## Abercrombie \& Fitch

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## Abercrombie \&Fitch

CHAIRMAN'S LETTER

The year 2000 was clearly a tough one for most retailers. While it was also a tough year for us, it was successful. It was successful in that we:
-continued to improve our bottom line
-repositioned and recognized great improvements in our women's business
-successfully tested and announced the roll out of our newest concept, Hollister Co.
-added over 100 new stores
-opened our new distribution center and neared completion of our home office.
Even in a challenging retail environment, I'm pleased we improved our earnings and demonstrated our strong commitment to protecting and improving our bottom line. Our EPS increased $12 \%$ and operating profit was nearly $21 \%$ of sales, one of the highest in the industry.

During the year we made major progress in repositioning our women's business. Our focus on a sexy, feminine look has connected with the customer and we are now starting to generate strong women's comp store increases. We also have huge potential to broaden our merchandise assortment in women's. During 2000 we successfully introduced women's underwear/ lingerie and gymwear, and we see these new classifications continuing to grow very rapidly. The quick turnaround of the women's business demonstrates the strength of our brand. The customer clearly wants Abercrombie \& Fitch and responds positively when we have the right fashion.
Although we had a difficult year in the men's business it remains one of the most productive businesses in specialty retail. I'm very optimistic about our men's potential for back-to-school and Christmas 2001.

Our newest concept, Hollister continues to surpass expectations. This West Coast oriented concept for high school age guys and girls has beaten all our sales estimates and I expect huge growth from this brand in the future. Now remember, this is a totally new brand launched without any advertising or marketing support.

## Abercrombie \& Fitch

The brands continue to grow very rapidly. We aggressively opened 104 new stores in 2000: 50 Abercrombie \& Fitch stores; 49 abercrombie stores and 5 Hollister stores. Our e-commerce site attracts over 1 million unique visitors a month and continues to grow at a brisk pace. A\&FTV and MP3 continue to offer fun and interesting content for our target customer. On-line shopping offers most items you'll find in the stores and we're continually enhancing the site so that it's easier to use. In 2000 we successfully began to sell kids merchandise over the Internet and more than tripled our adult e-commerce business.
$\mathrm{A} \& \mathrm{~F}$ has never been in a better growth position. We will continue to grow our store base in 2001 and are targeting 50 Abercrombie \& Fitch stores and 60 abercrombie stores. Hollister will begin to roll out in earnest this year with around 20 new stores.

Our new distribution center is up and running and all of us in the home office are extremely excited about our imminent move to our new headquarters. The layout and design of our new campus is an extension of our brands. The atmosphere will be very positive and allow us to attract talented people.

This is an exciting time. I am more enthusiastic about this business than ever, and I'm confident that we have the right strategies and the right team in place to fortify Abercrombie \& Fitch's position as the dominant lifestyle brand.

## MIKE

Michael S. Jeffries
Chairman and Chief Executive Officer


| Fiscal Year |  | 2000* |  | 1999 | 1998 | 1997 | 1996 | 1995* | 1994 |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Summary of Operations |  |  |  |  |  |  |  |  |  |
| Net Sales |  | 1,237,604 |  | 1,030,858 | \$805,180 | \$513,109 | \$329,800 | \$232,415 | \$163,156 |
| Gross Income |  | 509,375 | \$ | 450,383 | \$331,354 | \$191,890 | \$118,194 | \$ 76,550 | \$ 54,513 |
| Operating Income | \$ | 253,652 | \$ | 242,064 | \$166,958 | \$ 84,125 | \$ 45,993 | \$ 23,798 | \$ 13,751 |
| Operating Income as a Percentage of Sales |  | 20.5\% |  | 23.5\% | 20.7\% | 16.4\% | 13.9\% | 10.2\% | 8.4\% |
| Net Income | \$ | 158,133 | \$ | 149,604 | \$102,062 | \$ 48,322 | \$ 24,674 | \$ 14,298 | \$ 8,251 |
| $\begin{aligned} & \text { Net Income as a } \\ & \text { Percentage of Sales } \\ & \hline \end{aligned}$ |  | 12.8\% |  | 14.5\% | 12.7\% | 9.4\% | 7.5\% | 6.2\% | 5.1\% |
| Per Share Results (1) |  |  |  |  |  |  |  |  |  |
| Net Income Per Basic Share | \$ | 1.58 | \$ | 1.45 | . 99 | \$ . 47 | \$ . 27 | \$ . 17 | \$ . 10 |
| Net Income Per Diluted Share | \$ | 1.55 | \$ | 1.39 | \$ . 96 | \$ . 47 | \$ . 27 | \$ . 17 | \$ . 10 |
| Weighted Average Diluted Shares Outstanding |  | 102,156 |  | 107,641 | 106,202 | 102,956 | 91,520 | 86,000 | 86,000 |
| Other Financial Information |  |  |  |  |  |  |  |  |  |
| Total Assets | \$ | 587,516 |  | 458,166 | \$319,161 | \$183,238 | \$105,761 | \$ 87,693 | \$ 58,018 |
| Return on Average Assets |  | 30\% |  | 38\% | 41\% | 33\% | 26\% | 20\% | 15\% |
| Capital Expenditures | \$ | 153,481 | \$ | 73,377 | \$ 37,483 | \$ 29,486 | \$ 24,323 | \$ 24,526 | \$ 12,603 |
| Long-Term Debt |  | - |  | - | - | \$ 50,000 | \$ 50,000 | - | - |
| Shareholders' Equity (Deficit) | \$ | 422,700 | \$ | 311,094 | \$186,105 | \$ 58,775 | \$ 11,238 | \$(22,622) | \$(37,070) |
| Comparable Store Sales Increase (Decrease) |  | (7\%) |  | 10\% | 35\% | 21\% | 13\% | 5\% | 15\% |
| Retail Sales Per Average Gross Square Foot | \$ | 474 | \$ | 505 | \$ 476 | \$ 370 | 301 | 286 | \$ 280 |
| Stores and Associates at End of Year |  |  |  |  |  |  |  |  |  |
| Total Number of Stores Open |  | 354 |  | 250 | 196 | 156 | 127 | 100 | 67 |
| Gross Square Feet |  | 2,849,000 |  | 2,174,000 | 1,791,000 | 1,522,000 | 1,229,000 | 962,000 | 665,000 |
| Number of Associates |  | 13,900 |  | 11,300 | 9,500 | 6,700 | 4,900 | 3,000 | 2,300 |

