

# Abercrombie \& Fitch Co. 

Abercrombie \& Fitch
abercrombie kids

GILLY HICKS

INVESTOR PRESENTATION:
SECOND QUARTER 2023

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

This presentation contains forward-looking statements (as such term is defined in the Private Securities Litigation Reform Act of 1995). These statements, including, without limitation, statements regarding our third quarter and annual fiscal 2023 results, relate to our current assumptions, projections and expectations about our business and future events. Any such forward-looking statements involve risks and uncertainties and are subject to change based on various important factors, many of which may be beyond the company's control. The inclusion of such information should not be regarded as a representation by the company, or any other person, that the objectives of the company will be achieved. Words such as "estimate," "project," "plan," "believe," "expect," "anticipate," "intend," "should," "are confident," "will," "could," "outlook," 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 any forward-looking statements, including any financial targets or estimates, whether as a result of new information, future events, or otherwise. Factors that may cause results to differ from those expressed in our forward-looking statements include, but are not limited to, the factors disclosed in Part I, Item 1A. "Risk Factors" of the company's Annual Report on Form 10K for the fiscal year ended January 28, 2023, and otherwise in our reports and filings with the Securities and Exchange Commission, as well as the following factors: risks related to changes in global economic and financial conditions, and the resulting impact on consumer confidence and consumer spending, as well as other changes in consumer discretionary spending habits; risks related to continued inflationary pressures with respect to labor and raw materials and global supply chain constraints that have, and could continue, to affect freight, transit, and other costs; risks related to geopolitical conflict, including ongoing geopolitical challenges between the United States and China, the ongoing hostilities in Ukraine, acts of terrorism, mass casualty events, social unrest, civil disturbance or disobedience; risks related to our failure to engage our customers, anticipate customer demand and changing fashion trends, and manage our inventory; risks related to our failure to operate effectively in a highly competitive and constantly evolving industry; risks related to our ability to execute on our strategic and growth initiatives, including those outlined in our Always Forward Plan; risks related to fluctuations in foreign currency exchange rates; risks related to fluctuations in our tax obligations and effective tax rate, including as a result of earnings and losses generated from our international operations, may result in volatility in our results of operations; risks and uncertainty related to adverse public health developments, such as the COVID-19 pandemic; risks associated with corporate responsibility issues; risks related to cybersecurity threats and privacy or data security breaches; and the potential loss or disruption to our information systems.

## OTHER INFORMATION

The following presentation includes certain adjusted non-GAAP financial measures. Additional details about non-GAAP financial measures and a reconciliation of GAAP financial measures to non-GAAP financial measures is included in the Appendix to this presentation. As used in the presentation, "GAAP" refers to accounting principles generally accepted in the United States of America. Sub-totals and totals may not foot due to rounding. Net income (loss) and net income (loss) per share financial measures included herein are attributable to Abercrombie \& Fitch Co., excluding net income attributable to noncontrolling interests.

As used in this presentation, unless otherwise defined, references to "Abercrombie" includes the company's Abercrombie \& Fitch and abercrombie kids brands and references to "Hollister" include the company's Hollister, Gilly Hicks, and Social Tourist brands. Additionally, references to "Americas" includes North America and South America, "EMEA" includes Europe, the Middle East and Africa and "APAC" includes the Asia-Pacific region, including Asia and Oceania.


# Abercrombie \& Fitch Co. is a global, digitally-led, omnichannel apparel and accessories retailer catering to kids through millennials with assortments curated for their specific lifestyle needs 

Our corporate purpose of 'Being here for you on the journey to being and becoming who you are' fuels our purpose-led brands and our global associates

## OUR BRANDS





## OUR JOURNEY GROWTH FOCUS, LEVERAGING TRANSFORMED OPERATING MODEL

## SALES \& PROFITABILITY HISTORY



Gross Profit Rate
(as a \% of net sales)

## Operating Income (Loss)

(in \$ millions)



ALWAYS FORWARD PLAN

2025 TARGETS:
\$4.18- $\$ 4.3 \mathrm{~B}$
REVENUES
$8 \%+$
OPERATING MARGIN
\$600M
MINIMUM FREE CASH FLOW GENERATION OVER 3 YEARS

