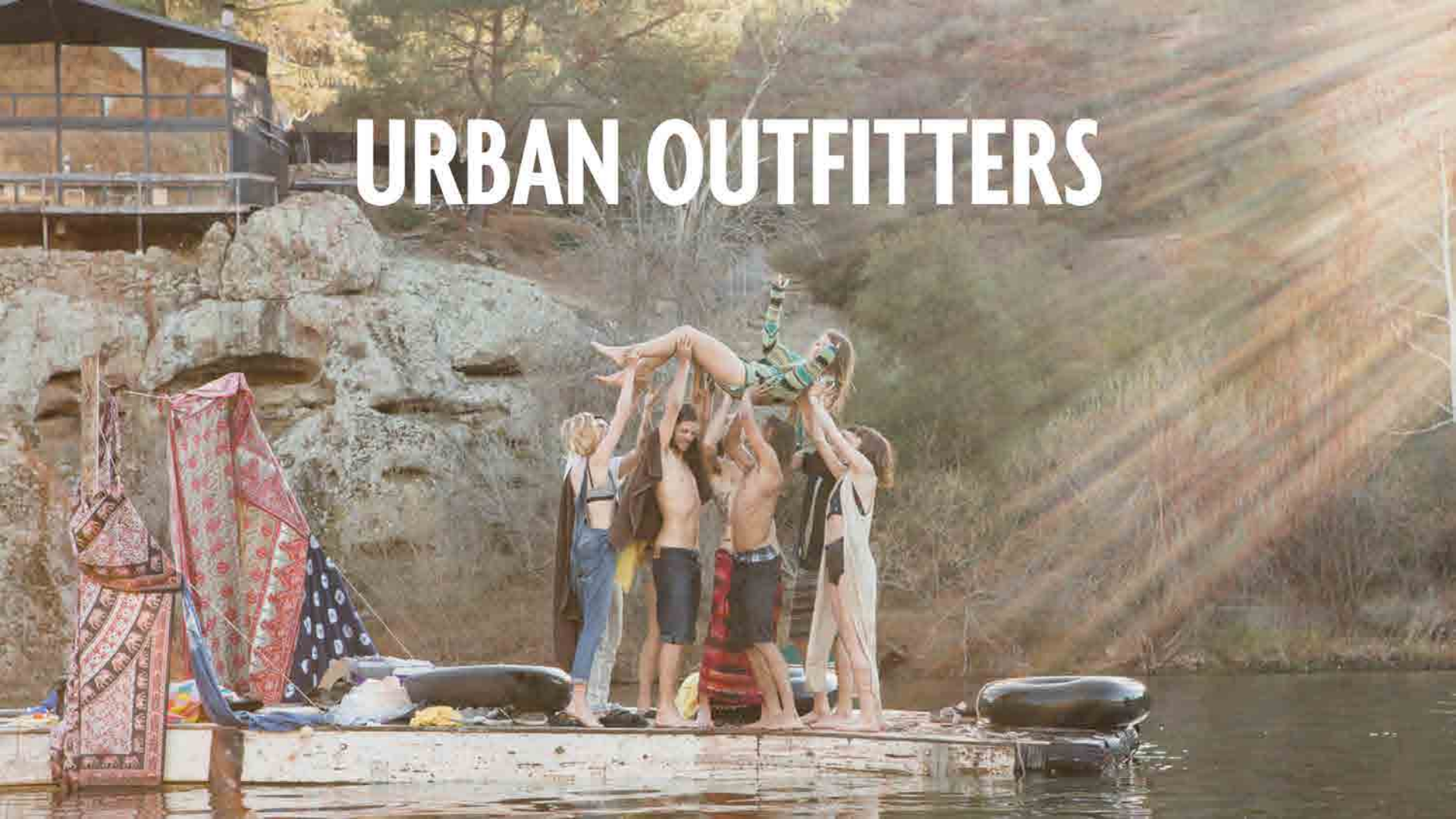




URBAN OUTFITTERS



# URBAN OUTFITTERS



URBN | 2020

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**





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- **2014 TERRAIN JOINS THE ANTHROPOLOGIE GROUP**