${ }^{*}$ Fify-thrue weecffiscal year

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RESULTS OF OPERATIONS Net sales for the fourth quarter of the 2000 fiscal year were $\$ 439.4$ million, an increase of $21 \%$ from $\$ 363.7$ million for the fourth quarter a year ago. Operating income was $\$ 124.1$ million compared to $\$ 125.3$ million last year Net income per diluted share was $\$ .76$, up $4 \%$ from $\$ .73$ last year
Net sales for the 2000 fiscal year increased $20 \%$ to $\$ 1.24$ billion from $\$ 1.03$ billion last year. Operating income for the year increased $5 \%$ to $\$ 253.7$ million from $\$ 242.1$ million in 1999 . Net income per diluted share was $\$ 1.55$ compared to $\$ 1.39$ a year ago, an increase of $12 \%$.

FINANCIAL SUMMARY The following summarized financia data compares the 2000 fiscal year to the comparable period for 1999 and 1998:

|  |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: |
|  |  |  |  | $2000-$ |  |
|  | 2000 | 1999 | 1998 |  |  |
| Net sales (millions) | \$1,237.6 | \$1,0 | \$80 | 20\% | 288 |
| Increase (decrease) in comparable store sales | (7\%) | 10\% | 35\% |  |  |
| Retail sales increase attributable to new and remodeled stores, magazine, catalogue and web sit | 27\% | 18\% | 22\% |  |  |
| Retail sales per average gross square foot | \$ 474 | \$ 505 | \$476 | (6\%) |  |
| Rectil sales per average store | \$3,944 | \$4,48 | 54,48 | (12\%) |  |
| Average store size at year-end (gross square feet) | 8,047 | 8,695 | 9,140 | (7\%) |  |
|  | 2,849 | 2,174 | 1,791 | $31 \%$ |  |
| $\begin{aligned} & \text { Number of stores: } \\ & \text { Beginning of year } \\ & \text { Opened } \\ & \text { Closed } \end{aligned}$ | 250 104 | 196 54 | 156 41 (1) |  |  |
| End of year | 354 | 250 | 196 |  |  |

Net sales for the fourth quarter of 1999 increased $21 \%$ to $\$ 363.7$ million from $\$ 300.1$ million in 1998 . The increase was primarily due to the addition of new stores and a comparable store sales increase of $3 \%$. Comparable store increases were driven by men' pants and knits while the women's knit business was very strong. The Company's catalogue, the A\&F Quarterly and the Company's web site accounted for $3.8 \%$ of net sales in the fourth quarter of 1999 as compared to $2.2 \%$ in 1998
Net sales for the 2000 fiscal year increased $20 \%$ to $\$ 1.24$ billion from $\$ 1.03$ billion in 1999. The sales increase was attributable to the addition of 104 stores offset by a $7 \%$ comparable store sales decrease. The decline in comparable store sales, based on a 53 week fiscal year for both 2000 and 1999 , was across both the men's and women's businesses. During the year, the assortment in each business was repositioned to be more balanced and less focused on graphics and included items at key opening price points. The Company's catalogue, the A\&F Quarterly and the Company's web sites represented $3.8 \%$ of 2000 net sales compared to $2.9 \%$ last year Net sales for the 1999 fiscal year increased $28 \%$ to $\$ 1.03$ billion from $\$ 805.2$ million in 1998. Sales growth resulted from a com parable store sales increase of $10 \%$ and the addition of 54 new stores. Comparable store sales increases were driven by both men' and women's knits and pants. Net retail sales per gross square foot for the Company increased $6 \%$, principally from an increase in the number of transactions per store. The Company's catalogue, the $\mathrm{A} \& \mathrm{~F}$ Quarterly and the Company's web site represented $2.9 \%$ of 1999 net sales compared to $2.0 \%$ of 1998 net sales.

GROSS INCOME For the fourth quarter of 2000, gross income, expressed as a percentage of net sales, decreased to $46.2 \%$ from $50.9 \%$ for the same period in 1999. The decrease was attributable to lower merchandise margins (representing gross income before the deduction of buying and occupancy costs) due to lower initia markups (IMU) and higher markdowns. The IMU was affected by both a change in sales mix and the planned strategy of offering lower opening price points in key product classifications.