LONG-TERM GOAL OF $\$ 5$ B IN REVENUES AND A 10\%+ OPERATING MARGIN

ALWAYS FORWARD PLAN PILLARS
ALWAYS FORWARD PLAN INTRODUCED AT JUNE 2022 INVESTOR DAY

EXECUTE FOCUSED BRAND GROWTH PLANS

- Data driven approach to store expansion
- Grow brand lovers through digital marketing and social sellingACCELERATE AN ENTERPRISE-WIDE DIGITAL REVOLUTION
-"Know Them Better" - continued expansion and acceleration of investments in customer analytics to improve customer engagement
-"Wow Them Everywhere" - continued investments in people, systems, and processes to improve the end-to-end customer experienceOPERATE WITH FINANCIAL DISCIPLINE
- Operate with a more agile cost structure
- Seek expense efficiencies while protecting investments in digital, technology and store growth


## 1 FOCUSED BRAND GROWTH

PRODUCT


## PRODUCT FRANCHISES \& EXTENSIONS

- Active (YPB in A\&F)
- A\&F Best Dressed Guest
- Graphics Licensing

VOICE


DIGITAL CUSTOMER ACQUISITION

- Influencer Channel
- Social Commerce (Instagram, TikTok, WeChat)
- Affiliate Sales

EXPERIENCE


## GEOGRAPHIC EXPANSION

- Physical/Digital Experiences
- U.S. \& International Stores
- Wholesale \& Digital Marketplaces


## 2 ENTERPRISE-WIDE DIGITAL REVOLUTION

- Modernize Foundation (Retail ERP, Data Infrastructure)
- Consistency between Store and Digital experiences
- Powerful, Modern Loyalty Program

- Personalization
- Fast, Digital Product Testing
- Real Estate Location Analytics



## 3 FINANCIAL DISCIPLINE

|  | 2021 | 2022 | >FWD> <br> 2025 TARGET | - GROSS MARGIN expansion from 2022 on improved AUR and lower AUC through net reduction in freight and raw materials costs |
| :---: | :---: | :---: | :---: | :---: |
| NET SALES | \$3.7B | \$3.7B | \$4.1B-\$4.3B |  |
| GROSS PROFIT ${ }^{(1)}$ | 62.3\% | 56.9\% | 60\%-63\% |  |
| OPERATING EXPENSE | 53.3\% | 54.5\% | 52\%-53\% | - OPERATING EXPENSE leverage from sales |
| OPERATING INCOME | 9.2\% | 2.5\% | 8\%+ | volume, net of expected inflation and investments |

"These strong results showcase the power of our playbook and our team's ability to align product, voice, and experience to meet our customers' needs. Operationally, we are strategically managing inventory, leveraging chase capabilities to support demand, and driving efficiency across our business."

Fran Horowitz I CEO, Abercrombie \& Fitch Co.

## GLOBAL BRAND SALES GROWTH



SALES GROWTH ACCELERATED THROUGHOUT THE QUARTER, WITH GROWTH ACROSS BRANDS AND REGIONS


## FINANCIAL DISCIPLINE

## INVENTORY <br> $30 \%$ YOWER

DRIVEN BY REGAINED
CHASE CAPABILITY AND SALES GROWTH

## 2023 Q2

Total Americas Net Sales
(in \$ millions)


- Net sales up $19 \%$ to last year
- Net sales up $19 \%$ on a constant currency basis ${ }^{(1)}$

Total EMEA Net Sales
(in \$ millions)


- Net sales up 4\% to last year
- Net sales up $1 \%$ on a constant currency basis ${ }^{(1)}$

Total APAC Net Sales
(in \$ millions)


## 2023 Q2

Total Company Net Sales
(in \$ millions)


- Highest Q2 net sales since 2013
- Net sales up $16 \%$ to last year
- Net sales up $16 \%$ on a constant currency basis ${ }^{(1)}$

Abercrombie Brands Net Sales


- Highest Q2 net sales since 2011
- Consistent growth across genders, channels and geographies
- $49 \%$ of total net sales

