

EST. 1892

Abercrombie & Fitch

NEW YORK

A&F

| a&f

| GH

| HCo.

HOLLISTER EPIC - SOHO



A&F

a&f

GH

HCo.

MILAN



A&F

a&f

GH

HCo.

TOKYO



A&F

a&f

GH

HCo.

HOLLISTER U.K.



A&F

a&f

GH

HCo.

“We are executing a strategy for the long term, and we feel even better about that strategy today than we did a year ago.”

Mike Jeffries

Q4 earnings call

A&F

a&f

GH

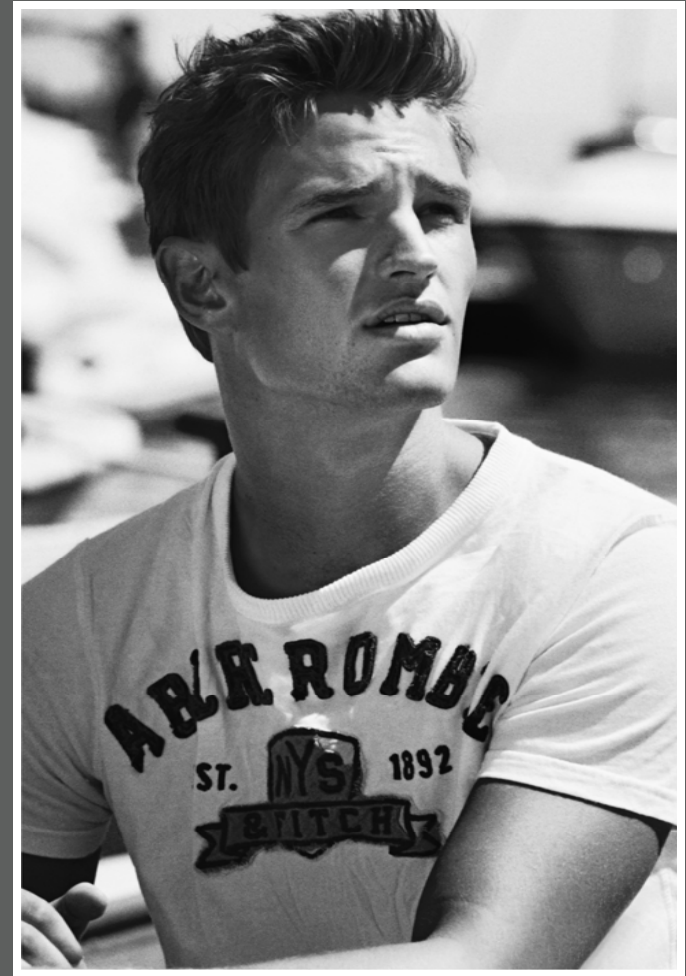
HCo.

CORE STRENGTHS

- Iconic brands with global appeal
- International growth plan
- Strong balance sheet
- Culture and values

A&F FLAGSHIPS

New York	October 2005
London	March 2007
Milan	October 2009
Tokyo	December 2009
Fukuoka	Fall 2010
Copenhagen	Fall 2010
Paris	Spring 2011