Gross income, expressed as a percentage of net sales, increased to $50.9 \%$ for the fourth quarter of 1999 from $48.3 \%$ for the same period in 1998. The increase was attributable to higher merchandise margins, resulting from higher IMU, and improved control of store inventory shrinkage and merchandise freight costs. The Company also achieved some leverage in buying

NET SALES Fourth quarter 2000 net sales increased $21 \%$ to $\$ 439.4$ million from $\$ 363.7$ million in 1999. The increase was due to the addition of new stores offset by a $9 \%$ decline in comparable store sales. The decline in comparable store sales, based on a 1 week quarter for both 2000 and 1999 , was primarily due to comparable store sales decreases in the men's graphic tees and pants departments. Comparable store sales were positive in the women' $s$ business for the quarter based on strong increases in the sweaters, denim and outerwear departments. The Company's catalogue, the $\mathrm{A} \& \mathrm{~F}$ Quarterly (a catalogue/magazine) and the Company's web sites accounted for $5.0 \%$ of net sales in the fourth quarter of 2000 as compared to $3.8 \%$ in 1999.
and occupancy costs, expressed as a percentage of net sales. For the year, the gross income rate decreased to $41.2 \%$ in 2000 from $43.7 \%$ in 1999. The decrease was attributable to lowe merchandise margins, primarily due to lower IMU caused by both a change in sales mix and the planned strategy of offering lower opening price points in key product classifications.
In 1999, the gross income rate increased to $43.7 \%$ from $41.2 \%$ in 1998. Merchandise margins, expressed as a percentage of net sales, increased due to slightly higher IMU across mos merchandise categories. In addition, buying and occupancy costs, expressed as a percentage of net sales, declined slightly due to leverage achieved from comparable store sales increases. The Company also improved the gross income rate through reduced freight costs and enhanced store inventory control procedures which reduced shrink cost.
general, administrative and store operating EXPENSES General, administrative and store operating expenses, expressed as a percentage of net sales, were $17.9 \%$ in the fourth quarter of 2000 and $16.4 \%$ in the comparable period in 1999 The increase in the percentage was primarily due to the inability to leverage fixed expenses as a result of the decrease in comparable store sales. The increase was also due to planned one-time expenses related to the Company's move to a new home office and distribution center. The increases were offse by tightly controlled headcount additions, travel expenses, store payroll hours, outside services and compensation expense related to management bonuses.
General, administrative and store operating expenses, expressed as a percentage of net sales, were $16.4 \%$ in the fourth quarter of 1999 as compared to $15.4 \%$ for the same period in 1998. The increase in the percentage was primarily due to a change in the accounting for gift certificates and gift cards. This was partially offset by lower compensation expenses related to management bonuses and restricted share grants awarded to key executives of the Company. Additionally, the Company did not incur expenses related to service agreements with The Limited, Inc. that expired prior to the fourth quarter of 1999 and emphasized tighter expense control in travel, relocation and legal expenses.
General, administrative and store operating expenses for the year, expressed as a percentage of net sales, were $20.7 \%, 20.2 \%$
and $20.4 \%$ in 2000,1999 and 1998 , respectively. The rate has increased in 2000 primarily due to the inability to leverage fixed expenses as a result of the decrease in comparable store sales. The increase was partially offset by the Company's continued focus on discretionary expense controls. The 1999 improvement was due to the control of expenses and favorable leveraging of expenses due to higher comparable store sales.

PERATING INCOME Operating income, expressed as a pe centage of net sales, was $28.2 \%$ and $20.5 \%$ for the fourth quarte and fiscal year of 2000 , respectively, compared to $34.5 \%$ and $23.5 \%$ for the same periods in 1999. The decline in operating income as a percentage of sales in these periods is primarily result of lower gross income percentages. Higher general, adminstrative and store operating expenses also added to the decrease in the operating income percentage of net sales.
Operating income, expressed as a percentage of net sales, was $34.5 \%$ and $23.5 \%$ for the fourth quarter and fiscal year of 1999, respectively, compared to $32.9 \%$ and $20.7 \%$ for the same eriods in 1998. The improvement was the result of higher gross income coupled with lower general, administrative and tore operating expenses, expressed as a percentage of net sales. Sales volume and gross income increased at a faster rate than general, administrative and store operating expenses due to the Company's emphasis on cost controls.

NTEREST INCOME/EXPENSE Net interest income was $\$ 2$. million in the fourth quarter of 2000 and $\$ 7.8$ million for all of 2000 compared with net interest income of $\$ 2.5$ million and $\$ 7.3$ mil ion for the corresponding periods last year. Net interest income in 2000 and 1999 was primarily from short-term investments.

EINANCIAL CONDITION The Company's continuing growt in net income provides evidence of financial strength and flexi bility. A more detailed discussion of liquidity, capital resource and capital requirements follows.

LIQUIDITY AND CAPITAL RESOURCES Cash provided by operating activities provides the resources to support operations, including seasonal requirements and capital expenditures. A summary of the Company's working capital position and capitalization follows (thousands):

|  | 2000 | 1999 | 1998 |
| :--- | ---: | ---: | ---: |
| Working capitial | $\$ 149,000$ | $\$ 162,351$ | $\$ 95,890$ |
| Capitialization |  |  |  |
| Shareholders' equity | $\$ 422,700$ | $\$ 311,094$ | $\$ 186,105$ |

The Company considers the following to be measures of liquidity and capital resources

|  | 2000 | 199 | 199 |
| :---: | :---: | :---: | :---: |
| Current ratio (current assets divided by current liabilities) | 1.96 | 2.18 | 1.78 |
| Cash flow to capital investment net cash provided by operating activities divided by capital expenditures) | 99\% | 208\% | $451 \%$ |