Hollister Brands Net Sales
(in \$ millions)


[^0]

- Benefit from AUR growth (approx. +400 bps) and lower freight costs (approx. +340 bps)
- Offset by higher raw materials costs (approx. - 180 bps ) and foreign currency (approx. -60 bps)


## CASH \& EQUIVALENTS

- \$617M as compared to \$370M last year


## INVENTORIES

- \$493M, down 30\% from last year
- Clean, current inventory position with regained chase capability


## SHORT-TERM BORROWINGS

- No borrowings outstanding under the company's senior secured revolving credit facility ("ABL Facility")
- \$357M of borrowing available under ABL Facility as of July 29, 2023


## GROSS LONG-TERM BORROWINGS

- \$300M outstanding compared with \$308M last year


## TOTAL LIQUIDITY ${ }^{(1)}$ <br> (1)

- $\$ 974 \mathrm{M}$ as compared to $\$ 729 \mathrm{M}$ last year
(1) Liquidity is comprised of cash and equivalents and borrowing available under the ABL Facility


## $2023 \begin{aligned} & \text { FISCAL } \\ & \text { OUTLOO }\end{aligned}$ <br> OUTLOOK

## The following outlook replaces all previous full year guidance. For fiscal 2023, the company now expects:

| Q3 2023 | Q3 OUTLOOK |
| :--- | :---: |
| NET SALES | UP LOW DOUBLE-DIGITS ${ }^{(1)}$ |
| OPERATING MARGIN | RANGE OF 8\% TO $10 \%{ }^{(2)}$ |
| EFFECTIVE TAX RATE | MID-30s ${ }^{(3)}$ |


| FY 2023 | CURRENT FULL YEAR OUTLOOK | PREVIOUS FULL YEAR OUTLOOK ${ }^{(4)}$ |
| :--- | :---: | :---: |
| NET SALES | GROWTH OF AROUND 10\% ${ }^{(5)}$ | UP $2 \%$ TO 4\% |
| OPERATING MARGIN | IN THE RANGE OF 8\% TO 9\% | $5 \%$ TO 6\% |
| EFFECTIVE TAX RATE | LOW-TO-MID 30s ${ }^{(6)}$ | HIGH-30s |
| CAPITAL EXPENDITURES | $\sim \$ 160$ MILLION | $\sim \$ 160$ MILLION |

[^1]

## INCOME STATEMENT



[^2]

## OPERATING EXPENSE

| (in thousands) | Q2 2023 | $\begin{aligned} & \text { NET OF } \\ & \text { NALES } \end{aligned}$ | Q2 2022 | $\begin{aligned} & \text { NET OF } \\ & \text { SALES } \end{aligned}$ | $\begin{aligned} & 1 \mathrm{YR} \\ & \mathrm{BPS}^{(1)} \end{aligned}$ |
| :---: | :---: | :---: | :---: | :---: | :---: |
| STORES AND DISTRIBUTION | \$352,730 | 37.7\% | \$340,791 | 42.3\% | (460) |
| MARKETING, GENERAL \& ADMINISTRATIVE | 144,502 | 15.4\% | 124,168 | 15.4\% | - |
| ASSET IMPAIRMENT | - | 0.0\% | 2,170 | 0.3\% | (30) |
| TOTAL OPERATING EXPENSE - GAAP | \$497,232 | 53.2\% | \$467,129 | 58.0\% | (480) |
| RECONCILIATION OF GAAP TO NON-GAAP OPERATING EXPENSE |  |  |  |  |  |
| TOTAL OPERATING EXPENSE - GAAP | 497,232 | 53.2\% | 467,129 | 58.0\% | (480) |
| EXCLUDED ITEMS ${ }^{(2)}$ | - | 0.0\% | 2,170 | 0.3\% | (30) |
| TOTAL ADJUSTED OPERATING EXPENSE - NON-GAAP | \$497,232 | 53.2\% | \$464,959 | 57.8\% | (460) |

(1) Rounded based on reported percentages
(2) Excluded items consist of pre-tax store and other asset impairment charges for the current year and pre-tax store asset impairment charges for the prior year, respectively. Refer to the Appendix for further details.

