

Urban Outfitters’ search for the right fit in
fashion retail — positioning in the world of fast fashion trends

Executive Summary

Urban Outfitters (URBN) operates as a diversified lifestyle retailer, managing a portfolio of distinct brands: Urban Outfitters, Anthropologie, Free People & FP Movement, and the fast-growing Nuuly subscription service. Each targets specific demographics, from Gen Z trend followers to millennial wellness enthusiasts. However, in an increasingly volatile and competitive market, URBN faces mounting pressures, particularly as consumer preferences evolve rapidly.

Market Dynamics & Competition — The global apparel retail market, valued at \$1.79 trillion in 2024, is expected to grow at a 2.5-3% CAGR through 2028. Growth is driven largely by emerging economies like China, India, and Brazil. Despite this expansion, the industry is highly fragmented and fiercely competitive. URBN holds a modest 2.2% market share, overshadowed by dominant players like Zara, H&M, and Uniqlo, which together account for over 63% of segment revenues. These fast-fashion leaders thrive on rapid trend adaptation, low prices, and streamlined supply chains—areas where URBN’s core Urban Outfitters brand has struggled, particularly with shifting Gen Z preferences.

To adapt, URBN is refocusing its efforts on higher-performing brands. Anthropologie and Free People are achieving high single-digit sales growth and strong customer retention. Additionally, Nuuly, URBN’s subscription-based clothing rental platform, has shown standout growth with an 101% CAGR over the past four years, catering to young consumers interested in sustainable and flexible fashion options.

Valuation Overview — Financially, URBN demonstrates steady growth but underwhelms on margins. Its gross margin stands at 34%, well below the sector median of 58%, and adjusted EBITDA margin trails at 11% compared to 16% industry average. Nonetheless, URBN's projected EPS growth of 30% suggests improving operational efficiency and the positive impact of Nuuly’s momentum.

Market sentiment remains cautious. The company trades at a forward EV/EBITDA of 10.4x (2025E), slightly above peer median levels but trending downward. A DCF valuation assigns a fair value of \$47.22 per share — close to the current price — suggesting balanced upside and downside risks.

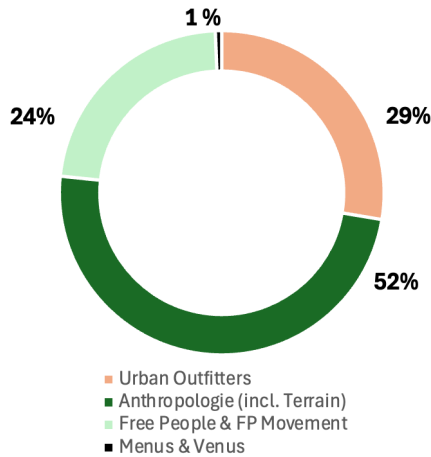
Conclusion — While URBN’s diversified portfolio and digital investments provide strategic strengths, competitive pressures, price-sensitive customers, and fast-changing trends leave the company in a 'hold' position until clearer growth drivers emerge.

Author

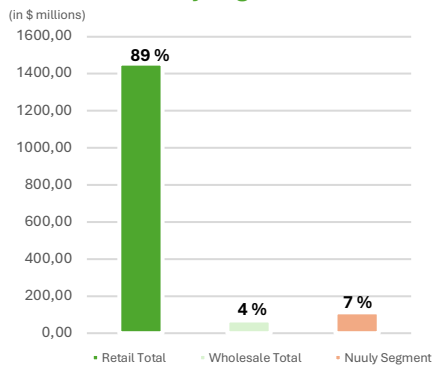
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Stock Exchange	NASDAQ
Ticker	URBN
Founded	1976
Industry	Fashion Retail
Stock Price	49,28
52-week high	61,16
52-week low	33,86
Target Price	47,22
Implied volatility	46%
Implied Beta	1,56
Forward P/E	11,6
Next earnings date	19. May

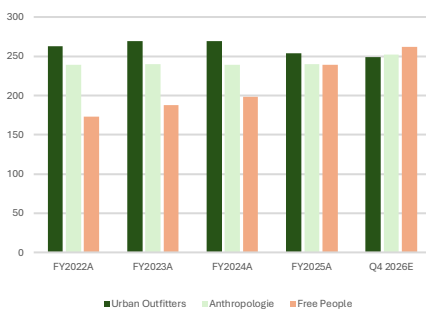
Revenue by Brand in Retail



Revenue by Segment FY2025



Number of Stores



Business

Urban Outfitters, Inc. (URBN) operates as a lifestyle retailer through various brands, targeting young adults and offering a mix of fashion apparel, accessories, home goods, and beauty products. Its key segments include the Urban Outfitters, Anthropologie, Free People, and FP Movement brands, which are distributed through retail, digital, and wholesale channels. The company also manages a subscription service, Nuuly, and operates a food and events division, Menus & Venues, primarily in the U.S.

Retail Segment

Urban Outfitters (UO) targets young adults aged 18 to 28 through a diverse product mix, distinctive store environments, and a strong presence on social media, third-party digital platforms, websites, and mobile apps. The merchandise includes women's and men's fashion, activewear, intimates, footwear, accessories, home goods, electronics, and beauty products. Styles range from "loose-fit", "athletic", "sporty", to "vintage" and are closely aligned with trends seen on platforms such as Instagram, TikTok, YouTube, and Pinterest. Many products are exclusive to Urban Outfitters, either designed in-house through its Wholesale segment or in collaboration with brands like Champions, Nike, Saucony, and Doc Martens, which cater to a similar demographic. Stores typically offer 9,000 square feet of retail space and are located in major metropolitan areas, university communities, specialty centers, and enclosed malls where customers can both shop and socialize. Urban Outfitters operates 254 stores worldwide—185 in the U.S. and Canada and 69 in Europe. 7 franchisee-owned stores in the Middle East were closed in 2024. By fiscal 2025, the company plans to open 3 new stores and close 8, mainly due to lease expirations, with future growth anticipated through domestic and international expansion, including new store openings and potential franchise or joint venture agreements. Urban Outfitters also operates websites and mobile apps in North America and Europe, offering a broader selection of merchandise than its stores. The Retail segment generated 29% of the company's consolidated net sales in FY2025, down from 25.9% YoY. UO struggles to maintain its sales level due to lower demand. Additionally, sales per visit sank during the last years. With the transition of the main customer from Millennials to GenZ, UO was and is not able to offer the right styles. With that, the segment sees high single-digit declines in sales YoY. To cope with the new challenges, Urban Outfitter's global strategic management was replaced and given the task to reassess the brand's position, products, target customers and strategies.

The **Anthropologie** brand caters to women aged 28 to 45, offering a wide range of women's apparel, accessories, intimates, shoes, home furnishings, gifts, decorative items, beauty, and wellness products. Additionally, the brand features a wedding collection that includes bridal, bridesmaid, and party dresses, along with wedding accessories and decor. Anthropologie also operates the Terrain brand, which appeals to customers interested in outdoor living and gardening, offering home, garden, antiques, live plants, flowers, and wellness products. The

company runs 240 Anthropologie stores globally—223 in the U.S. and Canada, 17 in Europe—with stores averaging 8,000 square feet. These stores are typically located in specialty centers, upscale street locations, and enclosed malls. In fiscal 2026, the company plans to open 18 new stores and close 6 due to lease expirations. Like Urban Outfitters, Anthropologie aims to grow through domestic and international expansion, including new store openings and potential franchise or joint venture agreements. The brand also operates websites and mobile apps in North America and Europe, providing a broader selection of products. A catalog is offered in North America, featuring select merchandise available in stores. Anthropologie's Retail segment accounted for 52% of consolidated net sales in FY2025, up from 40.5% YoY. Anthropologie sees its growth at high single-digits YoY with similar dimensions for future guidance. The brand aims to scale its sales to \$3 billion over the next year. In addition, the brand shows a strong placement within its market growing its customer base by 30% YoY, sales per customer grew 20% YoY and number of retained customers grew in the double-digits YoY.

The **Free People & FP Movement** brand targets women aged 25 to 30, offering private label casual apparel, intimates, activewear, shoes, accessories, home goods, gifts, and beauty and wellness products. The FP Movement sub-brand focuses on activewear and wellness products designed for both fitness and everyday wear. Retail stores average 2,000 square feet, with FP Movement stores averaging around 1,000 square feet. Free People operates 239, up from 216 in FY2024, stores worldwide—228 (+11% YoY) in the U.S. and Canada, 11 in Europe—with all FP Movement stores located in the U.S. In fiscal 2026, the company plans to open 23 new Free People stores. Free People expects future growth to stem from both domestic and international expansion, with potential franchise or joint venture agreements. The brand's websites and mobile apps in North America and Europe feature an extended range of merchandise, including the full Free People and FP Movement wholesale offerings. A catalog is available to market select products, which are also sold in stores. Free People's Retail segment contributed 24% of consolidated net sales in FY2025, up from 21.6% YoY. As with the Anthropologie brand, Free People shows similar high single-digit growth YoY.

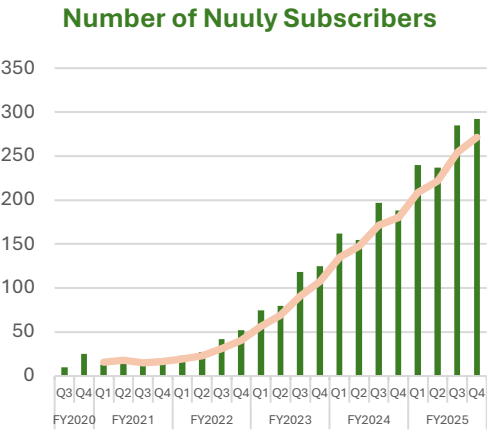
Menus & Venues focuses on providing a premium dining and event experience, emphasizing excellence in food, beverages, and service. The brand operates 9 locations, all in the U.S., and has no plans to open or close locations in fiscal 2025. Its net sales accounted for less than 1% of consolidated net sales in FY2025.

Wholesale Segment

The company's Wholesale segment includes the Free People, FP Movement, and Urban Outfitters brands. Established in 1984 with the launch of the Free People brand, the Wholesale division was designed to create private label apparel lines, specifically targeting young women's casual wear for Urban Outfitters stores. Over time, the company expanded its wholesale offerings to department and specialty stores globally. Urban Outfitters' wholesale division designs and

distributes BDG and "iets frans" collections to selected department stores, utilizing a shop-within-shop sales model to present a comprehensive and distinctive brand experience. This model enhances the merchandising of products, differentiating the company from competitors and reinforcing each brand's identity. The Wholesale segment's portfolio includes contemporary casual apparel, intimates, FP Movement activewear, and shoes under the Free People and FP Movement brands, along with BDG and "iets frans" under the Urban Outfitters brand. These products are distributed through major department stores such as Nordstrom and Dillard's, specialty stores, digital platforms, and the company's own Retail segment. The company's wholesale operations are strategically located in New York, Los Angeles, London, and Dallas, allowing it to track fashion trends and improve its retail offerings accordingly. The wholesale segments accounts for 4.8% of total sales, up from 4.6% YoY.

(thousands)



Nuuly Subscription Service

The company's Nuuly segment encompasses the Nuuly brand, which includes both Nuuly Rent and Nuuly Thrift. Nuuly Rent, launched in July 2019, is a monthly women's apparel subscription service that allows subscribers to rent items from a diverse selection of the company's own brands, third-party labels, and unique vintage pieces through a proprietary digital platform. Subscribers can wear the items for a month before exchanging them for new selections or purchasing them. Nuuly Thrift, a peer-to-peer resale marketplace, is set to cease operations by fiscal 2025. The Nuuly segment contributed approximately 7% of the company's consolidated net sales in FY2025, up from 4.4% YoY.

Strategy

Digital Channel Growth

Urban Outfitters (URBN) targets future growth through expansion of digital channels domestically and internationally to further strengthen its omni-channel sales structure. This includes an increase in marketing spending, product customization and detecting trends to be the first choice for its customers. With the focus on its digital services that are divided into the brand's website, a mobile application and dedicated third-party providers, the company is able to track consumer spending in real-time, detecting upswings in certain products categories, styles and other related characteristics. These analytics provide indicators for major fashion trends that become present in the broader consumer target group shortly after. This gives Urban Outfitters' wholesale and co-branding division time to adapt to potential future trends, designing unique pieces that complement the projected trends and to establish supply chains, so demand is being met fast enough. As a result, Urban Outfitters would be a major retailer that provides apparel fast enough to satisfy demand created by trends that often last only a few months before being replaced by another.

Customer Retention through Loyalty Programs

In an industry where the customer retention rate averages as low as 26%, Urban Outfitters makes use of its customer loyalty program (CLP) designed to establish long-lasting bonds with its customers by rewarding them with coupons and exclusive offers. Members can earn and accumulate points based on purchase activity and engaging with the brand through social media. Upon reaching the specified point threshold, members are issued a reward coupon which can be redeemed for both in-store and online purchases. A dedicated CLP is already implemented in the Urban Outfitters and Anthropologie brand with the potential to add on the Free People brand.

Increasing Profitability through seamless operations

Over the last three years, Urban Outfitters dedicated a major part of its capital expenditure spending to its fulfilment operations to minimise time between a fashion trend observation and the point where items are sold to the customer. While the company plans on decreasing the share of fulfilment CapEx, because it may reach a point where marginal spending does not return as much profitability increase, it repositions itself to leverage from technological advancements in 1) more accurate and faster trend detection, 2) personalised marketing, and 3) optimised inventories. Urban Outfitters expects an increase in 28% CapEx spending from 180M USD in FY2026.

Tackling Increasing Competition

While the following is not disclosed by the company officially, I observed that Urban Outfitters focuses its growth strategy on its, especially in Europe, more unknown brands, namely Anthropologie, Terrain, Free People & FP Movement, and Nuuly. The company plans on decreasing its number of stores of the Urban Outfitters brand by 7 until January 31, 2025. The majority of closed stores are in Northern America. In terms of Anthropologie, it projects closure of 2 stores and none for Free People. In addition, it focuses heavily on its surging subscription services Nuuly, that increased its number of subscribers with a CAGR of 101% over the last four years. This strategy shift may be caused by an increased competition to Urban Outfitters through new fast-fashion retailers, like Shein and Bershka, that undercut the company's prices and react to new trends even faster. Price undercutting is an especially important risk factor, because the target group of students and young adults are the most price sensitive compared to older generations. In addition, a trend towards smaller, independent brands becomes observable that often only offer their products through (outsourced) online stores or temporary pop-up stores.