Net cash provided by operating activities totaled $\$ 151.2$ million, $\$ 152.8$ million and $\$ 169.0$ million for 2000,1999 and 1998 , respec tively. Cash was provided primarily by current year net income adjusted for depreciation and amortization, and increased accounts payable and accrued expenses needed to support the growth in inventories. Cash was used primarily to fund inventory purchases required to support the addition of new stores and the investment in new women's categories, including underwear gymwear and fragrances. The inventory increase is also due to the timing of spring deliveries as a result of the 2000 fiscal year having 53 weeks. Additionally, cash used for income taxe increased due to the timing of income tax payments.
The Company's operations are seasonal in nature and typically peak during the back-to-school and Christmas selling periods. Accordingly, cash requirements for inventory expenditures are highest during these periods.
Cash outflows for investing activities were primarily for capital expenditures related to new and remodeled stores (net of construction allowances) and the construction costs of the new office and distribution center. In 2000 and 1999, investing activities also included maturities and purchases of marketable securities. Financing activities during 2000 and 1999 consisted primarily of the repurchase of $3,550,000$ shares and $1,510,000$ shares, respec tively, of A\&F's Class A Common Stock pursuant to previously
authorized stock repurchase programs. A F is authorized to repurchase up to an additional $2,450,000$ shares under the current repurchase program.
In 1998, financing activities consisted primarily of the repay ment of $\$ 50$ million long -term debt to The Limited. This ccurred though the isure of 12 million Common Stock to The Limited with the remaining balance paid with cash from operations. Additionally, settlement of th intercompany balance between the Company and The Limited occurred on May 19, 1998. During 1998, A\&F also repurchased 490 thousand shares of Class A Common Stock.

CAPITAL EXPENDITURES Capital expenditures, primarily for new and remodeled stores and the construction of a new office and distribution center, totaled $\$ 153.5$ million, $\$ 73.4$ million and $\$ 37.5$ million for 2000, 1999 and 1998, respectively. Additionally, the noncash accrual for construction in progress otaled $\$ 9.5$ million, $\$ 10.4$ million and $\$ 4.4$ million in 2000 , 1999 and 1998 , respectively. Expenditures related to the new office and distribution center accounted for $\$ 92.3$ million of total capital expenditures in 2000 , of which $\$ 12.9$ million wa noncash accrual for construction in progress.
The Company anticipates spending $\$ 105$ to $\$ 115$ million in 2001 for capital expenditures, of which $\$ 85$ to $\$ 95$ million will be for new stores, remodeling and/or expansion of existing stores and related improvements. The balance of capital expenditures will chiefly be related to the construction of the new home office and distribution center. The distribution center was completed in February 2001 and the home office was completed in April 2001. The Company intends to add approximately 825,000 gross quare feet in 2001 , which will represent a $29 \%$ increase over year end 2000. It is anticipated the increase will result from the addition of approximately 50 new Abercrombie \& Fitch stores 0 abercrombie stores and 20 Hollister Co. store
The Company estimates that the average cost for leasehol improvements and furniture and fixtures for Abercrombie \& Fitch tores opened in 2001 will approximate $\$ 600,000$ per store, after giving effect to landlord allowances. In addition, inventory pu chases are expected to average approximately $\$ 300,000$ per stor The Company estimates that the average cost for leasehold improvements and furniture and fixtures for abercrombie stores opened in 2001 will approximate $\$ 500,000$ per store, after giving
effect to landlord allowances. In addition, inventory purchases are expected to average approximately $\$ 150,000$ per store
The Company is in the early stages of developing Hollister Co. As a result, current average costs for leasehold improvements, furniture and fixtures and inventory purchases are not representative of future costs.
The Company expects that substantially all future capital expenditures will be funded with cash from operations. In addiexpenditures will be funded with cash from operations. In addi-
tion, the Company has available a $\$ 150$ million credit agreement to support operations.

RELATIONSHIP WITH THE LIMITED Effective May 19, 1998 The Limited, Inc. ("The Limited") completed a tax-free exchange offer to establish A\&F as an independent company. Subsequent to the exchange offer (see Note 1 to the Consolidated Financial Statements), $\mathrm{A} \& \mathrm{~F}$ and The Limited entered into various service agreements for terms ranging from one to three years. A\&F hired associates with the appropriate expertise or contracted with outside parties to replace those services which expired in May 1999 Service agreements were also entered into for the continued use by the Company of its distribution and home office space and transportation and logistic services. The distribution space agreement terminates in April 2001. The home office space service agreement expires in May 2001. The agreement for transportation and logistic services will also expire in May 2001 although most of these services have already been transitioned to the Company. The cost of these services generally is equal to The Limited's cost in providing the relevant services plu $5 \%$ of such costs.

The Company does not anticipate that costs incurred to replace the services provided by The Limited will have a material adverse impact on its financial condition.

RECENTLY ISSUED ACCOUNTING PRONOUNCEMENTS Statement of Financial Accounting Standards ("SFAS") No. 133 "Accounting for Derivative Instruments and Hedging Activities," subsequently amended and clarified by SFAS No. 138, is effec tive for the Company's 2001 fiscal year. It requires that derivative instruments be recorded at fair value and that changes in thei fair value be recognized in current earnings unless specific hedging criteria are met. The adoption of this standard had no impact on the Company's financial position or results of operations.