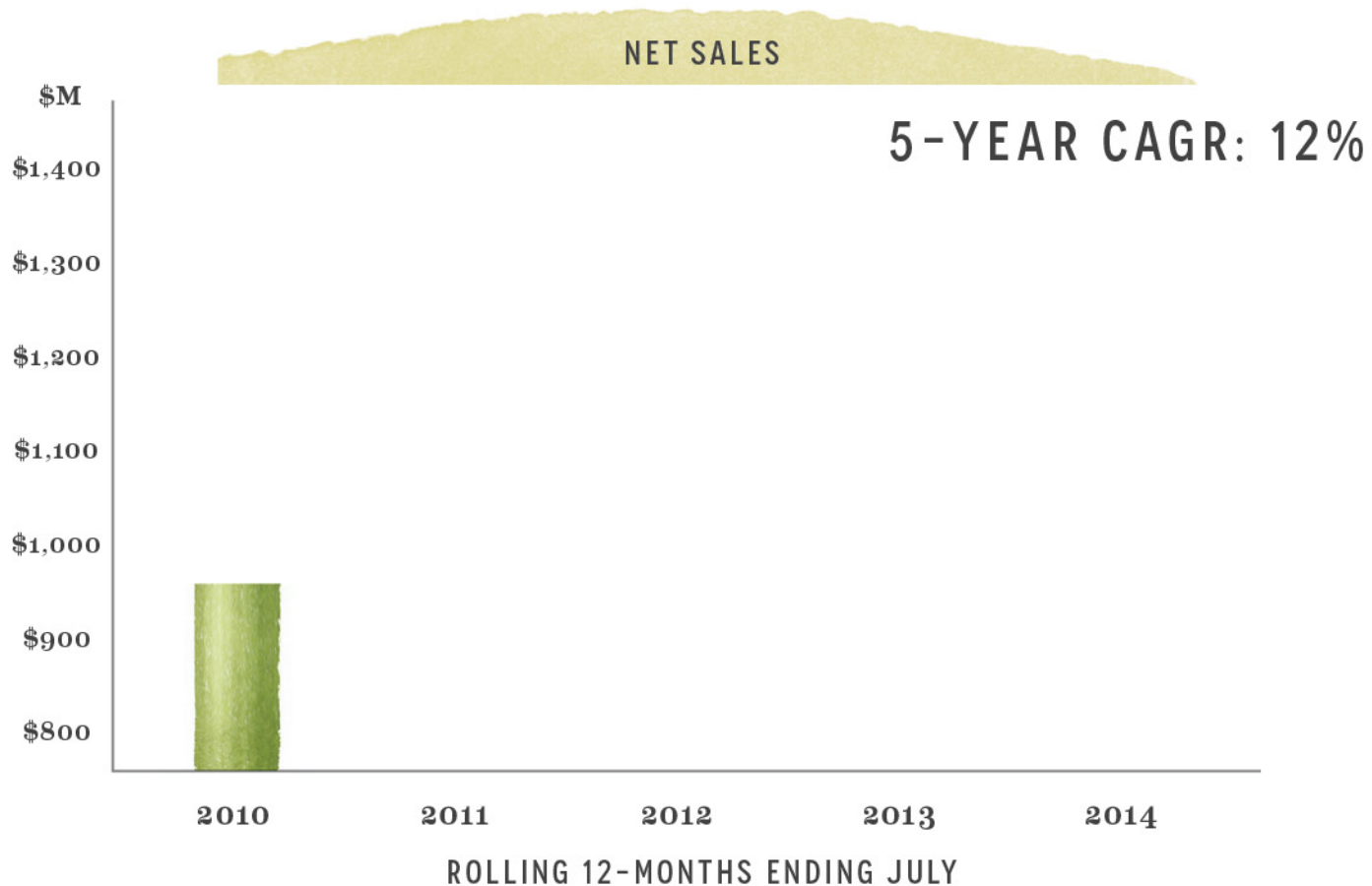




*Brand* HIGHLIGHTS

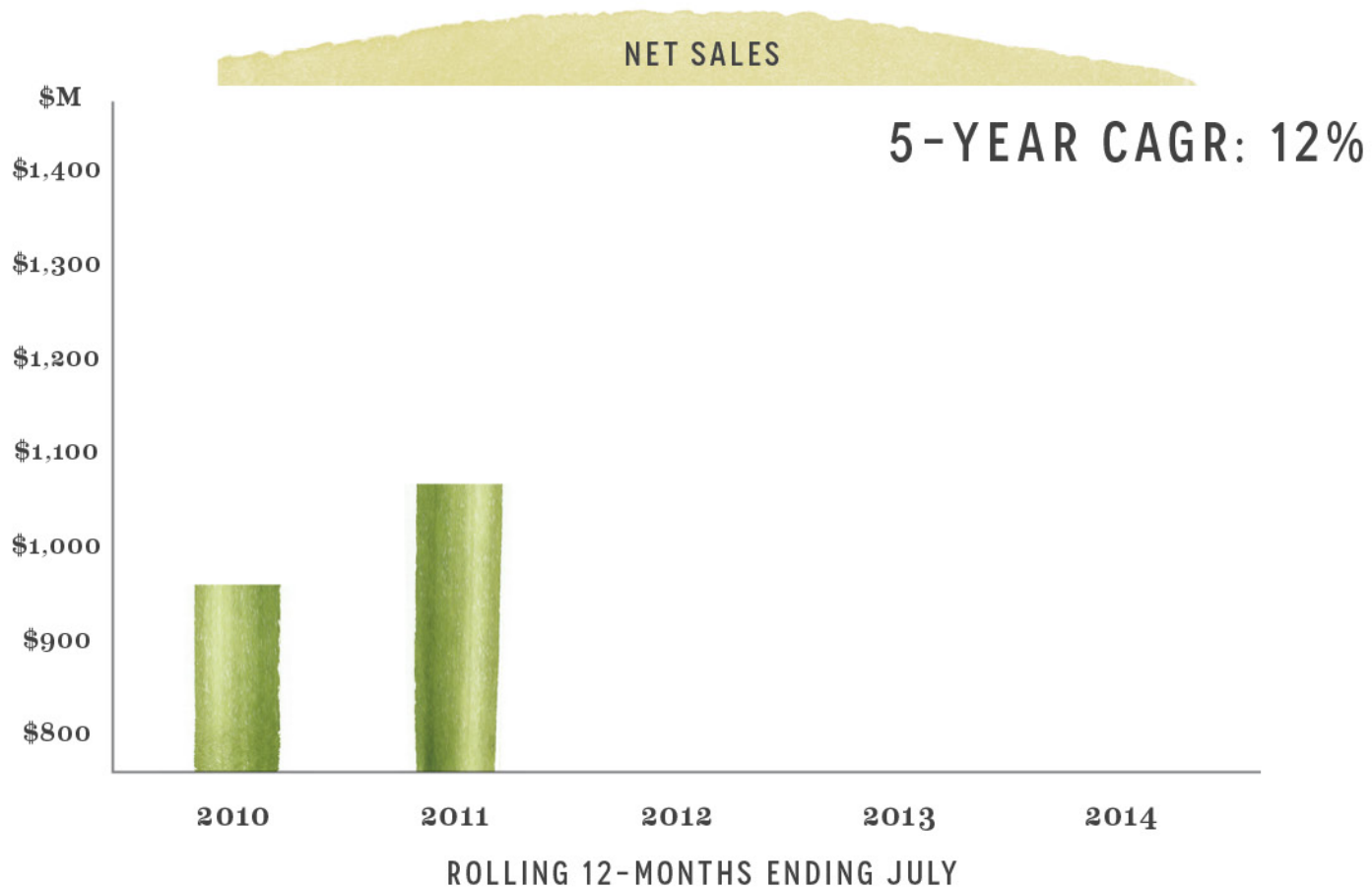