Management and Governance

Urban Outfitters, Inc. operates under a well-defined corporate governance structure outlined by its board of directors and key executive management. The company's leadership includes Richard A. Hayne, the co-founder, chairman, and CEO, who has played a pivotal role in shaping the brand since its inception. Other key management figures include Frank Conforti (co-president and COO)

and Sheila Harrington (CEO of Free People Group), each bringing significant retail and operational experience.

Code of Ethics & Sustainability

From a governance perspective, Urban Outfitters adheres to its Code of Ethics, which addresses standards for ethical behavior, conflicts of interest, and corporate responsibility. The company’s sustainability initiatives are integral to its strategy, focusing on ethical sourcing, waste reduction, and eco-friendly products. These topics align with consumer expectations, particularly among younger shoppers, as the company has committed to increasing the use of sustainable materials in its offerings. While consumer state publicly through surveys that ESG topics become more and more relevant to them, the recent developments in case of Shein, Bershka, and other super fast-fashion retails are paradox.

Conflict of interest

In terms of ownership, Richard Hayne and Margaret Hayne maintain significant control of the company through Class B shares, creating potential conflicts of interest as they retain substantial influence over corporate decisions. This concentrated ownership can occasionally present governance challenges, though the board actively works to mitigate such conflicts through its governance policies. Urban Outfitters' filings with the SEC provide detailed disclosures on executive compensation, related-party transactions, and the company's ongoing commitment to corporate responsibility and transparency. In addition, Azeez Hayne and Dave Hayne, children of Richard Hayne (CEO), inherit key managerial positions as Chief Administrative Officer and Chief Technology Officer, as well as President for the Nully operations, respectively.

Market Overview and Competitive Positioning

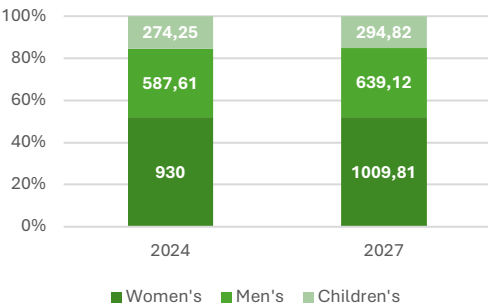


URBN operates as a fashion retailer in the global apparel retail market which has an estimated size of USD 1.79 trillion in 2024. Various sources estimate a CAGR of 2.5-3.0% yearly until 2028, resulting in a base market size of USD 2 trillion in 2028. This growth is driven primarily by emerging markets such as China, India, and Brazil, which are seeing a rise in middle-class incomes, rapid urbanization, and the increasing influence of global fashion trends. The apparel market is highly segmented by region, with different growth rates and consumer behaviors across the globe. The largest markets include North America (22% of total market), Europe (35%), and Asia-Pacific (35%). Because of various consumer groups within the apparel market and therefore the apparel retail market, the overall apparel retail market is highly fragmented in its sub-markets, such as luxury items, basics, niche styles, fast fashion, local apparel, independent manufactureres and retailers, accessoires, and more and therefore shows a low level of concentration overall. However, within its sub-markets, a higher level of market concentration can be observed with few players holding a dominant

Apparel Market Size by Country in 2024



Fashion Apparel Market Size by Buyer Category



position. I indentified 20 fashion retailers¹ as the core competition of URBN which make up the market for the company. Their combined revenue is about USD 230 billion. The concentration rate of revenue for the 5 largest competitors in this market is 63%, which makes it highly concentrated. In case of URBN's consumer target group, main competitors are Hennes & Mauritz (H&M), Inditex (Zara), Forever 21, and Fast Retailing (Uniqlo). Other notable, publicly listed competitors are American Eagle Outfitters, Abercrombie & Fitch, and Levi Strauss. With a revenue of USD 5.2 billion in 2024, URBN has an estimated market share of 2.2% and can therefore be considered a minor player in comparison to H&M, Zara and Uniqlo with revenues of 22.3B, 42B, and 20B, respectively. We will look into that in more detail later on. Relevant factors of the apparel retail industry are:

Trends and Styles: The fashion industry is constantly evolving, driven by the emergence of new trends and styles influenced by cultural shifts, celebrity endorsements, and runway shows. Trends become more and more fast-living, often lasting only a few months to a year. In social media niches, sometimes trends come and go so fast that they only occur online and don't have enough time to be seen by the broader population, even under young adults. In addition, with the increasing popularity and importance of social media influencers, trends are influenced through their content fueling sales.

Seasonality: Fashion operates on seasonal cycles, with certain collections and styles gaining popularity at specific times of the year, such as spring/summer and fall/winter. This seasonal variation is a key aspect of the industry. Urban Outfitters states that sales rise in the second half of the year and correlate heavily with the start of a new school year or the beginning of the winter semester.

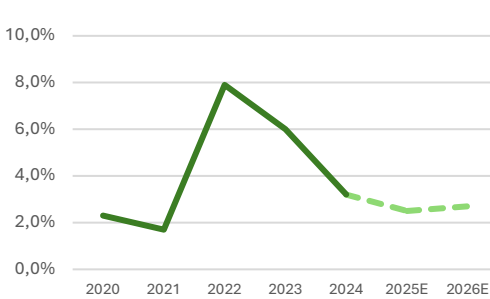
Supply Chain: The fashion retail industry relies on complex supply chains involving retailers, manufacturers, distributors, and designers. Fast fashion retailers, in particular, are known for their ability to quickly produce and deliver trending items to the mass market. This reliance poses a major risk for the operational success of Urban Outfitters as they rely heavily on the speed of manufacturers to produce products that fit into current fashion trends. Supply Chain disruptions seen in during the COVID19-Pandemic could result into being dropped by competitors and not being able to catch up.

E-commerce: The rise of online shopping has significantly impacted the fashion retail market. E-commerce platforms have become crucial for both traditional retailers and brands exclusive to the internet, catering to consumers' preference for convenient shopping from home. With the rise of Shopify and Amazon Web Serives (AWS), the outsourcing of the retail and fulfillment business makes the fashion apparel retail market more competitive. In combination with the trend of small, independet fashion labels, these pose a significant risk to Urban Outfitters as they can target consumers and trends more accurate.

Branding and Consumer Behaviour In the competitive fashion retail sector, branding and marketing play vital roles. Successful companies often invest heavily in advertising, influencer partnerships, and other strategies to build and maintain a strong brand presence. Understanding consumer preferences and behaviors is essential for fashion retailers. Influences such as fashion blogs,

¹ American Eagles Outfitters, Abercrombie & Fitch, Gap, Nordstrom, Zumiez, Express, Buckle, Tilly's, TJX Companies, Hennes & Mauritz, Inditex, L Brands, Forever 21, Fast Retailing, Asos, Boohoo Group, Mango, Revolve Group, Levi Strauss & Co., Madewell, Lululemon Athletica, Primark, J. Crew

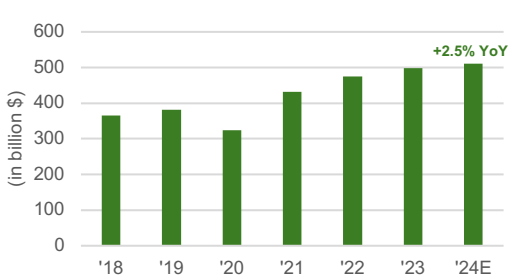
U.S. Inflation Rate



social media, and online reviews can greatly affect purchasing decisions. Through Big Data and its analysis, brands are able to position themselves more accurate and use forecasting models to predict where and how they can reach consumers efficiently.

Sustainability: The fashion industry is increasingly focusing on ethical and environmentally friendly practices. As consumer interest in sustainable apparel grows, many retailers are adopting more responsible business practices. In addition, with more regulation regarding ESG reporting through the Corporate Sustainability Reporting Directive (CSRD) by the European Union and the California Environmental Quality Act (CEQA) by the State of California, sustainability metrics become more relevant and could have influences on existing and future supply chains and products being offered.

U.S. Consumer Spending on Apparel



Besides its sector specific factors that determine growth, size and market share distribution, several macroeconomic factors play a significant role in the overall development in the success of competitors. As relevant factors count:

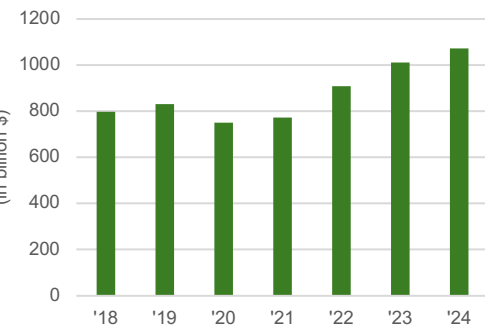
Economic Growth: As of early-2025, the U.S. economy is experiencing moderate growth. The GDP growth rate is forecasted to be around 2.0% to 2.5% for the year, reflecting a stabilization following the post-pandemic recovery period. Economic activity has been supported by resilient consumer spending and investment, though growth is tempered by ongoing uncertainties such as geopolitical tensions and global economic conditions.

Consumer Spending: Consumer spending in the U.S. has remained robust, with growth rates projected around 3% to 4% annually in 2024. However, there are signs of shifting consumer behavior, with a growing inclination towards experiences and services rather than goods. Retailers in the fashion industry are adapting by enhancing their online presence and integrating omnichannel strategies to cater to evolving consumer preferences.

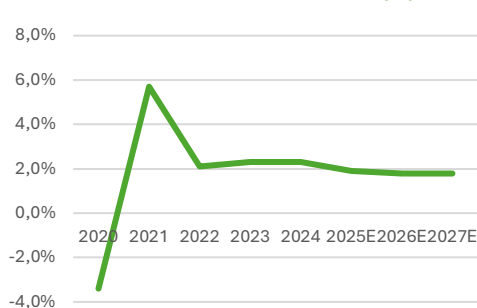
Consumer Debt Levels: Consumer debt levels in the U.S. have risen significantly, with total household debt surpassing \$17 trillion. As of mid-2024, the average credit card balance in the U.S. has seen a significant increase compared to previous years. In 2022, the average credit card balance was approximately \$4,800. By 2023, this had risen to around \$5,200, reflecting a 8.3% increase year-over-year. In early 2024, the average balance has surpassed \$5,500, indicating a further increase of about 5.8% from the previous year. This upward trend in credit card balances, combined with rising interest rates and persistent inflation, suggests a growing risk of credit defaults. The increased burden of higher debt levels, along with higher borrowing costs, is likely to strain consumer finances, leading to lowered future consumer spending for non-critical items, such as trendy fashion, accessoires or fashion subscriptions as offered by Urban Outfitters. Platforms like Klarna, which offer buy-now-pay-later (BNPL) options, have become increasingly popular and fuel the above described developments. While they provide consumers with more flexibility in managing their spending, they also pose risks - especially for young, financial illiterate consumers.

Trade Conflicts and Regulations: Current trade policies and conflicts significantly impact the fashion apparel retail sector. The ongoing trade tensions

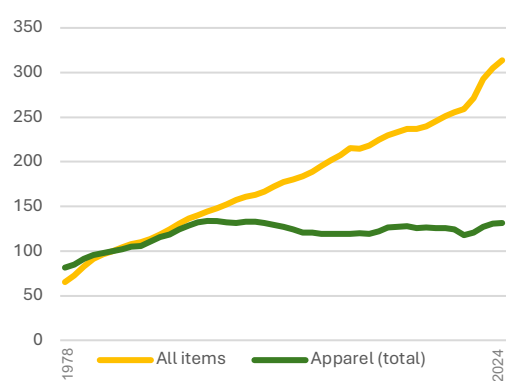
U.S. Credit Card Debt
(CAGR 5%)



Real U.S. GDP Growth Rate (%)



General CPI vs. Apparel CPI in the U.S. (1983 base year)



between the U.S. and China have led to increased tariffs on various apparel and textiles, raising costs for retailers and potentially leading to higher prices for consumers. Additionally, disruptions in the supply chain due to these trade conflicts have prompted many companies to seek alternative sourcing options outside of China. The Ukraine-Russia conflict has further compounded these issues by disrupting supply chains and increasing raw material costs, particularly in Europe. Sanctions and trade restrictions related to the conflict have also affected the availability and cost of key fashion inputs. Retailers are adjusting by diversifying their supply chains and exploring new trade agreements to mitigate these impacts. URBN operates with about 5000 different manufacturers from all over the world, the majority being from South-West Asia and Asia-Pacific.

Urban Outfitter's closest competitors

H&M (Hennes & Mauritz) is a Swedish multinational retail company known for its fast fashion clothing for men, women, and children. It offers a wide range of apparel, accessories, and home goods at affordable prices. H&M differentiates itself through its extensive global presence and focus on offering trendy styles at lower prices. The company is also noted for its sustainability efforts, including the use of eco-friendly materials and initiatives to improve its supply chain's environmental impact.

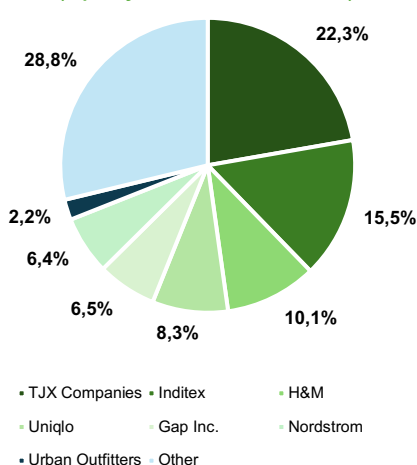
Zara (Inditex) is a Spanish fashion retailer that operates on a fast fashion model. It provides stylish clothing and accessories for men, women, and children, with frequent updates to its product lines. Zara stands out for its ability to quickly translate high fashion trends into affordable, ready-to-wear clothing. Its efficient supply chain and rapid turnaround from design to store shelves allow it to respond quickly to changing fashion trends.

Uniqlo (Fast Retailing) is a Japanese retailer specializing in casual, high-quality apparel for men, women, and children. Its product range includes basics, outerwear, and innovative fabric technologies. Uniqlo focuses on simplicity, quality, and functionality. Its innovative approach to fabric technology, such as HeatTech and AIRism, sets it apart. Uniqlo also emphasizes timeless, versatile pieces rather than chasing fast fashion trends.

American Eagle Outfitters is an American clothing and accessories retailer known for its casual wear aimed primarily at teenagers and young adults. It offers a range of apparel, including jeans, tops, and outerwear. American Eagle differentiates itself through its focus on comfort and casual style, with a strong emphasis on denim. It targets a younger demographic and often uses inclusive sizing and body-positive messaging in its marketing.