Impact of inflation The Company's results of opera ions and financial condition are presented based upon historical cost. While it is difficult to accurately measure the impact of inflation due to the imprecise nature of the estimates required the Company believes that the effects of inflation, if any, on its results of operations and financial condition have been minor

SAFE HARbor Statement under the private securities litigation reform act of 1995 A\&F caution hat any forward-looking statements (as that term is defined in he Private Securities Litigation Reform Act of 1995) containe made by mal ncertainties and are subject to change based on various impor ant factors. The following factors, among others, in some case have affected and in the future could affect the Company's financial performance and actual results and could cause actual esults for 2001 and beyond to differ materially from those expressed or implied in any of the forward-looking statements ncluded in this Form 10 -K or otherwise made by management: hanges in consumer spending patterns, consumer preferences nd overall economic conditions, the impact of competition an pricing, changes in weather patterns, political stability, currenc and exchange risks and changes in existing or potential duties, fariffs or quotas, availability of suitable store locations at approhire and train associates.

Abercrombie \& Fitch
CONSOLIDATED STATEMENTS OF INCOME

| (Thousands ercept teer share amounts) | 2000 | 1999 | 1998 |
| :--- | ---: | ---: | ---: |
| Net Sales | $\$ 1,237,604$ | $\$ 1,030,858$ | $\$ 805,180$ |
| Cost of Goods Sold, Occupancy and Buying Costs | 728,229 | 580,475 | 473,826 |
| Gross Income | 509,375 | 450,383 | 331,554 |
| General, Administrative and Store Operating Expenses | 255,723 | 208,319 | 164,396 |
| Operating Income | 253,652 | 242,064 | 166,958 |
| Interest Income, Net | $(7,801)$ | $(7,270)$ | $(3,144)$ |
| Income Before Income Taxes | 261,453 | 249,334 | 170,102 |
| Provision for Income Taxes | 103,320 | 99,730 | 68,040 |
| Net Income | $\$ 158,133$ | $\$ 149,604$ | $\$ 102,062$ |
| Net Income Per Share: |  |  |  |
| Basic | $\$$ | 1.58 | $\$$ |
| Diluted | $\$$ | 1.55 | $\$$ |

The accompanying Notes are an integral part of these Consolidated Financial Statements.


Abercrombie \& Fitch

## CONSOLIDATED BALANCE SHEETS

| (Thousands) | February 3, 2001 | January 29, 2000 |
| :---: | :---: | :---: |
| Assets |  |  |
| Current Assets |  |  |
| Cash and Equivalents | \$137,581 | \$147,908 |
| Marketable Securities | - | 45,601 |
| Receivables | 15,829 | 11,447 |
| Inventories | 120,997 | 75,262 |
| Store Supplies | 17,817 | 11,674 |
| Other | 11,338 | 8,325 |
| Total Current Assets | 303,562 | 300,217 |
| Property and Equipment, Net | 278,785 | 146,403 |
| Deferred Income Taxes | 4,788 | 11,060 |
| Other Assets | 381 | 486 |
| Total Assets | \$587,516 | \$458,166 |
|  |  |  |
| Liabilities and Shareholders' Equity |  |  |
| Current Liabilities |  |  |
| Accounts Payable | \$ 33,942 | \$ 18,714 |
| Accrued Expenses | 101,302 | 85,373 |
| Income Taxes Payable | 19,318 | 33,779 |
| Total Current Liabilities | 154,562 | 137,866 |
| Other Long-Term Liabilities | 10,254 | 9,206 |
| Shareholders' Equity |  |  |
| Common Stock | 1,033 | 1,033 |
| Paid-In Capital | 136,490 | 147,305 |
| Retained Earnings | 350,868 | 192,735 |
|  | 488,391 | 341,073 |
| Less: Treasury Stock, at Average Cost | $(65,691)$ | (29,979) |
| Total Shareholders' Equity | 422,700 | 311,094 |
| Total Liabilities and Shareholders' Equity | \$587,516 | \$458,166 |

The accompanying Notes are an integral part of these Consolidated Financial Statements.

Abercrombie \& Fitch
CONSOLIDATED STATEMENTS OF SHAREHOLDERS' EQUITY

| (Thousands) | Common Stock |  | Paid-InCapital | Retained Earnings(Deficit) | $\begin{gathered} \text { Treasury } \\ \text { Stock, } \\ \text { at Average } \\ \text { Cost } \end{gathered}$ | $\begin{array}{r} \text { Total } \\ \text { Shareholders' } \\ \text { Equity } \end{array}$ |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | Shares Outstanding | $\begin{gathered} \text { Par } \\ \text { Value } \end{gathered}$ |  |  |  |  |
| Balance, January 31, 1998 | 102,018 | \$1,022 | \$117,461 | \$(58,931) | \$ (777) | \$ 58,775 |
| Purchase of Treasury Stock | (490) | - | - | - | (11,240) | (11,240) |
| Net Income | - | - | - | 102,062 | - | 102,062 |
| Inssuance of Common Stock | 1,200 | 11 | 25,870 | - | - | 25,881 |
| Tax Benefit from Exercise of Stock Options and Vesting of Restricted Stock | - | - | 329 | - | - | 329 |
| Stock Options, Restricted Stock and Other | 86 | - | (34) | - | 10,332 | 10,298 |
| Balance, January 30, 1999 | 102,814 | \$1,033 | \$143,626 | \$ 43,131 | \$ $(1,685)$ | \$186,105 |
| Purchase of Treasury Stock | $(1,510)$ | - | - | - | $(50,856)$ | (50,856) |
| Net Income | - | - | - | 149,604 | - | 149,604 |
| Tax Benefit from Exercise of Stock Options and Vesting of Restricted Stock | - | - | 9,389 | - | - | 9,389 |
| Stock Options, Restricted Stock and Other | 700 | - | (5,710) | - | 22,562 | 16,852 |
| Balance, January 29, 2000 | 102,004 | \$1,033 | \$147,305 | \$ 192,735 | \$(29,979) | \$311,094 |
| Purchase of Treasury Stock | $(3,550)$ | - | - | - | $(43,929)$ | (43,929) |
| Net Income | - | - | - | 158,133 | - | 158,133 |
| Tax Benefit from Exercise of Stock Options and Vesting of Restricted Stock | - | - | 462 | - | - | 462 |
| Stock Options, Restricted Stock and Other | 342 | - | (11,277) | - | 8,217 | $(3,060)$ |
| Balance, February 3, 2001 | 98,796 | \$1,033 | \$136,490 | \$350,868 | \$(65,691) | \$422,700 |