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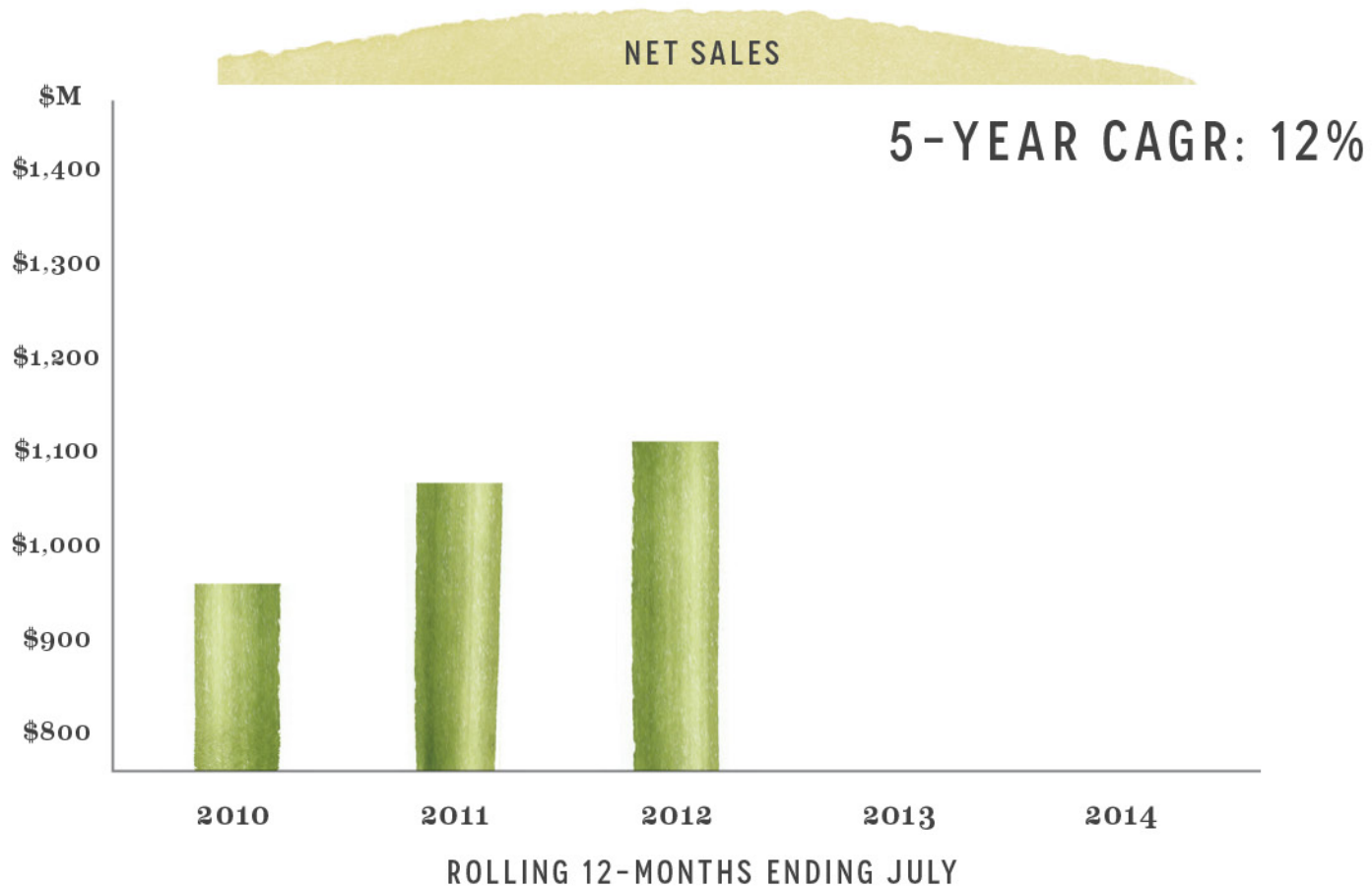