Abercrombie & Fitch is an American retailer that offers casual, preppy clothing for young adults. Its product line includes a variety of apparel and accessories. Abercrombie & Fitch differentiates through its emphasis on a distinctive brand image and a lifestyle-oriented marketing approach. It often features a more upscale, classic casual style compared to competitors and has a reputation for creating an aspirational brand experience.

Revenue by Competitors (top 5 by revenue, URBN & other)



The top 5 competitors of Urban Outfitters account for 63% of the described sub-market. With that, competitors have to position themselves through several **Key Success Factors** including:

- Precise **targeting** and **differentiation** of products and services so competitors do not have the ability to take over market shares easily through imitation.
- Competitive prices and constant **realigning of prices** to economic circumstances, the specific consumer's purchase power, and willingness to pay. An attempt to maximise revenues by decoupling prices from the consumer's willingness to pay could result in a fatal loss of market share, especially in a target group that price conscious.
- Ability to **detect fashion trends** and non-fashion trends (that could result in fashion trade; for example: gym hype resulting in double-digit growth in gym-apparel sales) and being able to create, produce, and distribute trend fashion items fast enough
- Usage of **advanced consumer analytics** and forecasting to optimise products and services offered as well as optimising the companies operations.
- Creation of **innovative, distinct offerings** that differentiate from competitors and entering new, yet unsaturated markets considering the sharp increase in competition in the fashion apparel retail market from all directions.
- Ability to **reflect** on current strategies considering market developments and shift in consumer behaviours and to **reassess** the company's own positioning within the market.

Urban Outfitters must strategically apply the Key Success Factors to remain competitive in the increasingly concentrated fashion apparel market. By precise differentiation of its products and services, the company can leverage its unique brand offerings across various divisions like Anthropologie, Free People, and Nuuly, thus minimizing the risk of imitation by competitors. With Nuuly, Urban Outfitters, presents an innovative model that could be very attractive for young people that haven't found their own style yet. Urban Outfitters must align prices with consumer purchasing power and consumer willingness to pay, even under harsh wage conditions and increasing material and transportation costs, ensuring they do not lose market share to fast-fashion competitors like Shein and Bershka, whose ability to undercut prices is unseen. Additionally, the company's digital growth strategy aids in real-time trend detection, enabling rapid adaptation of designs and distribution channels to meet emerging demands. Their fulfillment and operational investments ensure they can deliver trend-driven apparel quickly, avoiding delays that could cause consumers to seek alternatives. Moreover, advanced consumer analytics and loyalty programs enhance customer retention, allowing for personalized marketing that strengthens long-term relationships, ensuring Urban Outfitters stays relevant even as competition intensifies.

Profitability and Comparables Analysis

Profitability Margins

Urban Outfitters' profitability margins and growth rates provide a comprehensive picture of its financial performance relative to competitors.

The company's gross profit margin stands at 34%, significantly lower than the industry mean of 55% and median of 58%. This suggests that Urban Outfitters faces higher costs relative to revenue compared to similar mid-size fashion retailers. Its EBITDA margin is 11%, well below the industry mean of 16% and the median of 12%, indicating that the company is generating less operating profit before depreciation and amortization than its peers, indicating weak operational efficiency. The EBIT margin is 8%, which is slightly lower than the mean of 12% but matches the median, pointing to a competitive positioning in CapEx spending. Lastly, the net income margin of 6% is below the mean (8%), suggesting that while the company remains profitable, its bottom-line performance is weaker than some competitors.

Urban Outfitters Inc. Comparable Companies Analysis (\$ in thousand, except per share data and shares)																
Benchmarking Analysis							LTM Profitability Margins				Growth Rate					
		EPS 2023	LTM EPS	2024 EPS	2025E EPS	2026E EPS	Gross Profit (%)	EBITDA (%)	EBIT (%)	Net Income (%)	Sales		EBITDA		EPS	
(In \$ thousands, except per share dat	Ticker	1,70	3,27	3,05	4,26	4,70	34%	11%	8%	6%	Hist 1-year	Est. 1-year	Hist 1-year	Est. 1-year	Hist 1-year	Est. 1-year
Urban Outfitters	URBN (NASDAQ)										7%	8%	58%	23%	80%	30%
Tier I: Mid Size Fashion Retailers																
Gap Inc.	GPS	1,36	2,20	2,24	2,34	2,56	41%	11%	8%	3%	1%	1%	48%	0%	65%	6%
Zara (Inditex) (all figures in EUR)	IDEXY	1,73	1,83	1,88	2,03	2,23	58%	29%	21%	15%	7%	7%	9%	3%	9%	11%
Levi Strauss	LEVI	0,62	0,38	0,52	1,25	1,42	60%	7%	4%	3%	3%	-1%	-5%	96%	-16%	229%
American Eagle Outfitters	AFG (FRA)	0,61	1,17	0,86	1,49	1,57	39%	12%	8%	4%	5%	-1%	24%	6%	41%	27%
Abercrombie & Fitch	ANF (NYSE)	0,05	10,10	6,22	10,69	10,89	74%	22%	18%	13%	16%	18%	186%	-1%	12340%	6%
Mean							55%	16%	12%	8%	7%	5%	52%	21%	2488%	56%
Median							58%	12%	8%	4%	5%	1%	24%	3%	41%	11%

In terms of growth rates, Urban Outfitters has demonstrated solid revenue expansion, with a historical 1-year sales growth rate of 7% and an estimated 1-year growth rate of 8%. This is slightly above the median (5%) and in line with the mean (7%), indicating that the company is maintaining steady sales momentum. In EBITDA growth, Urban Outfitters reports a historical 1-year growth rate of 23% and an estimated 1-year growth rate of 30%, significantly outperforming the industry mean (21%) and median (3%), reflecting strong expected profitability improvements driven by a more favourable sector circumstances.

The most striking figure is Urban Outfitters' EPS growth, which reached 80% historically, with an estimated growth rate of 30%. This surpasses the industry mean (56%) and median (11%), lead by a stabilizing business. While this suggests strong financial performance, some competitors have displayed more volatile trends. Levi Strauss, for instance, experienced a sharp historical EPS decline of -16%, followed by an estimated 229% rebound. Abercrombie & Fitch, on the other hand, shows extreme EPS volatility, with a historical figure of 12,340% due to a prior image crisis, a significant risk factor in the fast fashion industry besides not catching up on trends.

Overall, while Urban Outfitters' profitability margins lag behind industry averages, its strong EPS and EBITDA growth projections suggest that the company is improving its financial performance and efficiency. If cost structures

can be optimized, Urban Outfitters has the potential to enhance its margins while maintaining strong growth.

Multiples

Urban Outfitters (URBN) is currently valued at 10.4x and 8.9x EV/EBITDA for 2025E and 2026E, respectively, and 12.9x and 11.0x EV/EBIT, which places it slightly above the median of comparable mid-sized fashion retailers. This indicates that investors see URBN as a stable player with some upside potential but are not assigning it a high-growth multiple typical of more aggressive fast-fashion brands.

The gradual decline in valuation multiples over time suggests that while URBN is expected to maintain profitability, investors don't want to value URBN to aggressively considering relevant risk factors discussed at the end of the paper.

Urban Outfitters Inc. Comparable Companies Analysis <i>(in thousands, except per share data and shares)</i>																
Benchmarking Analysis		Enterprise Value /										Price /				
<i>(in \$ thousands, except per share dat.</i>	Ticker	LTM Sales	2025E Sales	2026E Sales	LTM EBITDA	2025E EBITDA	2026E EBITDA	LTM EBIT	2025E EBIT	2026E EBIT	LTM EBITDA Margin	Total Debt / EBITDA	LTM EPS	EPS 2023	2025E EPS	2026E EPS
Urban Outfitters	URBN (NASDAQ)	1,18	1,11	1,04	11,13	10,39	8,89	15,56	12,89	10,98	11%	3,7	15,1	29,1	11,6	10,5
Tier I: Mid Size Fashion Retailers																
	GPS	0,7	0,7	0,7	6,3	6,3	5,9	8,8	8,8	8,4	11%	5,0	9,4	15,1	8,8	8,0
	IDEXY	3,5	3,2	3,0	12,0	11,6	10,8	16,9	16,9	15,1	29%	1,4	25,5	26,9	23,0	20,9
	LEVI	1,2	1,3	1,2	17,4	8,9	8,1	30,2	30,2	-	7%	9,7	41,6	25,5	12,6	11,1
	AFG (FRA)	0,6	0,6	0,6	4,7	4,4	4,0	7,1	8,4	8,5	12%	2,8	10,1	19,3	7,9	7,5
	ANF (NYSE)	1,1	0,9	0,9	5,1	5,1	5,0	6,1	8,9	6,1	22%	2,1	8,2	1667,8	7,8	7,6
Mean		1,4	1,3	1,3	9,1	7,3	6,7	13,8	14,6	9,5	16%	4,2	18,9	348,9	12,0	11,0
Median		1,1	0,9	0,9	6,3	6,3	5,9	8,8	8,9	8,5	12%	2,8	10,1	25,5	8,8	8,0

The company's EBITDA multiple declines from 11.1x LTM to 10.4x in 2025E and further to 8.9x in 2026E, implying a projected increase in absolute EBITDA, but at a rate that does not justify an expansion in valuation. The same trend is reflected in the EV/EBIT multiple, which decreases from 15.6x LTM to 12.9x in 2025E and 11.0x in 2026E, signaling improved operating efficiency but within an environment of strong competition and potential margin pressures.

URBN's P/E ratio of 11.6x for 2025E and 10.5x for 2026E further reinforces this balanced outlook. The stock is not priced for aggressive earnings expansion, but rather for steady, disciplined execution. The premium over the median multiples of 8.9x EV/EBIT and 6.3x EV/EBITDA (for 2025E) suggests that URBN is perceived as slightly more resilient than some peers due to its diversified brand strategy and fulfillment investments. However, the narrow premium indicates that the market remains cautious about the company's ability to fully offset the risks posed by fast-moving competitors like Shein and Zara.

From a strategic standpoint, URBN's digital expansion, supply chain improvements, and customer retention efforts provide justification for somewhat elevated multiples, as they could support margin stability and operational efficiency. However, the fact that these multiples still trend downward over time suggests that investors expect only moderate long-term earnings acceleration, rather than a breakout growth trajectory.

Financial Analysis

	Historical Period						Projection period				
	FY2021A	FY2022A	FY2023A	FY2024A	FY2025A	LTM	FY2026E	FY2027E	FY2028E	FY2029E	FY2030E
Profitability											
EBITDA margin	9,0%	3,1%	11,3%	6,9%	9,3%	9,6%	10,5%	11,0%	11,5%	12,0%	12,5%
EBIT margin	6,2%	0,1%	9,0%	4,7%	7,3%	7,6%	8,3%	8,8%	9,3%	9,8%	10,3%
Net Income margin	4,2%	0,0%	6,8%	3,3%	5,6%	6,0%	6,4%	6,8%	7,2%	7,6%	8,0%
ROIC	12,0%	3,8%	15,7%	10,1%	15,9%	17,1%	13,5%	13,9%	14,2%	14,4%	14,6%
ROE	11,9%	1,6%	18,1%	9,8%	18,1%	19,4%	11,6%	10,7%	10,0%	9,5%	9,1%
ROA	6,2%	1,1%	8,2%	4,6%	7,6%	8,1%	7,2%	7,1%	7,0%	6,9%	6,8%
Liquidity											
Current Ratio	1,65	1,35	1,31	1,39	1,29	1,34	1,88	2,24	2,57	2,88	3,16
Quick Ratio	1,01	0,92	0,73	0,73	0,74	0,75	1,05	1,42	1,76	2,07	2,35
Cash Ratio	0,68	0,63	0,45	0,43	0,47	0,50	0,72	1,09	1,43	1,75	2,03
Financial Leverage											
Long-term Debt/Assets	0,37	0,46	0,28	0,27	0,24	0,22	0,20	0,18	0,15	0,14	0,12
Long-term Debt/Equity	0,84	0,79	0,61	0,56	0,48	0,41	0,32	0,27	0,22	0,19	0,16
Debt/Equity	1,28	1,40	1,17	1,05	0,95	0,86	0,61	0,51	0,44	0,38	0,34
Shareholder Ratios											
EPS	\$1,67	\$0,01	\$3,13	\$1,70	\$3,05	3,27	\$3,83	\$4,32	\$4,84	\$5,39	\$5,97
Dividend Payout Ratio	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA
Multiples											
EV/Sales	1,5x	1,8x	1,4x	1,3x	1,2x	1,2x	1,1x	1,0x	1,0x	0,9x	0,9x
EV/EBITDA	17,2x	57,2x	12,0x	18,7x	12,9x	12,3x	10,5x	9,4x	8,5x	7,7x	7,0x
EV/EBIT	25,1x	1551,1x	15,1x	27,2x	16,4x	15,6x	13,3x	11,8x	10,5x	9,4x	8,5x
P/E	29,5x	3928,2x	15,7x	29,1x	16,2x	15,1x	12,9x	11,4x	10,2x	9,1x	9,1x

Overview

Urban Outfitters' financial performance reveals a company that is gradually improving its profitability but still faces challenges in generating cash flow efficiently. Its EBITDA margin has improved from a low of 3.1% in FY2022 to 9.3% in FY2025, and it is projected to stabilize around 12% in the coming years. Similarly, the EBIT margins recovering from a sharp drop in FY2022, with expectations to increase to 10.3% through FY2030. The net income margin, currently at 6%, is forecasted to slightly increase over time, indicating more stable business operations.

Urban Outfitters' return on invested capital (ROIC) and return on equity (ROE) demonstrate its ability to generate returns on investments. While the company's ROIC was 17.1% in FY2025, it is projected to decline to around 14-15% in the long run, suggesting a decreasing ability to generate efficient returns on new capital due to increasing assets but no significant improvement in profitability due to the competitive environment. A similar trend can be seen in ROE, which peaked at 19.1% in LTM but is expected to decline to 9.1% by FY2030. This trend implies that while profitability is stabilizing, efficiency in utilizing shareholder equity is weakening.