## BALANCE SHEET

| (in thousands) | JULY 29,2023 | JANUARY 28, 2023 | JULY 30, 2022 |
| :--- | :---: | :---: | :---: |
| CASH AND EQUIVALENTS | $\$ 617,339$ | $\$ 517,602$ | $\$ 369,957$ |
| RECEIVABLES | 112,597 | 104,506 | 79,820 |
| INVENTORIES | 493,479 | 505,621 | 708,024 |
| OTHER CURRENT ASSETS | 87,850 | 100,289 | 104,887 |
| TOTAL CURRENT ASSETS | $\$ 1,311,265$ | $\$ 1,228,018$ | $\$ 1,262,688$ |
| PROPERTY AND EQUIPMENT, NET | 553,680 | 551,585 | 511,181 |
| OPERATING LEASE RIGHT-OF-USE ASSETS | 714,977 | 723,550 | 740,627 |
| OTHER ASSETS | 216,792 | 209,947 | 219,598 |
| TOTAL ASSETS | $\$ 2,796,714$ | $\$ 2,713,100$ | $\$ 2,734,094$ |
| ACCOUNTS PAYABLE | $\$ 323,197$ | $\$ 258,895$ | $\$ 408,297$ |
| ACCRUED EXPENSES | 375,544 | 413,303 | 342,690 |
| SHORT-TERM PORTION OF OPERATING LEASE LIABILITIES | 191,700 | 213,979 | 202,699 |
| INCOME TAXES PAYABLE | 46,039 | 16,023 | 5,582 |
| TOTAL CURRENT LIABILITIES | $\$ 936,480$ | $\$ 902,200$ | $\$ 959,268$ |
| LONG-TERM PORTION OF OPERATING LEASE LIABILITIES | 692,046 | 713,361 | 714,265 |
| LONG-TERM BORROWINGS, NET | 297,385 | 296,852 | 304,219 |
| OTHER LIABILITIES | 92,019 | 94,118 | 83,415 |
| TOTAL LONG-TERM LIABILITIES | $\$ 1,081,450$ | $\$ 1,104,331$ | $\$ 1,101,899$ |
| TOTAL ABERCROMBIE \& FITCH CO. STOCKHOLDERS EQUITY | 768,306 | 694,841 | 661,788 |
| NONCONTROLLING INTEREST | 10,478 | 11,728 | 11,139 |
| TOTAL STOCKHOLDERS' EQUITY | $\$ 778,784$ | $\$ 706,569$ | $\$ 672,927$ |
| TOTAL LIABILITIES AND STOCKHOLDERS' EQUITY | $\$ 2,796,714$ | $\$ 2,713,100$ | $\$ 2,734,094$ |

## A\&F Co. $\quad$ APPENDIX




## STATEMENT OF CASH FLOWS

|  | YEAR TO DATE PERIOD ENDED |  |
| :--- | :---: | :---: |
| (in thousands) | JULY 29,2023 | JULY 30, 2022 |
| NET CASH PROVIDED BY (USED FOR) OPERATING ACTIVITIES | $\$ 216,328$ | $\$(259,733)$ |
| PURCHASES OF PROPERTY AND EQUIPMENT | $(89,780)$ | $(59,582)$ |
| PROCEEDS FROM THE SALE OF PROPERTY AND EQUIPMENT | - | 7,972 |
| NET CASH USED FOR INVESTING ACTIVITIES | $\$(89,780)$ | $\$(51,610)$ |
| PAYMENT OF DEBT ISSUANCE OR MODIFICATION COSTS AND FEES | $(17)$ | - |
| PURCHASES OF COMMON STOCK | - | $(117,775)$ |
| OTHER FINANCING ACTIVITIES | $(23,325)$ | $(17,649)$ |
| NET CASH USED FOR FINANCING ACTIVITIES | $\$(23,342)$ | $\$(135,424)$ |
| EFFECT OF FOREIGN CURRENCY EXCHANGE RATES ON CASH | $(3,672)$ | $(7,567)$ |
| NET INCREASE (DECREASE) IN CASH AND EQUIVALENTS, AND RESTRICTED CASH AND | $\$ 99,534$ | $\$(454,334)$ |
| EQUIVALENTS |  |  |
| CASH AND EQUIVALENTS, AND RESTRICTED CASH AND EQUIVALENTS, BEGINNING OF PERIOD | $\$ 527,569$ | $\$ 834,368$ |
| CASH AND EQUIVALENTS, AND RESTRICTED CASH AND EQUIVALENTS, END OF PERIOD | $\$ 627,103$ | $\$ 380,034$ |