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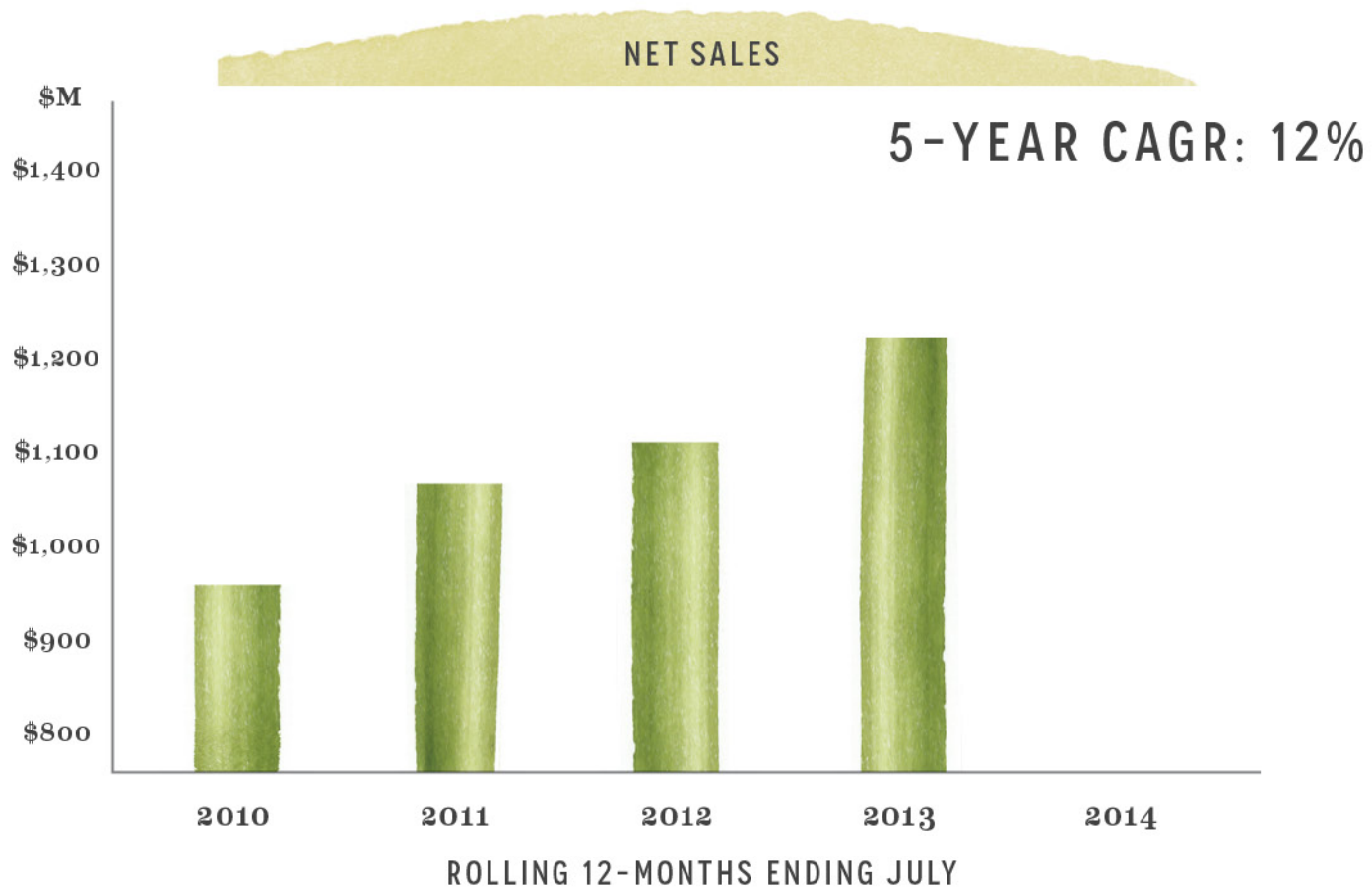