A&F

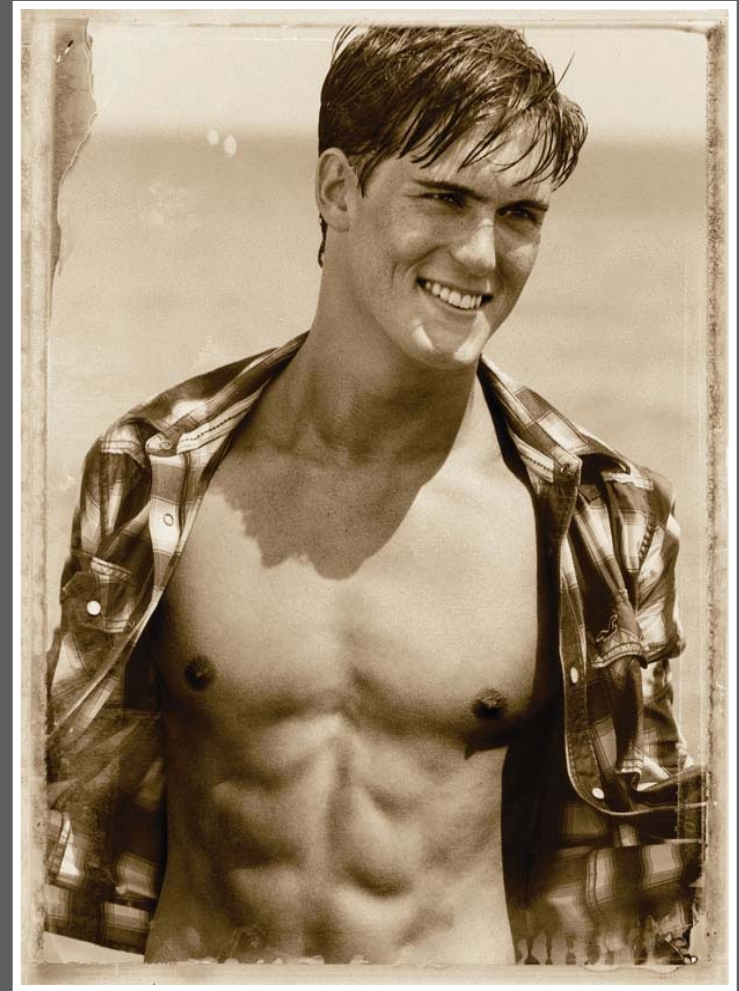
a&f

GH

HCo.

HOLLISTER ROLLOUT

- Canada
- U.K.
- Germany
- Italy



A&F

a&f

GH

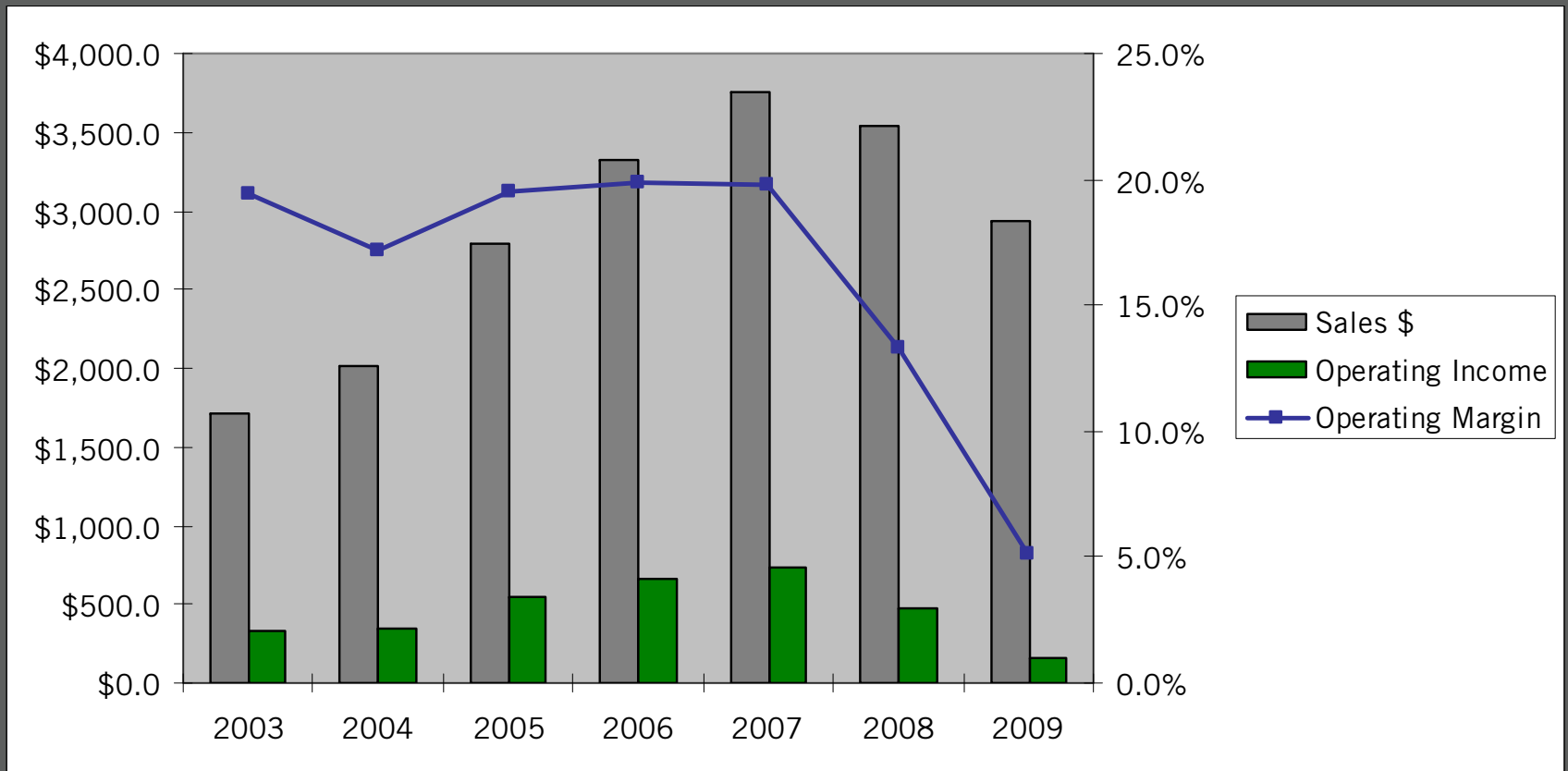
HCo.