The accompanying Notes are an integral part of these Consolidated Financial Statements.


Abercrombie \& Fitch
CONSOLIDATED STATEMENTS OF CASH FLOWS

| (Thousands) | 2000 | 1999 | 1998 |
| :---: | :---: | :---: | :---: |
| Operating Activities |  |  |  |
| Net Income | \$158,133 | \$149,604 | \$102,062 |
| Impact of Other Operating Activities on Cash Flows |  |  |  |
| Depreciation and Amortization | 30,731 | 27,721 | 20,946 |
| Noncash Charge for Deferred Compensation | 4,340 | 5,212 | 11,497 |
| Change in Assets and Liabilities |  |  |  |
| Inventories | $(45,735)$ | $(31,270)$ | $(10,065)$ |
| Accounts Payable and Accrued Expenses | 21,626 | 4,999 | 33,137 |
| Income Taxes | $(8,420)$ | 9,258 | 11,087 |
| Other Assets and Liabilities | $(9,486)$ | $(12,773)$ | 355 |
| Net Cash Provided by Operating Activities | 151,189 | 152,751 | 169,019 |
| Investing Activities |  |  |  |
| Capital Expenditures | $(153,481)$ | $(73,377)$ | $(37,483)$ |
| Proceeds from Maturities of Marketable Securities | 45,601 | 11,332 | - |
| Purchase of Marketable Securities | - | $(56,933)$ | - |
| Note Receivable | $(3,000)$ | $(1,500)$ | - |
| Net Cash Used for Investing Activities | $(110,880)$ | $(120,478)$ | $(37,483)$ |
| Financing Activities |  |  |  |
| Settlement of Balance with The Limited | - | - | 23,785 |
| Net Proceeds from Issuance of Common Stock | - | - | 25,875 |
| Repayment of Long-Term Debt | - | - | $(50,000)$ |
| Purchase of Treasury Stock | $(43,929)$ | $(50,856)$ | (11,240) |
| Other Changes in Shareholders' Equity | $(6,707)$ | 2,927 | 941 |
| Net Cash Used for Financing Activities | (50,636) | $(47,929)$ | $(10,639)$ |
| Net Increase/(Decrease) in Cash and Equivalents | $(1,327)$ | $(15,656)$ | 120,897 |
| Cash and Equivalents, Beginning of Year | 147,908 | 163,564 | 42,667 |
| Cash and Equivalents, End of Year | \$137,581 | \$147,908 | \$163,564 |
| Significant Noncash Investing Activities |  |  |  |
| Accrual for Construction in Progress | \$ 9,531 | \$ 10,447 | \$ 4,393 |

The accompanying Notes are an integral part of these Consolidated Financial Statements.

1. basis of presentation Abercrombie \& Fitch Co. ("A\&F") was incorporated on June 26, 1996, and on July 15, 1996, acquired the stock of Abercrombie \& Fitch Holdings, the parent company of the Abercrombie \& Fitch business, and A\&F Trademark, Inc, in exchange for 43 million shares of Class B Common Stock issued to The Limited, Inc. ("The Limited"). A\&F, through its subsidiaries (collectively, A\&F and its subsidiaries are referred to as "Abercrombie \& Fitch" or the "Company"), is a specialty retailer of high quality, casual apparel for men, women and kid with an active, youthful lifestyle. The business was establishe in 1892 and subsequently acquired by The Limited in 1988 An initial public offering (the "Offering") of 16.1 million shares of A\&F's Class A Common Stock, including the sale of 2.1 million shares pursuant to the exercise by the underwriters of their options to purchase additional shares, was consummated on October 1, 1996. The net proceeds received by $\mathrm{A} \& \mathrm{~F}$ from the Offering, approximating $\$ 118.2$ million, and cash from operations were used to repay the borrowings under a $\$ 150$ million credit agreement. As a result of the Offering $84.2 \%$ of the outstanding common stock of $\mathrm{A} \& \mathrm{~F}$ was owned by The Limited, until the completion of a tax-free exchange offer (the "Exchange Offer") on May 19, 1998, to establish A\&F as a independent company.

In the Exchange Offer, The Limited accepted 94,150,10 shares of its common stock that were exchanged at a ratio of .86 of a share of A\&F stock for each Limited share. On June 1, 1998, The Limited effected a pro rata spin-off to its shareholders of its remaining 6,230,910 A\&F shares. Limited shareholder of record at the close of trading on May 29, 1998 received .02734 of a share of $\mathrm{A} \& \mathrm{~F}$ stock for each Limited share owned at that time.
The accompanying consolidated financial statements include the historical financial statements of, and transactions applicable to, A\&F and its subsidiaries and reflect the assets, liabilities, results of operations and cash flows on a historical cost basis.