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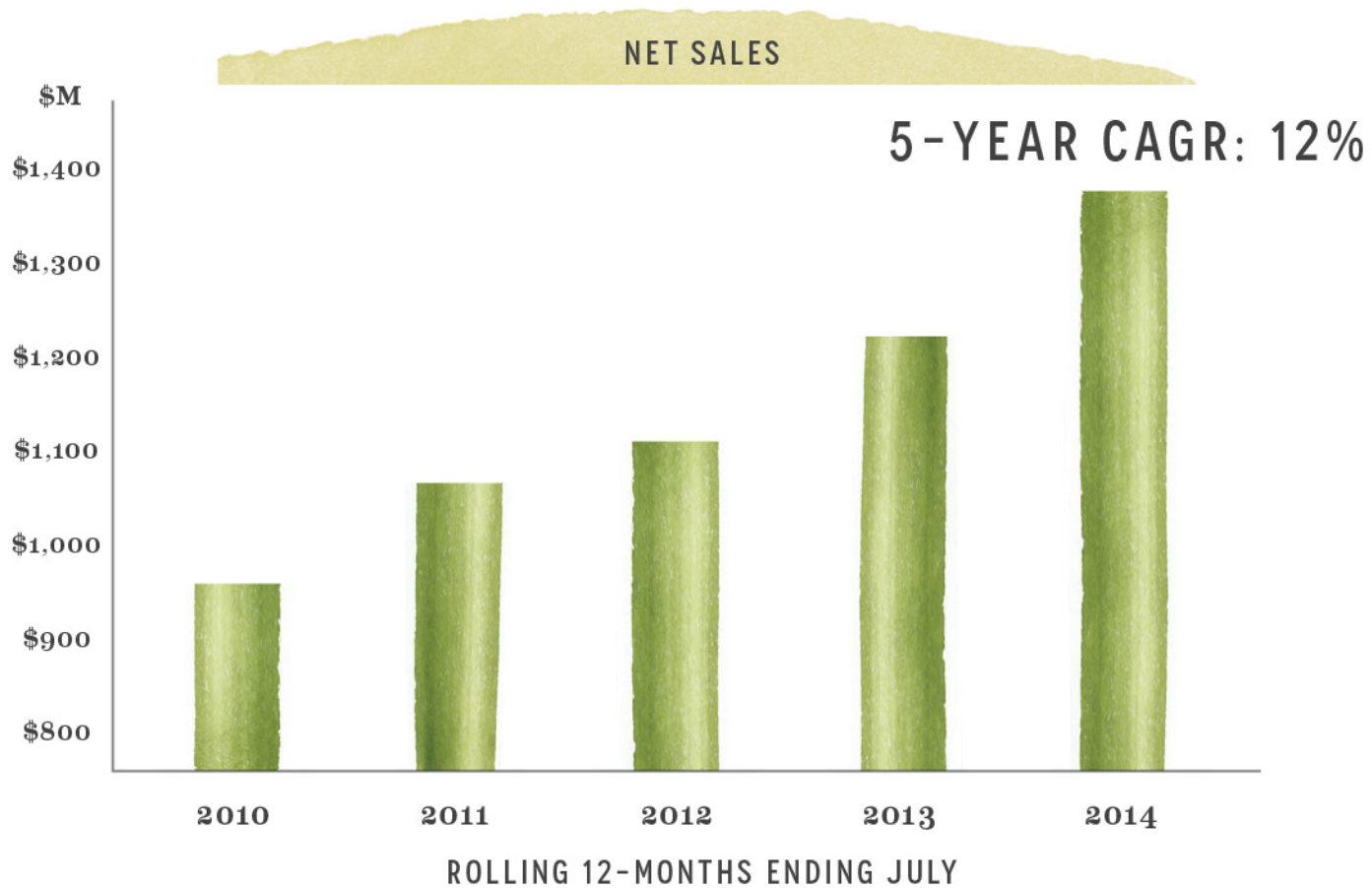


# Brand HIGHLIGHTS





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# ACCOMPLISHMENTS



## ACCOMPLISHMENTS

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





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- **INDUSTRY LEADING 4-WALL AND OVERALL PROFITABILITY**



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- **6 STRAIGHT QUARTERS OF FASTER INVENTORY TURNS**



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- **DOUBLED BHLDN SALES SINCE JOINING ANTHROPOLOGIE GROUP**
- **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