STRONG BALANCE SHEET

- \$680M Cash
- \$174M ARS
- \$51M debt from revolver draw down

* Amounts as of Q4 2009

FINANCIAL PERFORMANCE



* Figures are as reported; 2008 and 2009 exclude impairment charges; 2009 reflects continuing operations only

A&F

a&f

GH

HCo.

FINANCIAL PERFORMANCE

	2003	2004	2005	2006	2007	2008	2009
Gross Margin %	63%	66%	67%	67%	67%	67%	64%
S&D Expense %	35%	37%	36%	36%	37%	42%	48%
<i>Store Occupancy</i>	<i>16%</i>	<i>16%</i>	<i>14%</i>	<i>13%</i>	<i>14%</i>	<i>17%</i>	<i>22%</i>
<i>All Other</i>	<i>20%</i>	<i>21%</i>	<i>23%</i>	<i>23%</i>	<i>23%</i>	<i>25%</i>	<i>26%</i>
MG&A %	9%	13%	11%	11%	11%	12%	12%
Operating Margin %	19%	17%	19%	20%	20%	13%	5%

* Measured as a % of sales; 2008 and 2009 exclude impairment charges; 2009 reflects continuing operations only

A&F

a&f

GH

HCo.

MARGIN IMPROVEMENT FACTORS

- Domestic productivity improvement

PRODUCT ASSORTMENT



A&F

a&f

GH

HCo.

PRODUCT ASSORTMENT



A&F

a&f

GH

HCo.

PRODUCT ASSORTMENT



A&F

a&f

GH

HCo.

PRODUCT ASSORTMENT



A&F

a&f

GH

HCo.

PRODUCT ASSORTMENT

BLOCK PARTY SUMMER 2010

MIX A SOLID TANK WITH A BOLD FLOWERY SKIRT FOR A CLASSIC LOOK.

GET THIS LOOK



A&F

a&f

GH

HCo.

ENGAGING OUR CUSTOMER



A&F

a&f

GH

HCo.

MOBILE SHOPPING



A&F

a&f

GH

HCo.

SOCIAL MEDIA

EST. 1892

Abercrombie & Fitch

NEW YORK

[Edit Page](#)
[Promote with an Ad](#)
[Add to My Page's Favorites](#)
[Suggest to Friends](#)
[Remove from My Page's Favorites](#)

Abercrombie & Fitch is the destination for casual, All-American clothing.

Information

Founded: 1892

Abercrombie & Fitch Just got back from a wild weekend at the Coachella music festival! The bands were incredible -- the crowds went crazy!...so who's in for next year? on Tuesday clear

[Wall](#)
[Info](#)
[A&F Interna...](#)
[A&F Casting](#)
[Notes](#)
[Events](#)
[»](#)
[+](#)

[Attach:](#)

[Everyone](#)
[Share](#)

[Abercrombie & Fitch + Others](#)
[Abercrombie & Fitch](#)
[Just Others](#)
[Settings](#)

Abercrombie & Fitch We love this jean jacket... the rugged wash paired with the vintage brooch makes it totally tom-boy sexy...

A&F's Hottest New Jean Jacket
www.abercrombie.com
 Kylie - 100% cotton, subtle distressing and color fading for worn in look, logo engrave button closure, vintage jewel embellished brooch at left chest, patterned interior lining, button down chest pockets, Classic Fit, Imported

Post Insights not yet available, please check back later.