From a liquidity perspective, Urban Outfitters' ability to meet short-term obligations is projected to improve. The current ratio, which measures short-term liquidity, is expected to increase from 1.34 (LTM) to 3.16 by FY2030, reflecting a strong financial cushion. The quick ratio follows a similar trend, rising from 0.75 to 2.35. This indicates that the company is strengthening its liquidity position, likely through improved cash flow management and retained earnings. Urban Outfitters' cash ratio, currently at 0.5, is projected to more than quadruple to 2.03 by FY2030, highlighting a significant increase in available cash relative to liabilities. This suggests that the company is focusing on building a cash reserve, which could be used for strategic investments, share buybacks, or weathering economic downturns.

Regarding financial leverage, the company has maintained a conservative debt structure. Its long-term debt/assets ratio, currently at 0.22, is expected to

decrease further, signaling a continued effort to minimize debt exposure, mainly driven by its nature of leasing obligations being the debt part.

In terms of valuation multiples, Urban Outfitters appears to be gradually decreasing its market valuation relative to earnings and cash flow. The EV/Sales ratio, currently at 1.2x, is expected to decline to 0.85x, implying a higher future sales and a conservative valuation.

Outlook

Overall, Urban Outfitters is positioning itself as a financially stable company with improving liquidity, decreasing leverage, and moderate profitability. The declining valuation multiples suggest that investors anticipate steady but unspectacular growth. However, its ability to generate increasing levels of cash, as reflected in the rising liquidity ratios, will allow it to maintain flexibility for future investments or shareholder returns. If the company can further enhance its margins, it may achieve stronger valuation re-ratings in the future.

Valuation

DCF Valuation Price Target: \$47.22 (4% downside from current price)

To determine a target price for Urban Outfitters Inc. (URBN), several valuation methods were employed: a 5-year discounted cash flow (DCF) analysis, a relative multiple valuation through public comparable company analysis, and a Monte Carlo simulation to assess the probability of various stock price outcomes.

DCF Model

A Discounted Cash Flow (DCF) model is a financial valuation method used to estimate the value of a company based on its expected future cash flows. The model involves projecting the future cash flows that the company is expected to generate from its core business and then discounting those back to their present value using a discount rate, the weighted average cost of capital (WACC). It's a measure that accounts for the cost of capital investors would receive from similar investments. The present value of these cash flows represents the estimated value of the company. This approach helps assess whether a company is undervalued or overvalued by comparing the DCF value to its current market price considering the fair value of money provided by the business.

The base case for the model's assumptions was formulated using guidance from historical performance, industry outlook, an assessment of URBN's competitive positioning, and company guidance.

The company's future free cash flows are primarily driven by a continuation in income cashflows throughout the next five years (2026 to 2030). In addition, for 2026, I project a significant restructuring in Net Working Capital because of a switch in capital investments from marketable securities towards current operating assets. In case of URBN, marketable securities should not be considered part of net working capital, because it does not present any use case or benefit for the company's operations. As already mentioned, the base case's

future cashflows are primarily based on the five years historical performance, which gives a rather mixed outlook for the future, because of low growth in sales and slightly improving operating margins. Furthermore, URBN finds itself in a very competitive position in the apparel retail market considering the analysis from *Market Overview and Competitive Positioning*. With that, I do not expect any significant acceleration in sales growth, if URBN's Nuuly growth does not continue and the segments Anthropologie and Free People are not able to compensate for the weakening Urban Outfitters segment.

In the following, key factors of the valuation will be discussed.

Weighted average cost of capital

To account for the opportunity costs investors have to face when buying URBN, I used the WACC as a discount rate for the projected free cash flows. The WACC accounts for costs for equity and costs for debt with respect to the individual debt structure of a firm. In addition, it considers opportunity costs from risk free investments and the systemic risk associated with the firm in question in relation with the market. For the risk-free rate, I made use of the deposit facility from the European central bank as proxy. The current deposit facility rate is 2.5% with forecasts estimating that the rate may drop to 2% until the end of 2025. For cost of debt, URBN is in an unusual position of not holding any long-term debt with costs related to it, for example interest. With that, cost of debt is zero. For cost of equity, I have considered 6% for the market risk premium as a fair value. The premium is based on current estimates from KPMG. To account for the firm's individual risk, I calculated the levered beta by estimating a proxy beta from URBN's closest competitors: American Eagle Outfitters, Abercrombie & Fitch, Levi Strauss, Gap Inc., and Inditex (Zara). With the respect to the effective tax rate of 23%, the WACC amounts to 7.35%. A sensitivity analysis with respect to the risk-free rate and the equity beta suggests a WACC between 7.0% and 10.1%.

Terminal Value

Using the Exit Multiple Method to estimate the Enterprise Value of URBN, I receive a present value of terminal value of USD ~4.62 billion, which represents 77.4% of the firm's total estimated value. This gives us a multiple of 11.9x for implied EV/EBITDA, which can be considered as very attractive. When considering the 2030E projected free cash flow, we are left with an implied perpetuity growth rate of 3.8%, indicating competitive growth potential. Accounting for debt, preferred stock, noncontrolling interest and cash and cash equivalents, I receive an equity value of USD 6 billion, which results in a share price of USD 47.22. A deviation of -4% from the current share price.

Sensitivity Analysis

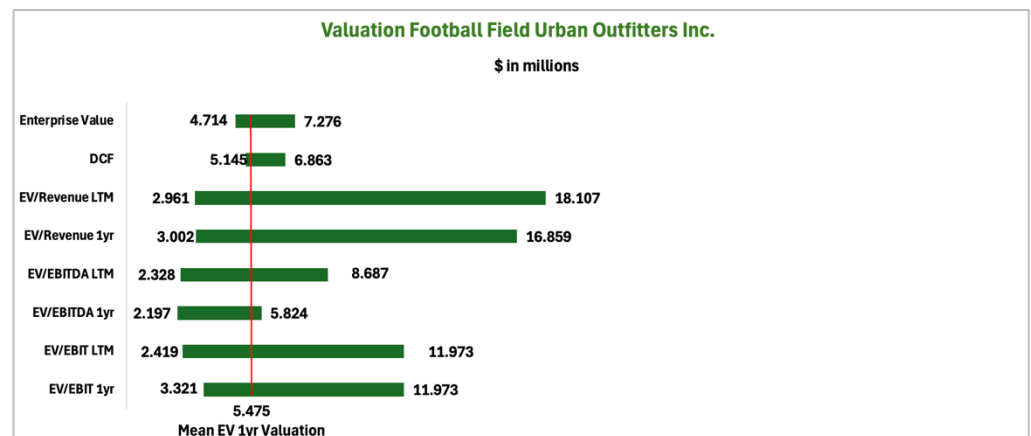
Because every DCF model is subject to numerous assumptions that heavily rely on the analyst's financial acumen, his knowledge about the market, macroeconomic circumstances and the ability to assess the management's skill

to steer URBN in the right direction, I conducted sensitivity analyses to get a range of considerable valuations. These include the Enterprise Value, the implied share price and the implied perpetuity growth rate with respect to the exit multiple, WACC and revenue growth.

From the sensitivity analyses we see that the estimated enterprise value is in line with the current enterprise value implied by the market with respect to a wide range in the exit multiple and a narrow range for the WACC. With that, a current fair valuation URBN lies nearby. Transforming enterprise value to share price, we receive a range from \$39.62 (20% downside) to \$55.07 (12% upside) with the latter exceeding the current share price of \$49.28 driven by high sales growth and a more favourable EV/EBITDA exit multiple. This implies that the market is rather optimistic about URBN's future. It is possible that investors see great growth potential in the Nuuly segment and are confident in the company's ability to invest in faster trend detection and shorter supply chains, as well as its growing share of e-commerce sales. Lastly, investors may consider the struggles that the Urban Outfitters segment faces not as critical as presented and have confidence in the company's diverse product portfolio.

A deeper look into guidance about Nuuly's potential and increasing margins of the more profitable segments Anthropologie and Free People would give more information on that.

Valuation Football Field



Based on the 52-week low and high range, the market valued Urban Outfitters enterprise between \$4.7bn and \$7.3bn, which is somewhat in line with the valuation from my DCF, which indicates a higher bottom border, but no significant deviation on the upside from the 52-week high valuation. Considering the bottom line difference between the market EV range and the DCF range it indicates that Urban Outfitters was undervalued significantly sometimes over the last months.

When looking at the EV-multiples for the key metrics sales, EBITDA, and EBIT I considered both the LTM valuation and a one year forward valuation to account for investors' sentiment about Urban Outfitters' future. Based on these multiples, Urban Outfitters can be valued on a wide range. To complement these multiples

I calculated the mean value of the mean EV multiples, in order to reach a valuation that isn't as skewed as the low and high figures. This metric suggest a mean one year forward EV valuation of \$5.5bn, which is also in line with my DCF estimate. From this one can conclude, that the assumptions about Urban Outfitters' ability to improve profitability margins through more efficient operations may reflect investors' forecasts. However, the market's forward valuation settles on the bottom border of my DCF estimate indicating that other factors, such as business and economic outlook, seem to have a negative influence. Therefore, from a valuation perspective, one can conclude that URBN can be considered as fairly valued, resulting in a 'hold' position.

Price Target and Range

My valuation of Urban Outfitters (URBN) arrives at a price target of \$47.22 per share, supported primarily by a discounted cash flow (DCF) analysis that reflects steady, yet unspectacular, growth expectations. The DCF model incorporates conservative assumptions, projecting moderate improvements in profitability margins, stabilising around a 12-12.5% EBITDA margin and a 10% EBIT margin by FY2030, while factoring in increasing liquidity and a solid balance sheet. A weighted average cost of capital (WACC) of 7.35% was applied, with sensitivity analyses indicating a plausible range between 7.0% and 10.1%, reflecting macroeconomic uncertainties and URBN's relatively low financial leverage.

The valuation notably emphasises the terminal value, which constitutes approximately 77% of the total enterprise value, resulting in an implied EV/EBITDA multiple of 11.9x—consistent with URBN's stable yet competitive positioning. Additionally, the comparable company analysis support the base case by situating URBN's valuation multiples (2025E EV/EBITDA at 10.4x and P/E at 11.6x) slightly above median levels of peers, suggesting the market assigns a resilience premium without pricing in aggressive growth.

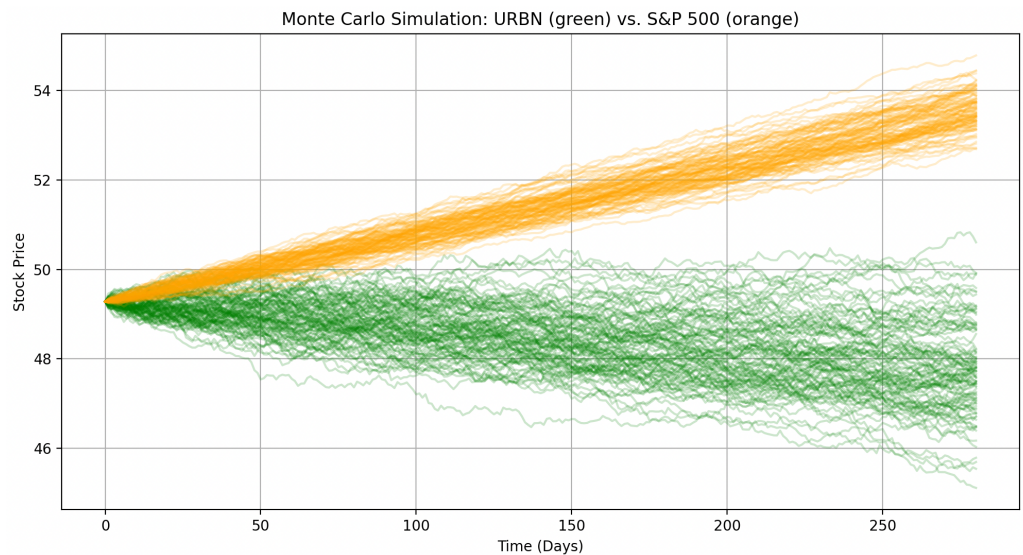
Considering the current implied volatility of 46%, my sensitivity analysis yields a conservative price range of \$39.62 (-20%) to \$55.07 (+12%) per share, highlighting downside risk driven by margin pressures and competition, and upside potential contingent on sustained Nuuly growth, improved performance from Anthropologie and Free People, and operational efficiency gains. The current market price of \$49.28 positions URBN as fairly valued within this range, supporting a cautious but balanced outlook leaving me with a 'hold' recommendation on the stock.

Monte Carlo Simulation

To visualize my findings and illustrate how the share price of URBN could develop over the next twelve months, I conducted a Monte Carlo simulation modeling the movements of URBN's stock price alongside the S&P 500 (standardized for comparison purposes). In the graphic, one can observe the potential trajectory of URBN's stock price, reaching my price target of \$47.22, which reflects a 4% downside from the current price and incorporates the stock's implied volatility of 46%. For context, the projected movement of the S&P 500

is also shown, with an estimated return of 11.1% in 2025 and an implied volatility of 17%.

Utilizing these inputs, along with the predicted beta of 1.58 for URBN, I calculated the implied correlation between URBN's returns and those of the S&P 500, which results in $\rho = 0.584$. This moderate positive correlation, combined with the relatively limited upside potential, positions URBN as a neutral holding within a diversified portfolio and supports a 'hold' recommendation. In this scenario, an investor may be better served by allocating capital to the broader S&P 500 or comparable investments, given the more favorable return outlook.



Investment Risks

Investing in Urban Outfitters carries several material risks rooted in both its strategic positioning and financial fundamentals. Strategically, URBN operates in a highly competitive and fragmented apparel retail market, where fast-changing consumer preferences—especially among price-sensitive Gen Z shoppers—require constant brand relevance and agility. While the company's diversified portfolio, including Anthropologie, Free People, and the fast-growing Nuuly subscription service, offers some insulation, the declining performance of its core Urban Outfitters brand highlights the risk of misalignment with shifting fashion trends. Applying Porter's Five Forces further reveals a challenging environment: the threat of new entrants is heightened by low e-commerce barriers and digital-native brands; buyer power remains strong due to low switching costs and an abundance of alternatives; supplier power is moderate but exposed to potential supply chain disruptions; substitutes like resale platforms are gaining traction; and competitive rivalry, particularly from dominant fast-fashion players like Zara, H&M, Shein, and Uniqlo, continues to compress margins.