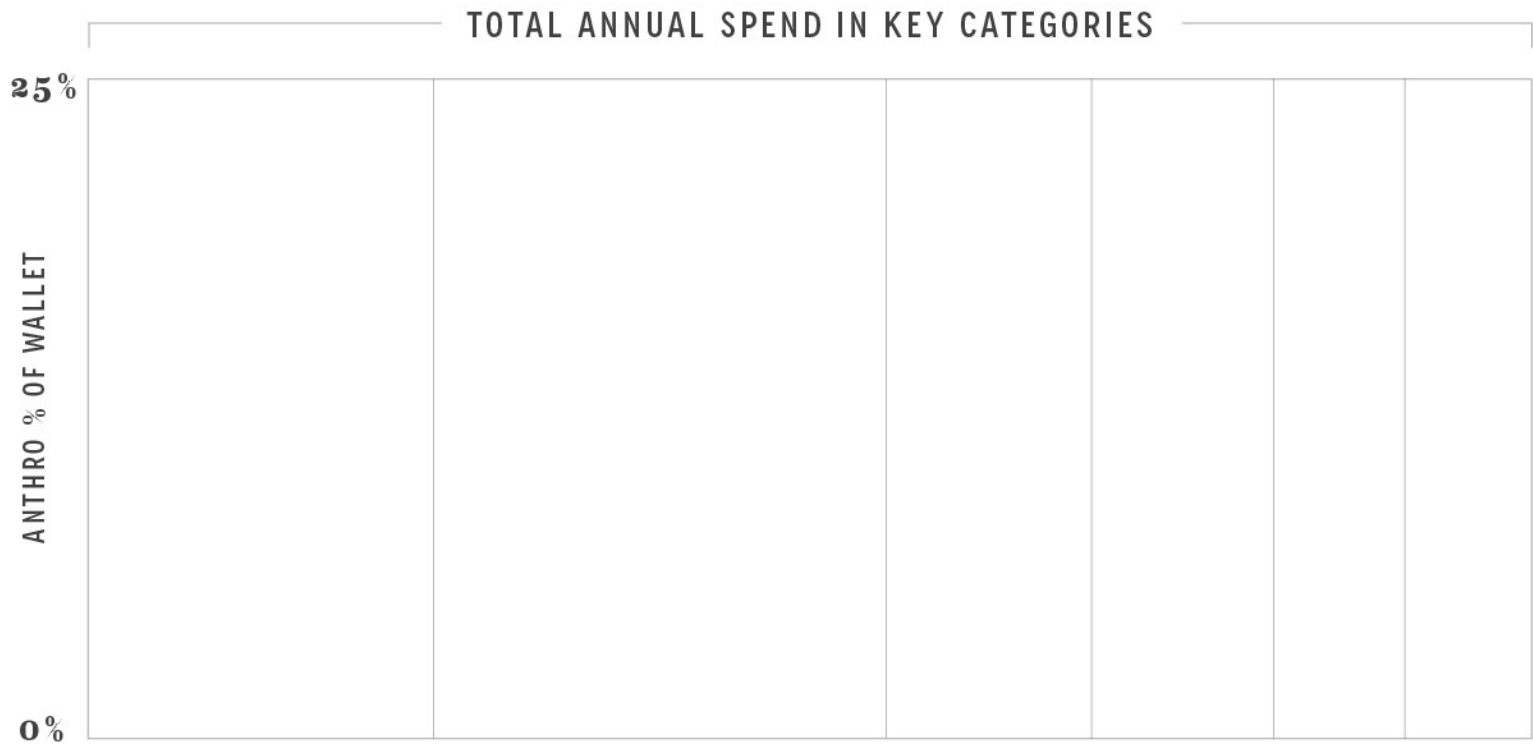




# CUSTOMERS *share of* WALLET

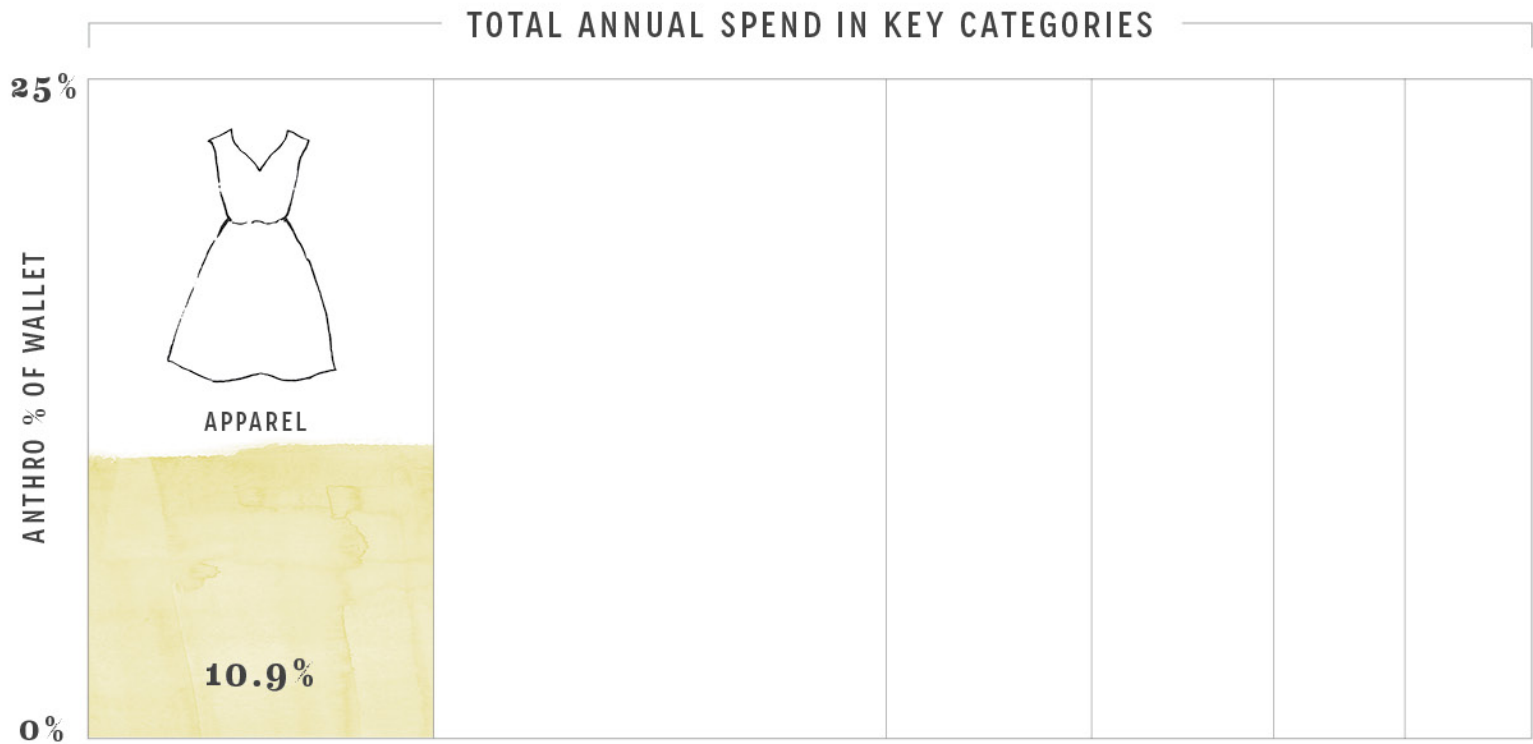


# CUSTOMERS *share of* WALLET





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## TOTAL ANNUAL SPEND IN KEY CATEGORIES





# CUSTOMERS *share of* WALLET

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# CUSTOMERS *share of* WALLET

## TOTAL ANNUAL SPEND IN KEY CATEGORIES







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



## CUSTOMER *Profile*

“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”



## CUSTOMER *Profile*

“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*

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

“Outdoor would be great, including lighting”







## CUSTOMER *Profile*

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“Outdoor would be great, including lighting”

“I wish Anthropologie offered more  
linens and towels, they are so unique  
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“I think more decorative storage, the  
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“I think more decorative storage, the storage options out there are so boring”