## SHARE REPURCHASES

SINCE THE START OF 2021, THE COMPANY REPURCHASED APPROXIMATELY 15 MILLION SHARES FOR APPROXIMATELY \$503 MILLION. THERE IS APPROXIMATELY \$232 MILLION REMAINING UNDER OUR PREVIOUSLY AUTHORIZED SHARE REPURCHASE PROGRAM.


[^3]
## RECONCILIATION OF GAAP TO NON-GAAP RESULTS

## STATEMENT OF OPERATIONS

| NET SALES | Q2 2023 | Q2 2022 | $\triangle$ \% |
| :---: | :---: | :---: | :---: |
| GAAP | \$935,345 | \$805,091 | 16\% |
| IMPACT FROM CHANGES IN FOREIGN CURRENCY EXCHANGE RATES ${ }^{(1)}$ | - | 2,873 | 0\% |
| NON-GAAP CONSTANT CURRENCY BASIS | \$935,345 | \$807,964 | 16\% |
| GROSS PROFIT | Q2 2023 | Q2 2022 | $\triangle$ BPS ${ }^{(2)}$ |
| GAAP | \$584,380 | \$465,891 | 460 |
| IMPACT FROM CHANGES IN FOREIGN CURRENCY EXCHANGE RATES ${ }^{(1)}$ | - | $(2,977)$ | 60 |
| NON-GAAP CONSTANT CURRENCY BASIS | \$584,380 | \$462,914 | 520 |
| OPERATING INCOME (LOSS) | Q2 2023 | Q2 2022 | $\triangle$ BPS ${ }^{(2)}$ |
| GAAP | \$89,842 | \$ $(2,191)$ | 990 |
| EXCLUDED ITEMS ${ }^{(3)}$ | - | $(2,170)$ | 30 |
| ADJUSTED NON-GAAP | \$89,842 | \$(21) | 960 |
| IMPACT FROM CHANGES IN FOREIGN CURRENCY EXCHANGE RATES ${ }^{(1)}$ | - | (971) | 10 |
| ADJUSTED NON-GAAP CONSTANT CURRENCY BASIS | \$89,842 | \$(992) | 970 |
| NET INCOME (LOSS) PER DILUTED SHARE | Q2 2023 | Q2 2022 | $\triangle$ \$ |
| GAAP | \$1.10 | \$(0.33) | \$1.43 |
| EXCLUDED ITEMS, NET OF TAX ${ }^{(3)}$ | - | (0.03) | 0.03 |
| ADJUSTED NON-GAAP | \$1.10 | \$(0.30) | \$1.40 |
| IMPACT FROM CHANGES IN FOREIGN CURRENCY EXCHANGE RATES ${ }^{(1)}$ | - | (0.02) | 0.02 |
| ADJUSTED NON-GAAP CONSTANT CURRENCY BASIS | \$1.10 | \$(0.32) | \$1.42 |

(1) The impact from foreign currency is determined by applying current period exchange rates to prior year results and is net of the
(2) year-over-year impact from hedging. The per diluted share impact from foreign currency is calculated using a $26 \%$ tax rate
(3) The estimated basis point impact has been rounded based on the percentage change.

A\&F Co. $\quad$ APPENDIX Excluded items consist of pre-tax store asset impairment charges.