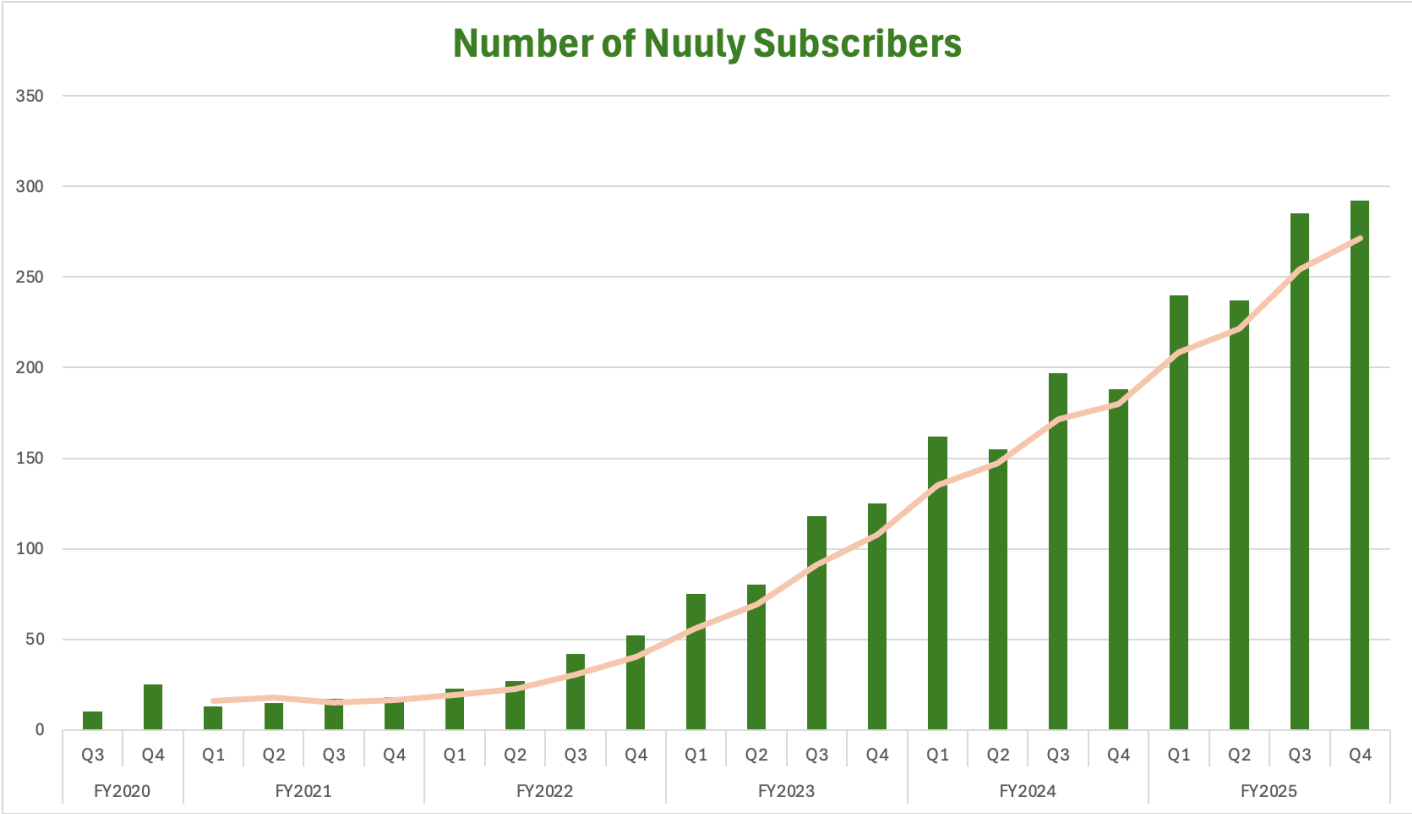
Financially, URBN's profitability metrics lag industry averages, with a gross margin of 34% compared to the sector median of 58%, and an EBITDA margin of 11% versus 16% for peers. Although its EPS and EBITDA growth projections appear solid—30% and 23% respectively—these are largely offset by concerns over operational efficiency and the company's ability to sustain this growth

amidst margin pressures. Additionally, URBN's heavy reliance on terminal value in its discounted cash flow valuation (77% of total enterprise value) underscores the long-term uncertainty in its cash flow generation. While liquidity is expected to improve, with cash ratios projected to rise significantly, declining ROIC and ROE through FY2030 signal weakening capital efficiency. In this context, macroeconomic risks, rising consumer debt levels, and potential regulatory pressures around sustainability reporting further exacerbate the company's risk profile. Together, these strategic, market, and financial vulnerabilities reinforce the case for caution, supporting a neutral 'hold' position for URBN investors.

Appendix



Number of Stores per Brand and Location	FY2015A	FY2016A	FY2017A	FY2018A	FY2019A	FY2020A	FY2021A	FY2022A	FY2023A	FY2024A	Q1 2025A	Q2 2025A	Q3 2025A	FY2025A	Q4 2026E
Urban Outfitters															
North America	195	197	199	198	195	194	191	202	201	196	196	194	194	185	177
Europe	43	43	43	47	50	54	56	59	62	66	68	69	70	69	72
Middle East	0	0	0	0	0	5	1	2	6	7	7	7	0	0	0
Total	238	240	242	245	245	253	248	263	269	269	271	270	264	254	249
Anthropologie (incl. Terrain)															
North America	199	209	214	216	216	211	215	217	217	218	219	222	225	223	234
Europe	7	9	11	10	11	20	22	21	21	19	19	17	17	17	18
Middle East	0	0	0	0	0	1	0	1	2	2	2	2	0	0	0
Total	206	218	225	226	227	232	237	239	240	239	240	241	242	240	252
Free People & FP Movement															
North America	102	114	127	132	133	140	144	167	177	186	187	193	204	228	248
Europe	0	0	0	0	2	4	5	6	11	12	12	12	12	11	14
Middle East	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0
Total	102	114	127	132	135	145	149	173	188	198	199	205	216	239	262
Menus & Venues															
US	0	0	12	10	13	11	11	10	11	9	9	9	9	9	9
Total	0	0	12	10	13	11	11	10	11	9	9	9	9	9	9
Total Company-Owned Stores	546	572	606	613	620	641	645	685	708	715	719	725	731	742	772



Income Statement		Historical Period					CAGR	Prior Stub			Current Stub			LTM	Projection Period					CAGR
(\$ thousands, expect share and per share data)		FY2021A	FY2022A	FY2023A	FY2024A	FY2025A	(21 - 25)	Oct 31, 2023	Oct 31, 2025	Oct 31, 2025					FY2026E	FY2027E	FY2028E	FY2029E	FY2030E	(21 - 25)
Net sales		\$3,983.789	\$3,449.749	\$4,548.763	\$4,795.244	\$5,153.237	6,65%	\$1,281.174	\$1,361.855	\$5,233.918					\$5,589.824	\$5,947.573	\$6,304.428	\$6,670.084	\$7,030.269	5,90%
% growth		NA	-13,41%	31,9%	5,4%	7,5%		NA	6,3%	NA	6,8%	6,4%	6,0%	5,8%	5,4%					
COGS		2,743.963	2,587.843	3,054.813	3,368.028	3,437.833		826.767	864.536	3,475.602	3,745.182	3,955.136	4,160.922	4,368.905	4,569.675					
Gross profit		\$1,239.826	\$861.906	\$1,493.950	\$1,427.216	\$1,715.404	8,46%	\$454.407	\$497.319	\$1,758.316					\$1,844.642	\$1,992.437	\$2,143.505	\$2,301.179	\$2,460.594	7,47%
% margin		31,1%	25,0%	32,8%	29,8%	33,3%		35,5%	36,5%	33,6%	33,0%	33,5%	34,0%	34,5%	35,0%					
SG&A		993.990	857.934	1,085.384	1,200.593	1,339.205		345.429	368.628	1,362.404	1,444.642	1,537.943	1,632.923	1,729.804	1,828.019					
SG&A (adjusted for D&A)		881.734	754.163	979.712	1,098.254	1,236.718	7,53%	317.614	339.149	1,258.253					1,257.710	1,338.204	1,418.496	1,500.769	1,581.811	10,62%
EBITDA		\$358.092	\$107.743	\$514.238	\$328.962	\$478.686		\$136.793	\$158.170	\$500.063	\$586.932	\$654.233	\$725.009	\$800.410	\$878.784					
% margin		9,0%	3,1%	11,3%	6,9%	9,3%		10,7%	11,6%	9,6%	10,5%	11,0%	11,5%	12,0%	12,5%					
Depreciation & Amortization		112.256	103.771	105.672	102.339	102.487	11,22%	27.815	29.479	104.151					122.976	130.847	138.697	146.742	154.666	11,77%
EBIT		\$245.836	\$3,972	\$408.566	\$226.623	\$376.199		\$108.978	\$128.691	\$395.912	\$463.955	\$523.386	\$586.312	\$653.668	\$724.118					
% margin		6,2%	0,12%	9,0%	4,7%	7,3%		8,5%	9,4%	7,6%	8,3%	8,8%	9,3%	9,8%	10,3%					
Interest income		10.638	3.119	2.343	2.041	23.631	14,38%	-	-	23.631					2.795	2.974	3.152	3.335	3.515	11,74%
Interest expense		-	3.405	1.104	1.315	7.662		-	-	7.662	-	-	-	-	-					
Irregular income/expense		13.911	-	-	-	6.404		-	-	6.404	-	-	-	-	-					
Other income/expenses (non-operating)		2.843	173	5.174	6.070	4.157	16,23%	705	7.141	2.279					-	-	-	-	-	11,74%
EBT		\$239.720	\$3,513	\$404.631	\$221.279	\$381.607		\$109.683	\$135.832	\$407.756	\$466.750	\$526.360	\$589.464	\$657.003	\$727.633					
Income tax		71.624	2.277	94.015	61.580	93.933		26.669	32.921	93.784	107.353	121.063	135.577	151.111	167.356					
Reported effective tax rate		30%	65%	23%	28%	25%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%
Net income		\$168.096	\$1,236	\$310.616	\$159.699	\$287.674	14,38%	\$83.014	\$102.911	\$313.972					\$359.398	\$405.297	\$453.887	\$505.893	\$560.277	11,74%
% margin		4,2%	0,0%	6,8%	3,3%	5,6%		6,5%	7,6%	6,0%	6,4%	6,8%	7,2%	7,6%	8,0%					
Diluted EPS		\$1,67	\$0,01	\$3,13	\$1,70	\$3,05		\$0,88	\$1,10	\$3,27	\$3,83	\$4,32	\$4,84	\$5,39	\$5,97					
Weighted average diluted total shares outstanding		100.588.677	98.522.776	99.268.705	94.144.062	94.327.785	16,23%	94.448.376	93.857.850	93.857.850					93.857.850	93.857.850	93.857.850	93.857.850	93.857.850	11,74%
Plus: Depreciation & Amortization		112.256	103.771	105.672	102.339	102.487		27.815	29.479	104.151	122.976	130.847	138.697	146.742	154.666					
Less: Capital Expenditures		217.433	159.242	262.429	199.513	199.625		72.520	45.198	172.303	279.491	312.248	346.744	383.530	404.240					
Less: Change in Net Working Capital		-	253.130	141.721	35.293	176.767				311.552	2.923	2.217	1.720	907						
Unlevered Free Cash Flow		\$62.919	(\$307.365)	\$12.138	\$27.232	\$13.769									\$514.435	\$226.819	\$248.058	\$270.824	\$311.610	
WACC		7,4%													0,5	1,5	2,5	3,5	4,5	
Discount Period		-													0,97	0,90	0,84	0,78	0,73	
Discount Factor		-													-	-	-	-	-	
Present Value of Free Cash Flow		-													\$496.503	\$203.918	\$207.736	\$211.266	\$226.432	
Adjusted Income Statement																				
Reported Gross Profit		1,239.826	861.906	1,493.950	1,427.216	1,715.404	8,32%	454.407	497.319	1,758.316					454.407	497.319	1,758.316	1,844.642	1,992.437	7,47%
Non-recurring items in COGS		14.611	15.496	-	6.417	11.875		3.192	-	8.683	3.192	-	8.683	-	-					
Adjusted Gross Profit		\$1,254.437	\$877.402	\$1,493.950	\$1,433.633	\$1,727.279		\$457.599	\$497.319	\$1,766.999	\$1,844.642	\$1,992.437	\$2,143.505	\$2,301.179	\$2,460.594					
% margin		31,5%	25,4%	32,8%	29,9%	33,5%	35,7%	36,5%	33,6%	33,0%	33,5%	34,0%	34,5%	35,0%						
Reported EBT		239.720	3.513	404.631	221.279	381.607	10,50%	109.683	135.832	407.756					109.683	135.832	407.756	466.750	526.360	11,74%
Non-recurring items in COGS		14.611	15.496	-	6.417	11.875		3.192	-	8.683	3.192	-	8.683	-	-					
Other Non-recurring items		13.911	-	-	-	6.404		-	-	6.404	-	-	-	-	-					
Adjusted EBT		\$268.242	\$19,009	\$404.631	\$227.696	\$399.886	10,50%	\$112.875	\$135.832	\$422.843					\$112.875	\$135.832	\$422.843	\$466.750	\$526.360	11,74%
% margin		6,7%	0,6%	8,9%	4,7%	7,8%		8,8%	10,0%	8,1%	8,3%	8,8%	9,3%	9,8%	10,3%					
Net interest income/expense & other		7.795	(459)	(3.935)	(5.344)	11.812	705	7.141	18.248	47.000	57.000	112.487	-	-						
Depreciation & Amortization		112.256	103.771	105.672	102.339	102.487	27.815	29.479	104.151	122.976	130.847	138.697	146.742	154.666						
Adjusted EBITDA		\$388.293	\$122.321	\$506.368	\$324.691	\$514.185	7,27%	\$160.580	\$199.973	\$553.578					\$160.580	\$199.973	\$553.578	\$586.932	\$654.233	10,91%
% margin		9,7%	3,5%	11,1%	6,8%	10,0%		12,5%	14,7%	10,6%	12,5%	12,5%	12,5%	12,5%	12,5%					
Adjusted EBT		268.242	19.009	404.631	227.696	399.886	112.875	135.832	422.843	466.750	526.360	589.464	657.003	727.633						
Tax Adjustment		8.528	10.041	-	1.784	4.497	734	-	3.470	-	-	-	-	-						
Adjusted Net Income		\$205.146	\$26,773	\$310.616	\$167.900	\$310.450	10,91%	\$140.278	\$168.753	\$332.529					\$140.278	\$168.753	\$332.529	\$466.750	\$526.360	11,4%
% margin		6,7%	0,6%	8,9%	4,7%	7,8%		8,8%	10,0%	8,1%	8,3%	8,8%	9,3%	9,8%	10,3%					
Adjusted Diluted EPS		\$2,04	\$0,27	\$3,13	\$1,78	\$3,29		\$1,49	\$1,80	\$3,54	\$4,32	\$4,84	\$5,39	\$5,97	\$6,55					
Income Statement Metrics and Assumptions																				
Sales (% growth)		NA	(13,4%)	31,9%	5,4%	7,5%		NA	6,3%	NA					6,8%	6,4%	6,0%	5,8%	5,4%	
COGS (% sales)		68,9%	75,0%	67,2%	70,2%	66,7%		64,5%	63,5%	66,4%					67,0%	66,5%	66,0%	65,5%	65,0%	
SG&A (% sales)		22,1%	21,9%	21,5%	22,9%	24,0%		24,8%	24,9%	24,0%					22,5%	22,5%	22,5%	22,5%	22,5%	
Depreciation & Amortization (% sales)		2,8%	3,0%	2,3%	2,1%	2,0%		2,2%	2,2%	2,0%					2,2%	2,2%	2,2%	2,2%	2,2%	
Capital Expenditures (% sales)		5,5%	4,6%	5,8%	4,2%	3,9%		5,7%	3,3%	1,5%					5,0%	5,3%	5,5%	5,8%	5,8%	
Interest Expenses (% sales)		-	0,1%	0,0%	0,0%	0,1%		-	-	0,1%					0,1%	0,1%	0,1%	0,1%	0,1%	
Tax Rate		29,9%	64,8%	23,2%	27,8%	24,6%		23,0%	23,0%	23,0%					23,0%	23,0%	23,0%	23,0%	23,0%	
Working Capital (% sales)		(0,5%)	(7,3%)	(3,1%)	(0,7%)	(3,4%)		-	-	(3,4%)					11,4%	11,4%	11,4%	11,4%	11,4%	