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



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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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“Terrain has so many beautiful and creative items to bring nature into your home.”

“Please make more petites!”





A

## CUSTOMER *Profile*

“I’d love to see more robes and slips to bring lingerie into my wardrobe”





## CUSTOMER *Profile*

“I’d love to see more robes and slippers to bring lingerie into my wardrobe”

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



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that seems totally unique to them”

“It feels so cozy and so sexy,  
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





*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.”

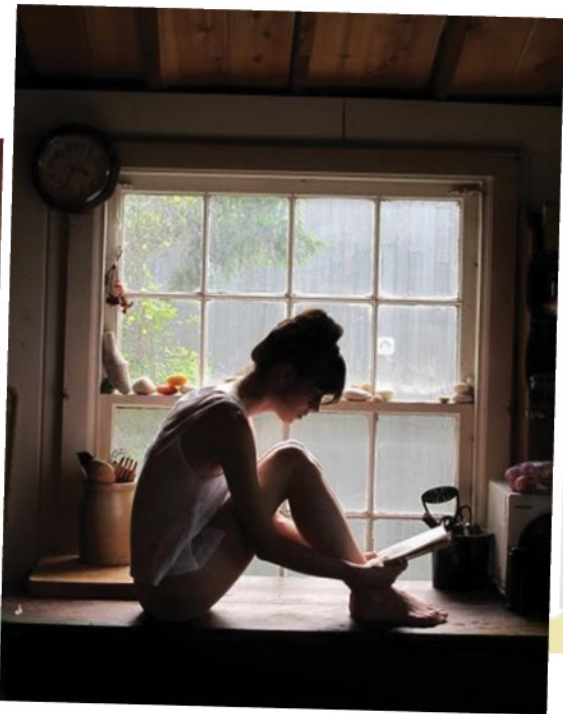
A

*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

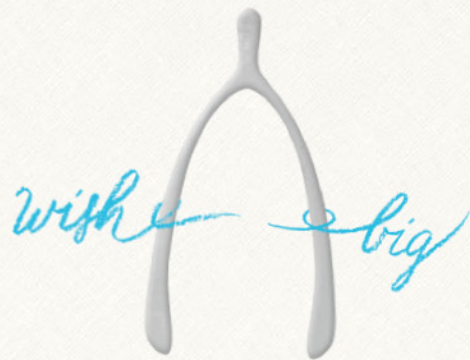
product expansion: B H L D N



“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

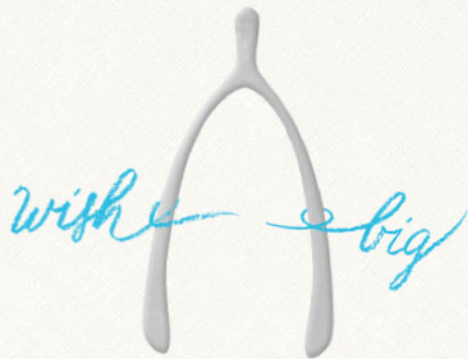
REGISTRY



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.”



