

EST. 1892

# Abercrombie & Fitch

NEW YORK

**TELSEY ADVISORY GROUP**

**3rd ANNUAL FALL CONSUMER CONFERENCE**

**OCTOBER 2, 2012**

## **SAFE HARBOR STATEMENT UNDER THE PRIVATE SECURITIES LITIGATION REFORM ACT OF 1995**

A&F cautions that any forward-looking statements (as such term is defined in the Private Securities Litigation Reform Act of 1995) contained in this presentation or made by management or spokespeople of A&F involve risks and uncertainties and are subject to change based on various important factors, many of which may be beyond the Company's control. Words such as "estimate," "project," "plan," "believe," "expect," "anticipate," "intend," and similar expressions may identify forward-looking statements. Except as may be required by applicable law, we assume no obligation to publicly update or revise our forward-looking statements. The factors included in the disclosure under the heading "FORWARD-LOOKING STATEMENTS AND RISK FACTORS" in "ITEM 1A. RISK FACTORS" of A&F's Annual Report on Form 10-K for the fiscal year ended January 28, 2012, in some cases have affected and in the future could affect the Company's financial performance and could cause actual results for the 2012 fiscal year and beyond to differ materially from those expressed or implied in any of the forward-looking statements included in this presentation or otherwise made by management.

## **OTHER INFORMATION**

All dollar and share amounts are in thousands unless otherwise stated. Sub-totals and totals may not foot due to rounding.

# STRATEGIC OBJECTIVE

LEVERAGE THE INTERNATIONAL APPEAL OF OUR ICONIC BRANDS  
TO BUILD A HIGHLY PROFITABLE, SUSTAINABLE, GLOBAL BUSINESS



EST. 1892  
**Abercrombie  
& Fitch**  
NEW YORK

EST. 1892  
**abercrombie**  
KIDS

**GILLY HICKS**  
SYDNEY

PACIFIC MERCHANTS  
  
**HOLLISTER**  
CALIFORNIA  
1922

**INTERNATIONAL OPERATIONS**

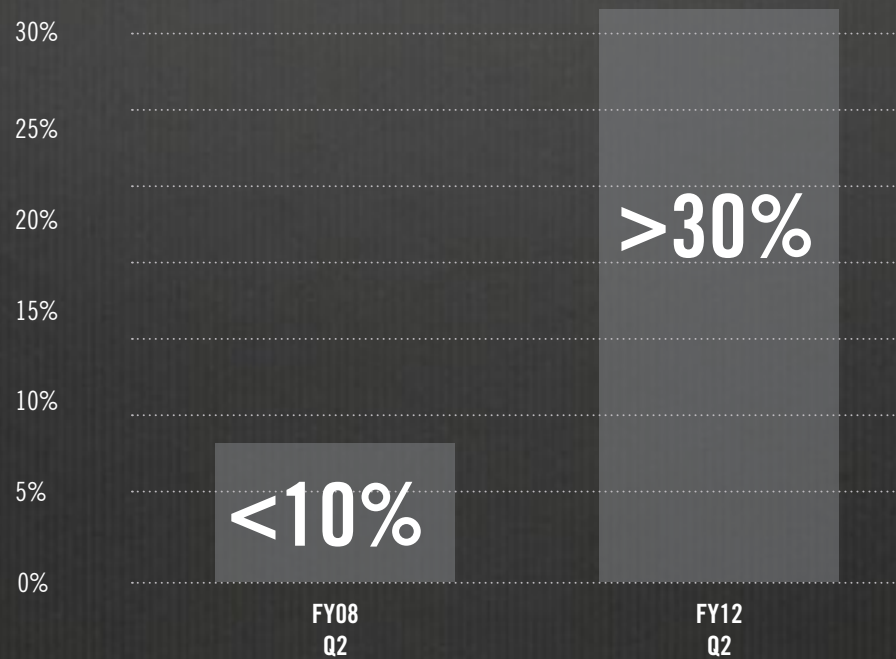
**DIRECT-TO-CONSUMER BUSINESS**

**DOMESTIC STORE PROFITABILITY**

**CAPITAL ALLOCATION PHILOSOPHY**



# INTERNATIONAL SALES SHARE





# HOLLISTER EUROPE

90%

OF STORES ACHIEVING 4-WALL  
OPERATING MARGINS OF 30%  
OR GREATER



HOLLISTER FLAGSHIP - REGENT STREET

# A&F FLAGSHIPS - EUROPE

COMBINED TRAILING  
TWELVE MONTH STORE-LEVEL ROI

>35%



A&F FLAGSHIP - BRUSSELS



# A&F FLAGSHIPS - EUROPE

# 25%

OR HIGHER 4-WALL OPERATING  
MARGIN IN ALL BUT TWO STORES



A&F FLAGSHIP - PARIS



# A&F INTERNATIONAL OPENINGS

CITY	TIMING	TYPE
HONG KONG	AUGUST 11, 2012	FLAGSHIP
MUNICH	Q3 2012	A&F and kids FLAGSHIP
DUBLIN	Q4 2012	TIER 1 / FLAGSHIP
AMSTERDAM	Q4 2012	TIER 1 / FLAGSHIP
SEOUL	2013	TIER 1 / FLAGSHIP
SHANGHAI	FALL 2013	FLAGSHIP
LONDON	TBD	kids FLAGSHIP