Urban Outfitters Inc. (Nasdaq: URBN)

Balance Sheet & Projections

(\$ in thousands)

Balance Sheet	FY2021A	FY2022A	FY2023A	FY2024A	FY2025A	Current Stub	FY2026E	FY2027E	FY2028E	FY2029E	FY2030E
Assets											
Current assets: Cash and cash equivalents											
Cash and cash equivalents	221.839	395.625	206.575	201.260	178.321	178.321	247.974	632.451	1.023.420	1.429.898	1.834.240
Marketable securities	211.453	174.695	239.420	181.378	286.744	286.744	286.744	286.744	286.744	286.744	286.744
Accounts receivable	88.288	89.952	63.760	70.339	67.008	67.008	88.825	94.509	100.180	105.990	111.714
Inventory	409.534	389.618	569.699	587.510	550.242	550.242	718.254	758.519	797.985	837.872	876.376
Prepaid expenses and other current assets	122.282	173.432	206.293	197.232	200.188	200.188	195.644	208.165	220.655	233.453	246.059
Total current assets	1.053.396	1.223.322	1.285.747	1.237.719	1.282.503	1.282.503	1.537.441	1.980.389	2.428.984	2.893.958	3.355.133
Non-current assets											
Property and equipment, net	890.032	967.422	1.145.085	1.187.735	1.286.541	1.286.541	1.566.032	1.878.280	2.225.023	2.608.553	3.012.794
Operating lease right-of-use assets	1.170.531	114.762	1.000.255	959.436	920.396	920.396	920.396	920.396	920.396	920.396	920.396
Marketable securities	97.096	123.662	223.557	102.844	314.152	314.152	314.152	314.152	314.152	314.152	314.152
Deferred income taxes and other assets	104.578	117.167	136.703	195.178	307.617	307.617	307.617	307.617	307.617	307.617	307.617
Total non-current assets	2.262.237	1.323.013	2.505.600	2.445.193	2.828.706	2.828.706	3.108.197	3.420.445	3.767.188	4.150.718	4.554.959
Total Assets	3.315.633	2.546.335	3.791.347	3.682.912	4.111.209	4.111.209	4.645.638	5.400.833	6.196.173	7.044.676	7.910.092
Liabilities and Shareholder's Equity											
Current liabilities											
Accounts payable	167.871	237.386	304.246	257.620	253.342	253.342	260.348	277.010	293.631	310.661	327.437
Current portion of operating lease liabilities	221.593	254.703	236.315	232.672	226.645	226.645	162.024	172.393	182.737	193.336	203.776
Accrued compensation and benefits	44.041	54.796	89.914	77.505	122.708	122.708	0	0	0	0	0
Accrued expenses and other current liabilities	205.265	359.247	350.998	322.577	391.510	391.510	445.566	474.082	502.527	531.673	560.384
Total current liabilities	638.770	906.132	981.473	890.374	994.205	994.205	867.938	923.486	978.895	1.035.671	1.091.597
Non-current portion of operating lease liabilities	1.137.495	1.074.009	951.080	884.696	851.853	851.853	851.853	851.853	851.853	851.853	851.853
Deferred rent and other liabilities	84.013	88.846	113.054	115.159	152.611	152.611	152.611	152.611	152.611	152.611	152.611
Total non-current liabilities	1.221.508	1.162.855	1.064.134	999.855	1.004.464	1.004.464	1.004.464	1.004.464	1.004.464	1.004.464	1.004.464
Total liabilities	1.860.278	2.068.987	2.045.607	1.890.229	1.998.669	1.998.669	1.872.402	1.927.950	1.983.359	2.040.135	2.096.061
Equity											
Preferred shares ¹	-	-	-	-	-	-	-	-	-	-	-
Common Shares ²	10	10	10	-	9	9	9	9	9	9	9
Additional paid-in-capital	9.477	19.369	-	15.248	37.943	37.943	37.943	37.943	37.943	37.943	37.943
Retained earnings	1.473.872	1.475.108	1.770.560	1.826.061	2.113.735	2.113.735	-	-	-	-	-
Accumulated other comprehensive loss	(28.004)	(17.120)	(24.830)	(48.635)	(39.147)	(39.147)	-	-	-	-	-
Total Shareholders' Equity	1.455.355	1.477.367	1.745.740	1.792.674	2.112.540	2.112.540	2.773.237	3.472.884	4.212.814	5.004.541	5.814.031
Total Liabilities and Shareholders' Equity	3.315.633	3.546.354	3.791.347	3.682.903	4.111.209	4.111.209	4.645.638	5.400.833	6.196.173	7.044.676	7.910.092
Debt-to-Equity	1,28	1,40	1,17	1,05	0,95	0,95	0,68	0,56	0,47	0,41	0,36
Current Ratio	1,65	1,35	1,31	1,39	1,29	1,29	1,77	2,14	2,48	2,79	3,07

¹\$\$.0001 par value, 100M shares authorized, none issued²\$\$.0001 par value, 200M shares authorized, 92,787,522 and 92,180,709 issued and outstanding, respectively

23/04/2025

Urban Outfitters Inc. (Nasdaq: URBN)

Cash Flow Statement & Projections

(\$ in thousands)

Cash flows from operating activities:	FY2021A	FY2022A	FY2023A	FY2024A	FY2025A	Prior Stub	Current Stub	LTM	FY2026E	FY2027E	FY2028E	FY2029E	FY2030E
Net income	168,096	1,236	310,616	159,699	287,674	83,014	102,911	307,571	359,398	405,297	453,887	505,893	560,277
Adjustments to reconcile net income to net cash provided by operating activities:													
Depreciation and amortization	112,256	103,771	105,672	102,339	102,487	27,815	29,479	104,151	122,976	130,847	138,697	146,742	154,666
Non-cash lease expense	190,652	197,088	193,032	193,863	202,265	50,136	59,320	211,449	195,380	195,380	195,380	195,380	195,380
Provision (benefit) for deferred income taxes	1,451	(14,270)	(2,695)	(2,577)	24,711	37,110	(1,761)	(14,160)	1,324	1,324	1,324	1,324	1,324
Share-based compensation expense	21,109	20,300	25,741	29,449	30,508	7,689	7,810	30,629	25,421	22,737	20,239	21,217	20,411
Amortization of tax credit investment	-	-	-	-	15,906	1,392	-	14,514	-	-	-	-	-
Store impairment and lease abandonment charges	14,611	15,496	-	6,417	11,875	-	-	11,875	9,680	6,758	3,658	6,033	6,686
Asset & Goodwill impairment	13,911	-	-	-	6,404	-	-	6,404	-	-	-	-	-
Loss on disposition of property and equipment, net	1,643	779	1	982	309	-	1,133	1,442	743	414	485	773	725
Changes in assets and liabilities:													
Receivables	(7,825)	(1,223)	26,029	(7,103)	3,708	927	(18,076)	(15,295)	(21,817)	(5,685)	(5,671)	(5,810)	(5,723)
Inventory	(39,101)	22,381	(181,898)	(22,286)	38,785	(138,515)	(188,140)	(10,840)	(168,012)	(40,265)	(39,466)	(39,887)	(38,504)
Prepaid expenses and other assets	(16,308)	(25,239)	(10,209)	(31,257)	(53,532)	(26,701)	(4,230)	(31,061)	4,544	(12,521)	(12,490)	(12,798)	(12,606)
Payables, accrued expenses and other liabilities	22,661	152,905	124,840	(49,593)	74,185	84,162	96,915	86,938	7,006	16,662	16,621	17,031	16,776
Operating lease liabilities	(209,263)	(187,410)	(231,810)	(237,204)	(235,874)	(58,037)	(66,813)	(244,650)	(133,273)	38,886	38,789	39,745	39,150
Net cash from operating activities	273,893	285,814	359,319	142,729	509,411	68,992	18,548	458,967	403,370	759,834	811,454	875,642	938,563
Cash flows from investing activities:													
Cash paid for property and equipment	(217,433)	(159,242)	(262,429)	(199,513)	(199,625)	(72,520)	(45,198)	(172,303)	(279,491)	(312,248)	(346,744)	(383,530)	(404,240)
Cash paid for marketable securities	(397,220)	(338,918)	(505,936)	(109,148)	(649,389)	(106,062)	(100,848)	(644,175)	(400,122)	(341,891)	(294,277)	(321,924)	(380,119)
Sales and maturities of marketable securities	428,508	396,260	280,701	276,650	347,366	92,926	105,033	359,473	345,897	278,781	220,535	236,290	250,139
Initial cash payment for tax credit investment	-	-	-	-	(20,000)	-	-	(20,000)	-	-	-	-	-
Net cash from investing activities	(186,145)	(101,900)	(487,664)	(32,011)	(521,648)	(85,656)	(41,013)	(477,005)	(333,716)	(375,358)	(420,485)	(469,165)	(534,221)
Cash flows from financing activities:													
Proceeds from the exercise of share-based awards	974	495	3,290	376	594	-	-	594	1145,8	1145,8	1145,8	1145,8	1145,8
Share repurchases related to share repurchase program	(217,421)	(7,036)	(55,765)	(112,016)	-	8,184	-	(8,184)	(78,448)	(78,448)	(78,448)	(78,448)	(78,448)
Share repurchases related to taxes for share-based awards	(5,600)	(3,876)	(7,790)	(6,760)	(8,407)	(9,636)	(3,794)	(2,565)	(6,487)	(7,294)	(7,277)	(6,232)	(6,178)
Tax credit investment liability payments	-	-	-	-	(4,319)	-	-	(4,319)	-	-	-	-	-
Net cash from financing activities	(222,047)	(10,417)	(60,265)	(118,400)	(12,132)	(1,452)	(3,794)	(14,474)	-	-	-	-	-
Effect of exchange rate changes on cash and cash equivalents	(2,122)	299	(450)	2,367	1,430	(391)	(354)	1,467	-	-	-	-	-
Decrease in cash and cash equivalents	(136,421)	173,796	(189,060)	(5,315)	(22,939)	(18,116)	(26,259)	(31,045)	69,653	384,477	390,969	406,478	404,342
Cash and cash equivalents at beginning of period	358,260	221,839	395,635	206,575	201,260	224,744	209,129	185,645	178,321	247,974	632,451	1,023,420	1,429,898
Cash and cash equivalents at end of period	221,839	395,635	206,575	201,260	178,321	206,237	182,516	154,600	247,974	632,451	1,023,420	1,429,898	1,834,240
Supplemental cash flow information:													
Cash paid during the year for:													
Income taxes	-	-	111,632	50,759	55,164	-	-	55,164	-	-	-	-	-
Non-cash investing activities—Accrued capital expenditures	-	-	57,255	17,075	27,559	-	-	27,559	-	-	-	-	-
Non-cash investing activities—Accrued tax credit investment installments	-	-	-	-	62,120	-	-	62,120	-	-	-	-	-

Urban Outfitters Inc. (Nasdaq: URBN)

Working Capital Projections

(\$ in thousands)

	Historical Period						Projection Period					
	FY2021A	FY2022A	FY2023A	FY2024A	FY2025A	LTM	FY2026E	FY2027E	FY2028E	FY2029E	FY2030E	
Sales	3,983,789	3,449,749	4,548,763	4,795,244	5,153,237	5,233,918	5,589,824	5,947,573	6,304,428	6,670,084	7,030,269	
Cost of Goods Sold	2,743,963	2,587,843	3,054,813	3,368,028	3,437,833	3,475,602	3,745,182	3,955,136	4,160,922	4,368,905	4,569,675	
Current Assets												
Accounts Receivable	88,288	89,952	63,760	70,339	67,008	86,586	88,825	94,509	100,180	105,990	111,714	
Inventories	409,534	389,618	569,699	587,510	550,242	622,555	718,254	758,519	797,985	837,872	876,376	
Prepaid Expenses and Other	122,282	173,432	206,293	197,232	200,188	189,031	195,644	208,165	220,655	233,453	246,059	
Total Current Assets	\$620,104	\$653,002	\$839,752	\$855,081	\$817,438	\$898,172	\$1,002,723	\$1,061,194	\$1,118,820	\$1,177,316	\$1,234,149	
Current Liabilities												
Accounts Payable	167,871	237,386	304,246	257,620	253,342	297,414	260,348	277,010	293,631	310,661	327,437	
Accrued Liabilities	249,306	414,043	440,912	400,082	514,218	542,105	445,566	474,082	502,527	531,673	560,384	
Operating Lease Liabilities	221,593	254,703	236,315	232,672	226,645	231,307	162,024	172,393	182,737	193,336	203,776	
Total Current Liabilities	\$638,770	\$906,132	\$981,473	\$890,374	\$994,205	\$1,070,826	\$867,938	\$923,486	\$978,895	\$1,035,671	\$1,091,597	
Net Working Capital	(\$18,666)	(\$253,130)	(\$141,721)	(\$35,293)	(\$176,767)	(\$172,654)	\$134,785	\$137,708	\$139,925	\$141,645	\$142,552	
% sales	(0.5%)	(7.3%)	(3.1%)	(0.7%)	(3.4%)	(3.3%)	11.4%	11.4%	11.4%	11.4%	11.4%	
Increase / (Decrease) in NWC	NA	(234,464)	111,409	106,428	(141,474)	NA	311,552	2,923	2,217	1,720	907	
Assumptions												
Current Assets												
Days Sales Outstanding	8,09	9,52	5,12	5,35	4,75	6,04	5,80	5,80	5,80	5,80	5,80	
Days Inventory Held	54,5	55,0	68,1	63,7	58,4	65,4	70,0	70,0	70,0	70,0	70,0	
Prepays and Other CA (% of sales)	3,1%	5,0%	4,5%	4,1%	3,9%	3,6%	3,5%	3,5%	3,5%	3,5%	3,5%	
Current Liabilities												
Days Payable Outstanding	15,4	25,1	24,4	19,6	17,9	20,7	17,0	17,0	17,0	17,0	17,0	
Accrued Liabilities (% of sales)	6,3%	12,0%	9,7%	8,3%	10,0%	10,4%	8,0%	8,0%	8,0%	8,0%	8,0%	
Other Current Liabilities (% of sales)	5,6%	7,4%	5,2%	4,9%	4,4%	4,4%	2,9%	2,9%	2,9%	2,9%	2,9%	