## 2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

PRINCIPLES OF CONSOLIDATION The consolidated financia statements include the accounts of A\&F and all significan subsidiaries that are more than $50 \%$ owned and controlled. All significant intercompany balances and transactions have been eliminated in consolidation.

FISCAL YEAR The Company's fiscal year ends on the Saturda closest to January 31. Fiscal years are designated in the financial statements and notes by the calendar year in which the fiscal year commences. The results for fiscal year 2000 represent the fiftythree week period ended February 3, 2001. The results for fiscal years 1999 and 1998 represent the fifty-two week periods ended January 29, 2000 and January 30, 1999.

CASH AND EQUIVALENTS Cash and equivalents include mounts on deposit with financial institutions and investment with original maturities of less than 90 days.

MARKETABLE SECURITIES All investments with original matuities of greater than 90 days are accounted for in accordance with Statement of Financial Accounting Standards ("SFAS") No. 15, "Accounting for Certain Investments in Debt and Equity Securities." The Company determines the appropriate classification at the time of purchase. At January 29, 2000, the Company held investments in marketable securities which were classified as held to maturity based on the Company's positive intent an ability to hold the securities to maturity. All securities held by th Company at January 29, 2000 were corporate debt securitie which matured within one year and were stated at amortized cost which approximated market value.

NVENTORIES Inventories are principally valued at the lower of verage cost or market, on a first-in first-out basis, utilizing the etail method.

STORE SUPPLIES The initial inventory of supplies for new tores including, but not limited to, hangers, signage, security tags and point-of-sale supplies are capitalized at the store opening date. Subsequent shipments are expensed except for new merchandis presentation programs which are capitalized.

PROPERTY AND EQUIPMENT Depreciation and amortizatio of property and equipment are computed for financial reporting purposes on a straight-line basis, using service lives ranging principally from 10-15 years for leasehold improvements and 3-10 years for other property and equipment. Beneficial leaseholds represent the present value of the excess of fair market rent over Contractual rent of existing stores at the 1988 purchase of the

Abercrombie \& Fitch business by The Limited and are being amortized over the lives of the related leases. The cost of assets sold or retired and the related accumulated depreciation or amortiza tion are removed from the accounts with any resulting gain or los included in net income. Maintenance and repairs are charged expense as incurred. Major renewals and betterments that extend service lives are capitalized. Long-lived assets are reviewed for impairment whenever events or changes in circumstances indicate that full recoverability is questionable. Factors used in the valuation include, but are not limited to, management's plans for future operations, recent operating results and projected cash flows.

INCOME TAXES Income taxes are calculated in accordance with SFAS No. 109, "Accounting for Income Taxes," which requires the use of the liability method. Deferred tax assets and liabilities are recognized based on the difference between the financial statement carrying amounts of existing assets and liabilities and their respective tax bases.
Deferred tax assets and liabilities are measured using enacted tax rates in effect in the years in which those temporary differences are expected to reverse. Under SFAS No. 109, the effect on deferred taxes of a change in tax rates is recognized in income in the period that includes the enactment date.
Prior to the Exchange Offer, the Company was included in The Limited's consolidated federal and certain state income tax groups for income tax reporting purposes and was responsible for its proportionate share of income taxes calculated upon its federal tax able income at a current estimate of the Company's annual effective tax rate. Subsequent to the Exchange Offer, the Company began filing its tax returns on a separate basis.

SHAREHOLDERS' EQUITY The Board of Directors declared a two-for-one stock split on A\&F's Class A Common Stock, distributed on June 15,1999 to shareholders of record at the close of business on May 25, 1999. All share and per share amounts in the accompanying consolidated financial statements for all periods have been restated to reflect the stock split.
At February 3, 2001, there were 150 million shares of $\$ .01$ par value Class A Common Stock authorized, of which 98.8 millio and 102.0 million shares were outstanding at February 3,2001 and January 29,2000 , respectively, and 106.4 million shares of $\$ .01$ par value Class B Common Stock authorized, none of which were
outstanding at February 3, 2001 or January 29, 2000. In addition, 15 million shares of $\$ .01$ par value Preferred Stock were authorized none of which have been issued. See Note 13 for information about Preferred Stock Purchase Rights.
Holders of Class A Common Stock generally have identical rights to holders of Class B Common Stock, except that holder of Class A Common Stock are entitled to one vote per share while holders of Class B Common Stock are entitled to three vote per share on all matters submitted to a vote of shareholder

REVENUE RECOGNITION The Company recognizes retail sales at the time the customer takes possession of the merchan dise and purchases are paid for via cash, credit card or gift certificate and gift card redemption. Catalogue and e-commerce sales are recorded upon shipment of merchandise Amounts relating to shipping and handling billed to customers in a sale transaction are classified as revenue and the related costs are classified as cost of goods sold. Employee discounts are classified as a reduction of revenue
atalogue and advertising costs Costs related to he $A \& F$ Quarterly, a catalogue/magazine, primarily consist of catalogue production and mailing costs and are expensed a incurred. Advertising costs consist of in-store photographs and advertising in selected national publications and are expensed when the photographs or publications first appear. Catalogue and advertising costs amounted to $\$ 30.4$ million in 2000, $\$ 30$ million in 1999 and $\$ 24.9$ million in 1998 .

STORE PREOPENING EXPENSES Preopening expenses related to new store openings are charged to operations as incurred.
fair value of financial instruments The recorde values of current assets and current liabilities, including receivables, marketable securities and accounts payable, approximate fair value due to the short maturity and because the average interest ate approximates current market origination rates.