## RECONCILIATION OF GAAP TO NON-GAAP RESULTS

NET SALES BY GEOGRAPHY AND BRAND

|  | Q2 2023 | Q2 2022 |  |  |  |  |  | $\begin{aligned} & \text { GAAP } \\ & \triangle \% \end{aligned}$ | NON-GAAP CONSTANT CURRENCY BASIS $\Delta \%$ |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| (in thousands) |  | GAAP |  | IMPACT FROM CHANGES IN FOREIGN CURRENCY EXCHANGE RATES |  |  | GAAP <br> TANT <br> CY BASIS |  |  |
| NET SALES BY SEGMENT: ${ }^{(2)}$ |  |  |  |  |  |  |  |  |  |
| AMERICAS | \$ 731,427 | \$ | 613,244 | \$ | $(1,174)$ | \$ | 612,070 | 19\% | 19\% |
| EMEA | 171,962 |  | 164,827 |  | 5,306 |  | 170,133 | 4\% | 1\% |
| APAC | 31,956 |  | 27,020 |  | $(1,259)$ |  | 25,761 | 18\% | 24\% |
| TOTAL COMPANY | \$ 935,345 | \$ | 805,091 | \$ | 2,873 | \$ | 807,964 | 16\% | 16\% |


| (in thousands) | Q2 2023 |  |  |  |  |  |  |  | $\begin{gathered} \text { GAAP } \\ \Delta \% \end{gathered}$ | $\begin{gathered} \text { NON-GAAP } \\ \text { CONSTANT } \\ \text { CURRENCY } \\ \text { BASIS } \\ \Delta \% \\ \hline \end{gathered}$ |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  |  |  | GAAP |  | IMPACT FROM CHANGES IN FOREIG CURRENCY EXCHANGE RATES |  | NON-GAAP CONSTANT CURRENCY BASIS |  |  |  |
| NET SALES BY BRAND: |  |  |  |  |  |  |  |  |  |  |
| $\text { ABERCROMBIE }{ }^{(3)}$ | \$ | 462,711 | \$ | 368,157 | \$ | (71) | \$ | 368,086 | 26\% | 26\% |
| HOLLISTER ${ }^{(4)}$ |  | 472,634 |  | 436,934 |  | 2,944 |  | 439,878 | 8\% | 7\% |
| TOTAL COMPANY | \$ | 935,345 | \$ | 805,091 | \$ | 2,873 | \$ | 807,964 | 16\% | 16\% |

${ }^{(1)}$ The estimated impact from foreign currency is determined by applying current period exchange rates to prior year results and is net of the year-over-year impact from hedging. The per diluted share estimated impact from foreign currency is calculated using a $26 \%$ tax rate.
${ }^{(2)}$ Net sales by segment are presented by attributing revenues to an individual country on the basis of the country in which the merchandise was sold for in-store purchases and on the basis of the shipping location provided by customers for digital orders.
${ }^{(3)}$ Abercrombie includes the Abercrombie \& Fitch and abercrombie kids brands.
${ }^{(4)}$ Hollister includes the Hollister, Gilly Hicks and Social Tourist brands.

## Abercrombie \& Fitch Co.


[^0]:    (1) The estimated impact from foreign currency is calculated by applying current period exchange rates to prior year results. Refer to the Appendix for further details.

[^1]:    ${ }^{(1)}$ Included in this outlook is the expected benefit of approximately 140 basis points from foreign currency.
    ${ }^{(2)}$ We expect the year-over-year improvement to be driven by a higher gross profit rate on lower freight costs and higher AURs and modest operating expense leverage on higher sales.
    ${ }^{(3)}$ This outlook assumes the continued inability to realize benefits on certain expected tax losses incurred outside of the U.S.
    ${ }^{(4)}$ Released April 29, 2023
    ${ }^{(5)}$ The current outlook assumes that Abercrombie brands will continue to outperform Hollister brands. Also, fiscal 2023 includes a 53rd week for reporting purposes, and assumes with net store expansion. The 53rd week is estimated to add approximately $\$ 45$ million to total net sales in the fourth quarter and full year of 2023.
    ${ }^{(6)}$ The current outlook assumes the continued inability to realize benefits on certain expected tax losses incurred outside of the U.S., although to a lesser extent than the prior outlook provided.

[^2]:    Gross profit is derived from cost of sales, exclusive of depreciation and amortization

[^3]:    ${ }^{(1)}$ As part of publicly announced plans or programs.