Urban Outfitters Inc. (Nasdaq: URBN)
Weighted Average Cost of Capital Analysis
(\$ in thousands)

WACC Calculation	
Target Capital Structure	
Debt-to-Total Capitalization	46,1%
Equity-to-Total Capitalization	53,9%
Cost of Debt	
Cost-of-Debt	0,0%
Tax Rate	23,0%
After-tax Cost of Debt	0,0%
Cost of Equity	
Risk-free Rate (1)	2,50%
Market Risk Premium (2)	6,0%
Levered Beta	1,69
Size Premium (3)	1,0%
Cost of Equity	13,64%
WACC	
	7,35%

Comparable Companies Unlevered Beta						
Company	Predicted Levered Beta	Market Value of Debt	Market Value of Equity	Debt/Equity	Marginal Tax Rate	Unlevered Beta
American Eagle Outfitters	1,48	\$1.821.150	\$2.325.037	78,3%	25%	0,93
Abercrombie & Fitch	1,46	1.924.246	4.431.797	43,4%	25%	1,10
Levi Strauss	1,15	4.405.000	6.363.734	69,2%	25%	0,76
Gap Inc.	2,37	8.621.000	7.898.880	109,1%	25%	1,30
Zara	1,08	15.037.767	145.145.078	10,4%	25%	1,00
Mean	1,51			0,62		1,02
Median	1,46			0,69		1,00

Relevered Beta				
	Mean Unlevered Beta	Target Debt/Equity	Target Marginal Tax Rate	Relevered Beta
Relevered Beta	1,02	85,5%	23,0%	1,69

WACC Sensitivity Analysis						
Risk free rate	Beta					
	1,29	1,49	1,69	1,89	2,09	
	2,00%	5,8%	6,4%	7,1%	7,7%	8,4%
	2,25%	5,9%	6,6%	7,2%	7,9%	8,5%
	2,50%	6,1%	6,7%	7,4%	8,0%	8,6%
2,75%	6,2%	6,8%	7,5%	8,1%		8,8%
3,00%	6,3%	7,0%	7,6%	8,3%		8,9%

- (1) Current deposit facility rate of European Central Bank
(2) Obtained from KPMG U.S. Equity Risk Premium
(3) Obtained from Kroll U.S. Cost of Capital Size Premiums

General Information		
Company Name	Urban Outfitters Inc.	
Ticker	URBN	
StockExchange	Nasdaq	
Fiscal Year Ending	Jan 24	
Moody's Corporate Rating	-	
S&P Corporate Rating	-	
Predicted Beta	1,48	
Marginal Tax Rate	23,0%	

Selected Market Data		
Current Price	23.03.2025	\$49,28
% of 52-week High		80,6%
52-week High Price	11.07.2024	61,16
52-week Low Price	09.10.2024	33,86
Dividend Per Share (MRQ)		-
Fully Diluted Shares Outstanding		\$93.857.850
Equity Value		\$4.625.315
Plus: Total Debt		2.068.431
Plus: Preferred Stock		-
Plus: Noncontrolling Interest		-
Less: Cash and Cash Equivalents		(\$32.613)
Enterprise Value		6.161.133

Trading Multiples				
	LTM 31.07.2024	NYF 2026E	NYF+1 2027E	NYF+2 2028E
EV / Sales	1,2x	1,1x	1,0x	1,0x
Metric	5.233.918	5.589.824	5.947.573	6.304.428
EV / EBITDA	11,1x	10,5x	9,4x	8,5x
Metric	553.578	586.932	654.233	725.009
EV / EBIT	14,6x	13,3x	11,8x	10,5x
Metric	422.843	463.955	523.386	586.312
P/E	13,9x	12,9x	11,4x	10,2x
Metric	\$3,54	\$3,83	\$4,32	\$4,84
FCF Yield	-	11,1%	4,9%	5,4%
Metric	-	\$514.434,69	\$226.819,48	\$248.058,30

LTM Return on Investment Ratios	
Return on Invested Capital	13,1%
Return on Equity	19,4%
Return on Assets	9,5%
Implied Annual Dividend Per Share	-

LTM Credit Statistics	
Debt/Total Capitalization	46,1%
Total Debt/EBITDA	3,6x
Net Debt/EBITDA	2,8x
EBITDA/Interest Expense	72,2x
(EBITDA-capex)/Interest Expense	49,8x
EBIT/Interest Expense	55,2x

Growth Rates				
	Sales	EBITDA	FCF	EPS
Historical				
1-year	7,5%	58,4%	(49,4%)	84,5%
2-year CAGR	6,4%	0,8%	6,5%	2,6%
Estimated				
1-year	8,5%	22,6%	3.636,2%	25,6%
2-year CAGR	7,4%	16,9%	305,9%	19,0%
Long-term				-

Enterprise Value	
Cumulative Present Value of FCF	\$1.345.855
Terminal Value	
Terminal Year EBITDA (2030E)	\$878.784
Exit Multiple	7,5x
Terminal Value	\$6.590.877
Discount Factor	0,70
Present Value of Terminal Value	\$4.622.327
% of Enterprise Value	77,4%
Enterprise Value	\$5.968.182

Implied Equity Value and Share Price	
Enterprise Value	\$5.968.182
Less: Total Debt	\$2.068.431
Less: Preferred Stock	-
Less: Noncontrolling Interest	-
Plus: Cash and Cash Equivalents	\$532.613
Implied Equity Value	\$4.432.364
Fully Diluted Shares Outstanding	93.857.850
Implied Share Price	47,22
Upside/Downside	-4%

Implied Perpetuity Growth Rate	
Terminal Year Free Cash Flow (2030E)	\$226.432
WACC	7,4%
Terminal Value	\$6.590.877
Implied Perpetuity Growth Rate	3,8%

Implied EV/EBITDA	
Enterprise Value	\$5.968.182
LTM Oct 31, 2025 EBITDA	\$500.063
Implied EV/EBITDA	11,9x

Enterprise Value					
Exit Multiple					
	6,5x	7,0x	7,5x	8,0x	8,5x
6,4%	5.571.489	5.894.461	6.217.433	6.540.404	6.863.376
6,9%	5.460.582	5.776.067	6.091.553	6.407.038	6.722.523
7,4%	5.352.633	5.660.840	\$5.969.046	6.277.253	6.585.459
7,9%	5.247.551	5.548.679	5.849.807	6.150.935	6.452.063
8,4%	5.145.244	5.439.488	5.733.732	6.027.976	6.322.220

Implied Perpetuity Growth Rate					
Exit Multiple					
	6,5x	7,0x	7,5x	8,0x	8,5x
6,4%	2,1%	2,4%	2,7%	2,9%	3,1%
6,9%	2,7%	3,0%	3,2%	3,4%	3,6%
7,4%	3,3%	3,5%	3,8%	4,0%	4,2%
7,9%	3,8%	4,1%	4,3%	4,6%	4,7%
8,4%	4,4%	4,7%	4,9%	5,1%	5,3%

Implied Share Price					
Exit Multiple					
	6,5x	7,0x	7,5x	8,0x	8,5x
4,8%	39,62	42,85	46,07	49,29	52,51
5,8%	40,14	43,39	46,65	49,90	53,15
6,8%	40,66	43,94	47,22	50,51	53,79
7,8%	41,17	44,49	47,80	51,12	54,43
8,8%	41,69	45,04	48,38	51,73	55,07

		Projection Period									
		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
		0,1	0,08	0,06	0,04	0,03	1,03	2,03	3,03	4,03	5,03
Income Statement Assumptions											
Sales (% growth)		6,8%	6,4%	6,0%	5,8%	5,4%	5,4%	5,4%	5,4%	5,4%	5,4%
Base	1	6,8%	6,4%	6,0%	5,8%	5,4%	5,4%	5,4%	5,4%	5,4%	5,4%
Upside	2	7,0%	7,0%	7,0%	7,0%	7,0%	7,0%	7,0%	7,0%	7,0%	7,0%
Management	3	5,6%	5,2%	4,8%	4,4%	4,0%	4,0%	4,0%	4,0%	4,0%	4,0%
Downside 1	4	5,0%	4,6%	4,2%	3,8%	3,4%	3,4%	3,4%	3,4%	3,4%	3,4%
Downside 2	5	4,6%	4,2%	3,8%	3,4%	3,0%	3,0%	3,0%	3,0%	3,0%	3,0%
Cost of Goods Sold (% sales)		67,0%	66,5%	66,0%	65,5%	65,0%	65,0%	65,0%	65,0%	65,0%	65,0%
Base	1	67,0%	66,5%	66,0%	65,5%	65,0%	65,0%	65,0%	65,0%	65,0%	65,0%
Upside	2	64,0%	64,0%	64,0%	64,0%	64,0%	64,0%	64,0%	64,0%	64,0%	64,0%
Management	3	66,0%	66,0%	66,0%	66,0%	66,0%	66,0%	66,0%	66,0%	66,0%	66,0%
Downside 1	4	67,5%	67,5%	67,5%	67,5%	67,5%	67,5%	67,5%	67,5%	67,5%	67,5%
Downside 2	5	68,0%	68,0%	68,0%	68,0%	68,0%	68,0%	68,0%	68,0%	68,0%	68,0%
SG&A (% sales)		22,5%	22,5%	22,5%	22,5%	22,5%	22,5%	22,5%	22,5%	22,5%	22,5%
Base	1	22,5%	22,5%	22,5%	22,5%	22,5%	22,5%	22,5%	22,5%	22,5%	22,5%
Upside	2	22,0%	22,0%	22,0%	22,0%	22,0%	22,0%	22,0%	22,0%	22,0%	22,0%
Management	3	23,0%	23,0%	23,0%	23,0%	23,0%	23,0%	23,0%	23,0%	23,0%	23,0%
Downside 1	4	25,5%	25,5%	25,5%	25,5%	25,5%	25,5%	25,5%	25,5%	25,5%	25,5%
Downside 2	5	26,0%	26,0%	26,0%	26,0%	26,0%	26,0%	26,0%	26,0%	26,0%	26,0%
Depreciation & Amortization (% sales)		2,2%	2,2%	2,2%	2,2%	2,2%	2,2%	2,2%	2,2%	2,2%	2,2%
Base	1	2,2%	2,2%	2,2%	2,2%	2,2%	2,2%	2,2%	2,2%	2,2%	2,2%
Upside	2	1,5%	1,5%	1,5%	1,5%	1,5%	1,5%	1,5%	1,5%	1,5%	1,5%
Management	3	2,0%	2,0%	2,0%	2,0%	2,0%	2,0%	2,0%	2,0%	2,0%	2,0%
Downside 1	4	2,5%	2,5%	2,5%	2,5%	2,5%	2,5%	2,5%	2,5%	2,5%	2,5%
Downside 2	5	2,7%	2,7%	2,7%	2,7%	2,7%	2,7%	2,7%	2,7%	2,7%	2,7%
Tax Rate (% of EBT)		23,0%	23,0%	23,0%	23,0%	23,0%	23,0%	23,0%	23,0%	23,0%	23,0%
Base	1	23,0%	23,0%	23,0%	23,0%	23,0%	23,0%	23,0%	23,0%	23,0%	23,0%
Upside	2	23,0%	23,0%	23,0%	23,0%	23,0%	23,0%	23,0%	23,0%	23,0%	23,0%
Management	3	23,0%	23,0%	23,0%	23,0%	23,0%	23,0%	23,0%	23,0%	23,0%	23,0%
Downside 1	4	25,0%	25,0%	25,0%	25,0%	25,0%	25,0%	25,0%	25,0%	25,0%	25,0%
Downside 2	5	26,0%	26,0%	26,0%	26,0%	26,0%	26,0%	26,0%	26,0%	26,0%	26,0%
Cash Flow Statement Assumptions											
Capital Expenditures (% of sales)		5,0%	5,3%	5,5%	5,8%	5,8%	5,8%	5,8%	5,8%	5,8%	5,8%
Base	1	5,0%	5,3%	5,5%	5,8%	5,8%	5,8%	5,8%	5,8%	5,8%	5,8%
Upside	2	3,0%	3,0%	3,0%	3,0%	3,0%	3,0%	3,0%	3,0%	3,0%	3,0%
Management	3	4,0%	4,0%	4,0%	4,0%	4,0%	2,3%	2,3%	2,3%	2,3%	2,3%
Downside 1	4	5,0%	5,0%	5,0%	5,0%	5,0%	5,0%	5,0%	5,0%	5,0%	5,0%
Downside 2	5	5,4%	5,4%	5,4%	5,4%	5,4%	5,4%	5,4%	5,4%	5,4%	5,4%
Interest Expenses (% of sales)		0,1%	0,1%	0,1%	0,1%	0,1%	0,1%	0,1%	0,1%	0,1%	0,1%
Base	1	0,1%	0,1%	0,1%	0,1%	0,1%	0,1%	0,1%	0,1%	0,1%	0,1%
Upside	2	0,3%	0,3%	0,3%	0,3%	0,3%	0,3%	0,3%	0,3%	0,3%	0,3%
Management	3	0,5%	0,5%	0,5%	0,5%	0,5%	0,5%	0,5%	0,5%	0,5%	0,5%
Downside 1	4	0,6%	0,6%	0,6%	0,6%	0,6%	0,6%	0,6%	0,6%	0,6%	0,6%
Downside 2	5	0,7%	0,7%	0,7%	0,7%	0,7%	0,7%	0,7%	0,7%	0,7%	0,7%