A

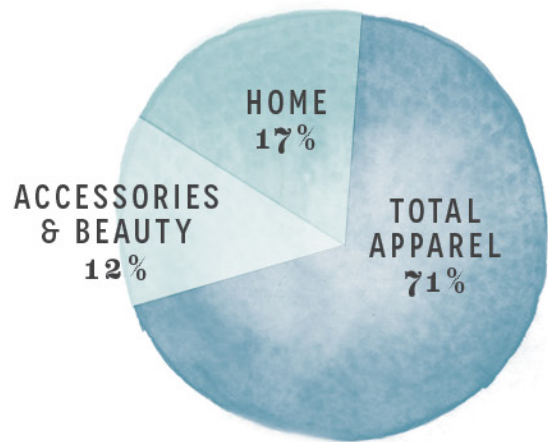
*estimated look* FORWARD





*estimated look* FORWARD

CATEGORY PENETRATION  
CURRENT

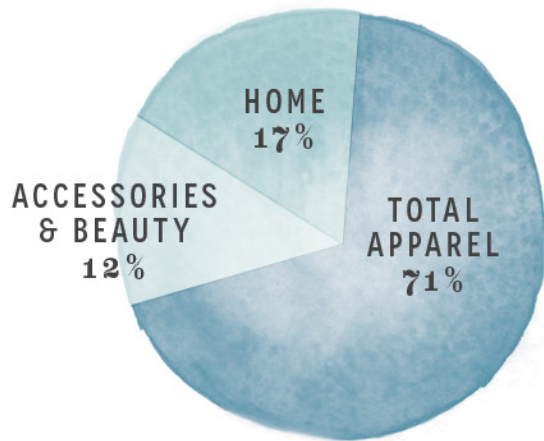




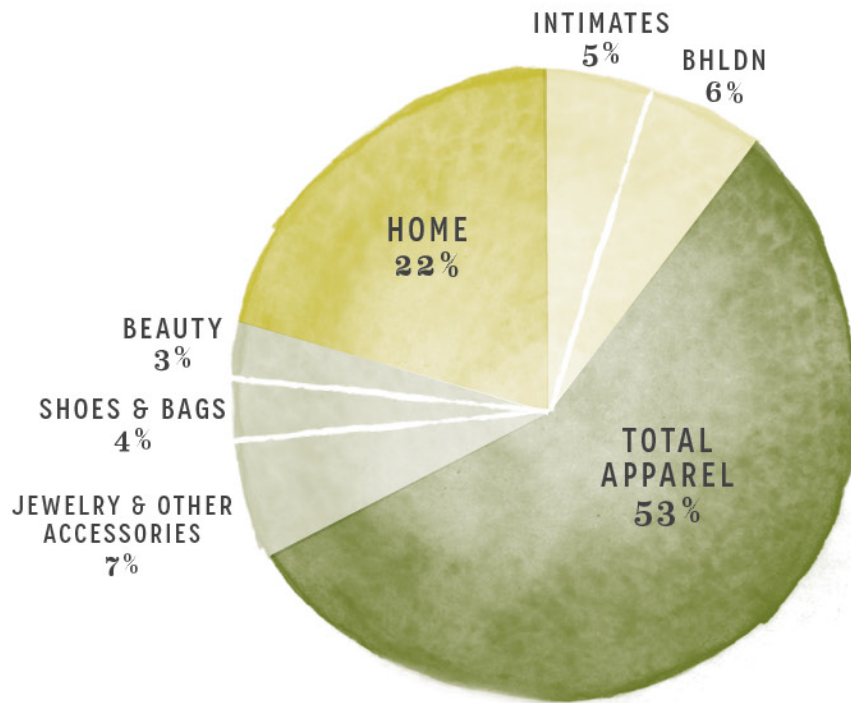


*estimated look* FORWARD

CATEGORY PENETRATION  
CURRENT



CATEGORY PENETRATION  
2020



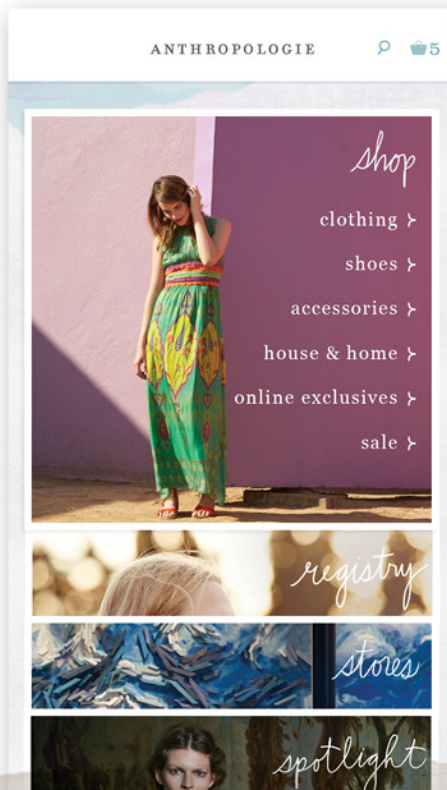


*moving* **FORWARD**

*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