3 hours ago · [Comment](#) · [Like](#) · [View Feedback \(682\)](#) · [Share](#) · [Promote](#)

Abercrombie & Fitch Just got back from a wild weekend at the Coachella music festival! The bands were incredible -- the crowds went crazy!...so who's in for next year?
 709,679 Impressions · 0.08% Feedback
 Tue at 5:12pm · [Comment](#) · [Like](#) · [View Feedback \(561\)](#) · [Promote](#)

Abercrombie & Fitch Check out the A&F summer style guide and find out what it's gonna take to get your game on...

Summer in the Hamptons
 5 new photos
 857,515 Impressions · 0.20% Feedback
 April 15 at 5:45pm · [Comment](#) · [Like](#) · [View Feedback \(1,732\)](#) · [Share](#)

Abercrombie & Fitch Getting excited about summer vacations! Here's where I'm headed ...Cape Cod, Bar Harbor and of course, The Hamptons!... Where can I expect to run into you this summer?
 930,971 Impressions · 0.10% Feedback
 April 12 at 1:49pm · [Comment](#) · [Like](#) · [View Feedback \(947\)](#) · [Promote](#)

Create an Ad

Connect With More Friends

Share the Facebook experience with more of your friends. Use our simple invite tools to start connecting.

[More Ads](#)



A&F

a&f

GH

HCo.

SOCIAL MEDIA

[Edit Page](#)
[Promote with an Ad](#)
[Add to My Page's Favorites](#)
[Suggest to Friends](#)
[Remove from My Page's Favorites](#)

Abercrombie & Fitch is the destination for casual, All-American clothing.

Information

Founded: 1892

Abercrombie & Fitch Just got back from a wild weekend at the Coachella music festival! The bands were incredible –

Wall | Ir

What's or

Attach:

Abercrombie

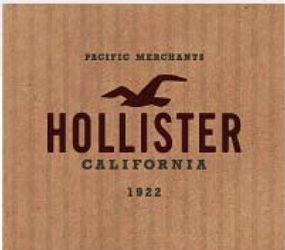

At pa

At Cc cri 70 Tu

At fir

Su 5 r 85

At He Th su 93 Ap

[Edit Page](#)
[Promote with an Ad](#)
[Add to My Page's Favorites](#)
[Suggest to Friends](#)
[Remove from My Page's Favorites](#)

Hollister Co.

Wall | Info | Photos | Events | Video | Notes | >> +


What's on your mind?

Attach:

Everyone | Share

Hollister Co. + Others | **Hollister Co.** | Just Others | Settings

Hollister Co. Check out the photos from the HCo. Casting in Las Vegas last week! The A&F Casting Team is on the road this April in search of the best store associates for the Spring/Summer 2011 Campaign. For more info on when they'll be in your town, check out the Casting Calendar on the HCo. website.



Casting
 305,724 Impressions · 0.21% Feedback
 Tue at 7:46pm · Comment · Like · View Feedback (652) · Share


Hollister Co. Have you heard of 2AM Club yet?

Their song, "Nobody's In Love" is on our new soundtrack and we love it!

HCo. and the band want to share a FREE mp3 with you guys!

Click the link below to download their new single, "Worry About You".

<http://www.2amclubmusic.com/newsletter-signup>



2AM Club Newsletter Signup | The Official 2AM Club Site
www.2amclubmusic.com
 Free mp3 of "Worry About You" for Hollister Co. Fans!

A&F

a&f

GH

HCo.

MARGIN IMPROVEMENT FACTORS

- Domestic productivity improvement
- Closure of underperforming stores
- Return gross margin to historical levels
- Significantly profitable international growth
- Bringing Gilly Hicks to breakeven and beyond

CROSS MARKETING



A&F

| a&f

| GH

| HCo.

MARGIN IMPROVEMENT FACTORS

- Domestic productivity improvement
- Closure of underperforming stores
- Return gross margin to historical levels
- Significantly profitable international growth
- Bringing Gilly Hicks to breakeven and beyond
- Tight expense control

2010 Q1 / SPRING

A&F

| a&f

| GH

| HCo.



A&F

a&f

GH

HCo.

EST. 1892

Abercrombie & Fitch

NEW YORK

A&F

| a&f

| GH

| HCo.