		Projection Period									
		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
		2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
Current Assets											
Days Sales Outstanding (DSO)		5,8	5,8	5,8	5,8	5,8	5,8	5,8	5,8	5,8	5,8
Base	1	5,8	5,8	5,8	5,8	5,8	5,8	5,8	5,8	5,8	5,8
Upside	2	6,5	6,5	6,5	6,5	6,5	6,5	6,5	6,5	6,5	6,5
Management	3	6,0	6,0	5,5	5,5	5,0	5,0	5,0	5,0	5,0	5,0
Downside 1	4	5,6	5,6	5,6	5,6	5,6	5,6	5,6	5,6	5,6	5,6
Downside 2	5	5,2	5,2	5,2	5,2	5,2	5,2	5,2	5,2	5,2	5,2
Days Inventory Held (DIH)		70,0	70,0	70,0	70,0	70,0	70,0	70,0	70,0	70,0	70,0
Base	1	70,0	70,0	70,0	70,0	70,0	70,0	70,0	70,0	70,0	70,0
Upside	2	75,0	75,0	75,0	75,0	75,0	75,0	75,0	75,0	75,0	75,0
Management	3	72,0	72,0	72,0	72,0	72,0	72,0	72,0	72,0	72,0	72,0
Downside 1	4	68,0	68,0	68,0	68,0	68,0	68,0	68,0	68,0	68,0	68,0
Downside 2	5	66,0	66,0	66,0	66,0	66,0	66,0	66,0	66,0	66,0	66,0
Prepaid and Other Current Assets (% of sales)		3,5%	3,5%	3,5%	3,5%	3,5%	3,5%	3,5%	3,5%	3,5%	3,5%
Base	1	3,5%	3,5%	3,5%	3,5%	3,5%	3,5%	3,5%	3,5%	3,5%	3,5%
Upside	2	4,0%	4,0%	4,0%	4,0%	4,0%	4,0%	4,0%	4,0%	4,0%	4,0%
Management	3	3,8%	3,8%	3,8%	3,8%	3,8%	3,8%	3,8%	3,8%	3,8%	3,8%
Downside 1	4	3,2%	3,2%	3,2%	3,2%	3,2%	3,2%	3,2%	3,2%	3,2%	3,2%
Downside 2	5	3,0%	3,0%	3,0%	3,0%	3,0%	3,0%	3,0%	3,0%	3,0%	3,0%
Current Liabilities											
Days Payable Outstanding (DPO)		17,0	17,0	17,0	17,0	17,0	17,0	17,0	17,0	17,0	17,0
Base	1	17,0	17,0	17,0	17,0	17,0	17,0	17,0	17,0	17,0	17,0
Upside	2	15,0	15,0	15,0	15,0	15,0	15,0	15,0	15,0	15,0	15,0
Management	3	16,0	16,0	16,0	16,0	16,0	16,0	16,0	16,0	16,0	16,0
Downside 1	4	18,0	18,0	18,0	18,0	18,0	18,0	18,0	18,0	18,0	18,0
Downside 2	5	19,0	19,0	19,0	19,0	19,0	19,0	19,0	19,0	19,0	19,0
Accrued Liabilities (% of sales)		8,0%	8,0%	8,0%	8,0%	8,0%	8,0%	8,0%	8,0%	8,0%	8,0%
Base	1	8,0%	8,0%	8,0%	8,0%	8,0%	8,0%	8,0%	8,0%	8,0%	8,0%
Upside	2	6,0%	6,0%	6,0%	6,0%	6,0%	6,0%	6,0%	6,0%	6,0%	6,0%
Management	3	7,0%	7,0%	7,0%	7,0%	7,0%	7,0%	7,0%	7,0%	7,0%	7,0%
Downside 1	4	9,0%	9,0%	9,0%	9,0%	9,0%	9,0%	9,0%	9,0%	9,0%	9,0%
Downside 2	5	10,0%	10,0%	10,0%	10,0%	10,0%	10,0%	10,0%	10,0%	10,0%	10,0%
Other Current Liabilities (% of sales)		2,9%	2,9%	2,9%	2,9%	2,9%	2,9%	2,9%	2,9%	2,9%	2,9%
Base	1	2,9%	2,9%	2,9%	2,9%	2,9%	2,9%	2,9%	2,9%	2,9%	2,9%
Upside	2	2,5%	2,5%	2,5%	2,5%	2,5%	2,5%	2,5%	2,5%	2,5%	2,5%
Management	3	2,5%	2,5%	2,5%	2,5%	2,5%	2,5%	2,5%	2,5%	2,5%	2,5%
Downside 1	4	2,5%	2,5%	2,5%	2,5%	2,5%	2,5%	2,5%	2,5%	2,5%	2,5%
Downside 2	5	2,5%	2,5%	2,5%	2,5%	2,5%	2,5%	2,5%	2,5%	2,5%	2,5%

Urban Outfitters Inc.																											
Comparable Companies Analysis																											
(\$ in thousand, except per share data and shares)																											
Benchmarking Analysis				Market Valuation				LTM Financial Statistics																			
(in thousands, except per share data and shares)	Ticker	Current Share Price	% of 52-wk. High	Equity Value	Enterprise Value	Sales 2023	LTM Sales	Sales 2024	2025E Sales	2026E Sales	LTM Gross Profit	EBITDA 2023	LTM EBITDA	EBITDA 2024	2025E EBITDA	2026E EBITDA	EBIT 2023	LTM EBIT	EBIT 2024	2025E EBIT	2026E EBIT	Net Income	EPS 2023	LTM EPS	2024 EPS	2025E EPS	2026E EPS
Urban Outfitters	URBN (NASDAQ)	49.28	81%	4,625.315	5,161.133	4,795,244	5,233,918	5,153,237	5,551,000	5,842,000	1,766,999	328,962	553,578	324,691	593,000	693,000	226,623	398,912	378,199	478,000	561,000	332,529	1.70	3.27	3.05	4.26	4.70
Tier 2 Mid-Size Fashion Retailers																											
Gap Inc.	GPS	20.57	67%	7,898,880	10,815,880	14,889,000	15,086,000	15,086,000	15,304,000	15,822,000	6,227,000	1,168,000	1,724,000	1,724,000	1,718,000	1,843,000	646,000	1,224,000	1,224,000	1,198,000	1,285,000	952,000	1.36	2.20	2.24	2.34	2.56
Inditex	IDEXY	46.61	83%	140,145,078	133,650,219	35,947,880	38,631,875	38,631,875	41,482,000	44,680,000	22,343,387	10,381,053	11,182,105	11,182,105	12,431,000	7,149,821	7,529,121	7,529,121	8,207,000	8,877,000	5,885,113	1.73	1.83	1.86	2.03	2.23	
Levi's	LEV	15.8	66%	6,363,734	7,887,034	6,175,000	6,335,300	6,335,300	6,291,000	6,580,000	3,815,900	476,600	454,000	454,000	888,200	976,200	311,100	260,800	260,800	695,500	771,200	210,600	0.62	0.38	0.52	1.25	1.42
American Eagle Outfitters	AFG (FRA)	11.8	40%	2,325,037	3,056,573	4,889,933	5,402,930	5,261,770	5,325,000	5,344,000	2,104,345	481,755	656,429	599,625	657,100	599,600	269,256	432,251	354,412	444,500	357,700	231,350	0.61	1.17	0.86	1.49	1.57
Abercrombie & Fitch	ANF (NYSE)	82.89	62%	4,431,787	4,479,281	3,607,751	4,186,657	4,260,677	4,340,000	5,100,000	3,114,200	226,465	951,731	655,755	654,600	915,000	98,252	749,584	514,651	740,000	793,200	537,444	8.05	10.10	6.22	10.85	10.85
Mean																											
Median																											

Urban Outfitters Inc.																													
Comparable Companies Analysis																													
(\$ in thousand, except per share data and shares)																													
Benchmarking Analysis		LTM Profitability Margins					Growth Rate					General		Return on Investment					LTM Leverage Ratios				LTM Coverage Ratios				Credit Ratings		
		Gross Profit (%)	EBITDA (%)	EBIT (%)	Net Income (%)		Sales	EPS																					
(in thousands, except per share data)	Ticker						Hist 1-year	Est. 1-year	Hist 1-year	Est. 1-year	Hist 1-year	Est. 1-year	Predicted Beta	ROIC	ROE	ROA	Implied Div. Yield (%)	Debt / Tot. Cap. (%)	Debt / EBITDA (x)	Net Debt / EBITDA (x)	EBITDA / Int. Exp. (x)	EBITDA / CapEx (x)	EBIT / Int. Exp. (x)	Moody's	S&P				
Urban Outfitters	URBN (NASDAQ)	34%	11%	8%	6%		7%	8%	58%	23%	80%	30%	1.06						6.32	3.74	2.77	72.25	3.21	51.67	B3	BB-			
Tier 2 Mid-Size Fashion Retailers																													
Gap Inc.	GPS	42%	11%	8%	3%		1%	2%	48%	0%	60%	6%	2.27		3%	15%	4%	2%	20%	42%	5.0	3.5	19.8	3.9	14.1	B2	BB		
Zara (Inditex) (all figures in EUR)	IDEXY	58%	29%	21%	15%		7%	7%	9%	3%	9%	11%	1.08		20%	32%	17%	4%	30%	20%	1.4	0.3	31.5	6.2	22.5	-	AA		
Levi Strauss	LEV	50%	7%	4%	3%		3%	-1%	-5%	96%	-16%	229%	1.15	2%	12%	9%	0%	41%	9.7	8.2	10.9	1.7	6.2	B4	BB-				
American Eagle Outfitters	AFG (FRA)	30%	12%	8%	4%		5%	-1%	24%	6%	41%	27%	1.48	4%	13%	7%	0%	14%	2.8	2.1	-	-	-	-	-				
Abercrombie & Fitch	ANF (NYSE)	74%	22%	16%	13%		16%	18%	186%	-1%	13340%	6%	1.46	11%	51%	18%	0%	39%	2.1	1.1	5.6	40.5	5.6	41.1	B4	BB-			
Mean		55%	18%	12%	8%		8%	7%	52%	21%	248%	56%	1.51	7%	24%	10%	2%	37%	4.2	3.0		27.9	4.1	21.0					
Median		58%	12%	8%	4%		5%	2%	24%	3%	41%	11%	1.46	4%	15%	7%	0%	39%	2.8	2.1		25.7	3.9	16.3					

Urban Outfitters Inc.																				
Comparable Companies Analysis																				
(\$ in thousand, except per share data and shares)																				
Benchmarking Analysis		Enterprise Value /										Price /								
		(in thousands, except per share dat	Ticker	LTM Sales	2025E Sales	2026E Sales	LTM EBITDA	2025E EBITDA	2026E EBITDA	LTM EBIT	2025E EBIT	2026E EBIT	LTM EBITDA Margin	Total Debt / EBITDA	LTM EPS	EPS 2023	2025E EPS	2026E EPS	LTM EPS Growth	Div Yield
Urban Outfitters		URBN (NASDAQ)	1,18	1,11	1,04	11,13	10,39	8,89	15,56	12,89	10,98	11%	3,7	15,1	28,1	11,6	10,5	-48%	0,00	1%
Tier 1: Mid-Size Fashion Retailers																				
Gap Inc.		GPS	0,7	0,7	0,7	6,3	6,3	5,9	8,8	8,8	8,4	11%	5,0	9,4	15,1	8,8	8,0	-38%	3%	3%
Zara (Inditex) (all figures in EUR)		IDEXY	3,5	3,2	3,0	12,0	11,6	10,8	16,9	16,0	15,1	29%	1,4	25,5	26,9	23,0	20,9	-5%	4%	3%
Levi Strauss		LEV	1,2	1,3	1,2	17,4	8,9	8,1	30,2	30,2	-	7%	9,7	41,6	25,5	12,6	11,1	63%	0%	9%
American Eagle Outfitters		AFG (FRA)	0,6	0,6	0,6	4,7	4,4	4,0	7,1	8,4	8,5	12%	2,8	10,1	19,3	7,9	7,5	-48%	0%	0%
Abercrombie & Fitch		ANF (NYSE)	1,1	0,9	0,9	5,1	5,1	5,0	6,1	8,9	6,1	22%	2,1	8,2	1057,8	7,8	7,6	-100%	0%	2%
Mean			1,4	1,3	1,3	9,1	7,3	6,7	13,8	14,6	9,5	16%	4,2	18,9	348,9	12,0	11,0	-26%	1%	4%
Median			1,1	0,9	0,9	6,3	6,3	5,9	8,8	8,8	8,5	12%	2,8	10,1	25,5	8,8	8,0	-38%	0%	3%

Urban Outfitters Inc.
Comparable Companies Analysis
(\$ in thousand, except per share data and shares)

Benchmarking Analysis		Balance Sheet Statements							CF Statements		Dividend Payments		
(in \$ thousands, except per share dat	Ticker	Total Assets	Current Assets	Cash & Equivalents	Total Liabilities	Current Debt	Long Term Debt	Invested Capital	Interest Expense	CapEx	LTM Dividend	2025E Dividend	Total Diluted Shares Outstanding
Urban Outfitters	URBN (NASDAQ)	4.487.336	1.430.785	532.613	2.068.431	1.070.826	997.605	5.628.520	7.662	172.303	-	-	93.857.850
Tier I: Mid Size Fashion Retailers													
Gap Inc.	GPS	11885000	5203000	2558000	8621000	632000	4843000	8.257.880	87000	440000	0,59	0,66	384000
Zara (Inditex) (all figures in EUR)	IDEXY	34714205	16356066	11501988	15037767	7074	55	122.148.231	352191	1800000	1,89	2,03	3114033
Levi Strauss	LEVI	6375500	2851100	690000	4405000	258800	1954500	7.197.034	41800	261900			402768
American Eagle Outfitters	AFG (FRA)	3557909	1433350	454094	1821150	284508	901122	2.602.479	0	197190			197037
Abercrombie & Fitch	ANF (NYSE)	2974233	1537265	900884	1924246	179625	868743	3.678.397	18229	161236			53466
Mean											1,24	1,35	
Median											1,24	1,35	

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