A&F FLAGSHIP - HONG KONG

# **DIRECT-TO-CONSUMER BUSINESS**

**10**

**SUCCESSIVE QUARTERS WITH  
YEAR-OVER-YEAR SALES GROWTH  
OF AT LEAST**

**25%**

# DOMESTIC STORE PROFITABILITY INITIATIVES

MERCHANDISE INITIATIVES

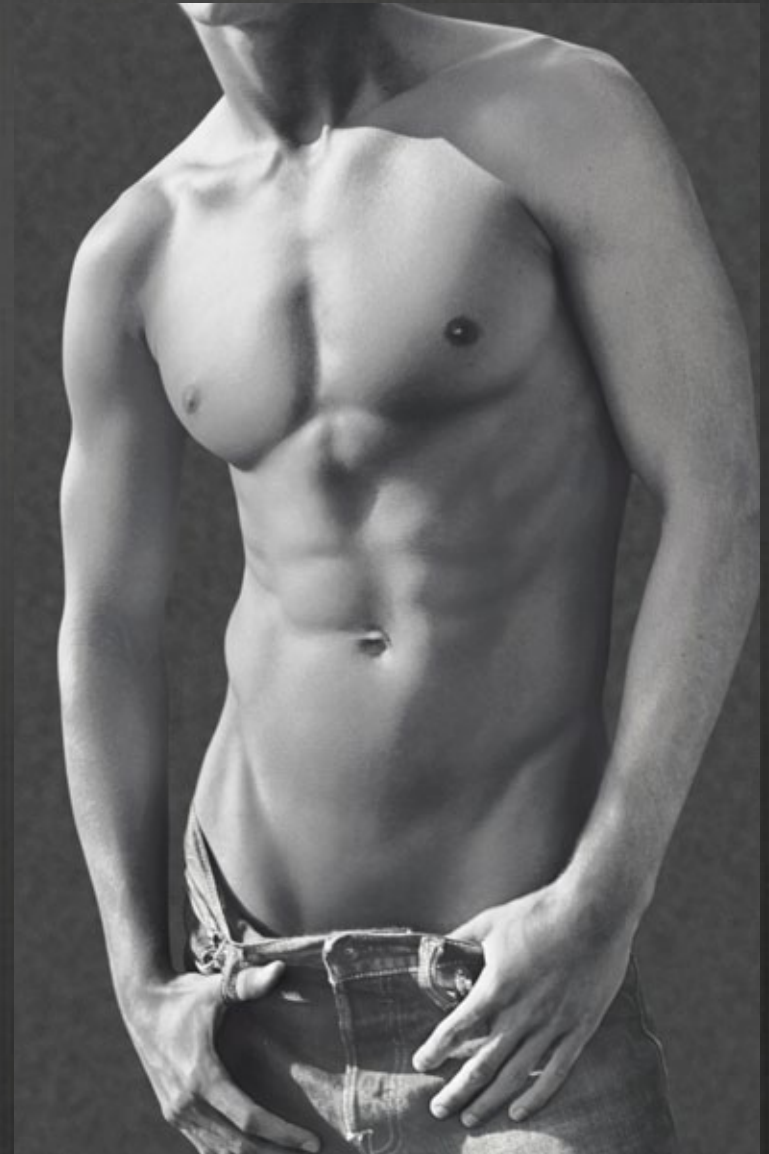
INVENTORY OPTIMIZATION

INSIGHT & INTELLIGENCE

CUSTOMER ENGAGEMENT

STORE RATIONALIZATION

EXPENSE AND AUC REDUCTION



# CAPITAL ALLOCATION PHILOSOPHY

HIGH RETURN INTERNATIONAL STORE GROWTH

OPERATIONAL INVESTMENTS

SHARE REPURCHASES

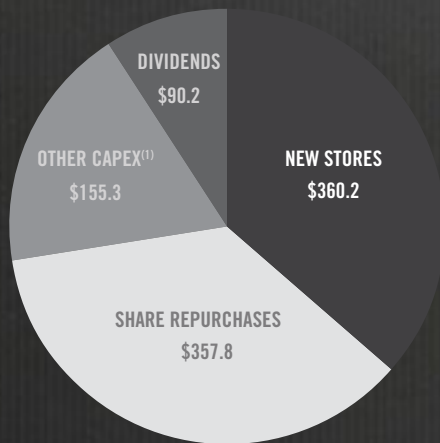
DIVIDENDS





# USE OF CASH - LAST 6 QUARTERS

NEW STORES	\$360.2
SHARE REPURCHASES	\$357.8
OTHER CAPEX <sup>(1)</sup>	\$155.3
DIVIDENDS	\$90.2
TOTAL	\$963.5



(1) Other Capex includes maintenance capex, IT, DTC, and DC investments



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