EARNINGS PER SHARE Net income per share is computed periods' financial statements presented for comparative purpose in accordance with SFAS No. 128, "Earnings Per Share." have been reclassified to comply with these classification guidelines Net income per basic share is computed based on the weighted These reclassifications did not have an impact on net income average number of outstanding shares of common stock. Net income per diluted share includes the weighted average effect of dilutive stock options and restricted shares.

Weighted Average Shares Outstanding (thousands):

|  | 2000 | 1999 | 1998 |
| :---: | :---: | :---: | :---: |
| Shares of common stock issued | 103,300 | 103,300 | 13,300 |
| Treasury shares | $(3,239$ | (429) | (216) |
| Basic shares | 100,061 | 102,871 | 103,084 |
| Dilutive effect of options and restricted shares | 2,095 | 4,770 | 3,118 |
| Diluted shares | 102,156 | 107,641 | 106,202 |


 income per diluted share because the options' exercise prices were greater than the aver age market price of the underlying shares. At year-end 1998 , no anti-dilutive option
were oustanding

USE OF ESTIMATES IN THE PREPARATION OF FINANCIAL STATEMENTS The preparation of financial statements in conformity with generally accepted accounting principles requires magement to make estimates and assumptions that affec the reported amounts of assets and liabilities as of the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. Since actual results may differ from those estimates, the Company revises its estimates and assumptions as new information becomes available.

RECLASSIFICATIONS Certain amounts have been reclassified to conform with current year presentation.
3. ADOPTION OF ACCOUNTING STANDARDS In the fourth quarter 2000, the Company adopted Emerging Issues Task Force ("EITF") No. 00-10 "Accounting for Shipping and Handling Fees and Costs" which changed its classification for shipping revenue. The Company also changed its classification for direct shipping expenses for shipments to customers to cost of goods sold and for employee discounts to a reduction of revenue. All other fulfillment costs are included in General, Administrative and Store Operating Expenses. Previously, shipping revenues, certain shipping expenses and employee discounts were included in General, Administrative and Store Operating Expenses. Prior

These reclassifications did not have an impact on net income The Company has adopted Staff Accounting Bulletin ("SAB") No. 101, "Revenue Recognition in Financial Statements." SAB No 101 provides Securities Ex Cormen views in applying generally accepted accounting principles to selected revenue recognition issues. The adoption of SAB No. 101 did not have a material effect on the Company's results of operations, cash flows or financial position.
. PRoperty and EQuipment Property and equipment, at cost, consisted of (thousands)

|  | 2000 | 1999 |
| :--- | ---: | ---: |
| Land | $\$ 14,007$ | $\$ 14,007$ |
| Furniture, fixtures and equipment | 212,674 | 158,753 |
| Beneficial leaseholds | 7,349 | 7,349 |
| Leasehold improvements | 31,613 | 19,572 |
| Construction in progress | 118,53 | 26,100 |
| Total | $\$ 384,196$ | $\$ 225,781$ |
| Less: accumulated depreciation and amortization | 105,41 | 7,378 |
| Property and equipment, net | $\$ 278,785$ | $\$ 146,403$ |

. Leased facilities and commitments Annual store is comprised of a fixed minimum amount, plus contingent rent based on a percentage of sales exceeding a stipulated amount. Store ease terms generally require additional payments covering taxes, ommon area costs and certain other expenses. Rent expense fo 1998 included charges from The Limited and its subsidiaries $f$ pace under formal agreements that approximated market rates. A summary of rent expense follows (thousands):

|  | 2000 | 1999 | 1998 |
| :---: | :---: | :---: | :---: |
| Store ent: |  |  |  |
| Fixed minimum Contingent | $\substack{\$ 65,716 \\ 7,079}$ | $\underset{\substack{\$ 51,086 \\ 8,246}}{ }$ | $\underset{\substack{\$ 42,774 \\ 6,382}}{ }$ |
| Total store rent <br> Buildings, equipment and other | $\begin{gathered} \$ 72,795 \\ \hline 2,77 \end{gathered}$ | $\underset{\substack{\$ 59,332 \\, 574}}{ }$ | $\underset{\substack{\$ 4,1,156 \\ 1,814}}{\text { S, }}$ |
| Total rent expense | \$75,572 | \$61,906 | \$50,970 |

At February 3, 2001, the Company was committed to noncance- A reconciliation between the statutory Federal income tax rate lable leases with remaining terms of one to thirteen years. These and the effective income tax rate follows: commitments include store leases with initial terms ranging primarily from ten to fifteen years and offices and a distribution center leased from an affiliate of The Limited with a term of thre years from the date of the Exchange Offer. A summary of minimum rent commitments under noncancelable leases follows (thousands):

| 2001 | $\$ 80,082$ | 2004 | 81,060 |
| :---: | :---: | :---: | :---: |
| 2002 | 83,014 | 2005 | 78,089 |
| 2003 | 81,672 | Thereafter | 251,391 |

Income taxes payable included net current deferred tax assets of $\$ 14.7$ million and $\$ 14.2$ million at February 3, 2001 and anuary 29,2000 , respectively.
Subsequent to the Exchange Offer, the Company began
6. ACCRUED EXPENSES Accrued expenses consisted of the following (thousands):

|  | 2000 | 1999 |
| :--- | ---: | ---: |
| Accrual for construction in progress | $\$ 24,371$ | $\$ 14,840$ |
| Rent and landlord charges | 15,634 | 15,882 |
| Compensation and benefits | 11,771 | 11,588 |
| Deferred revenue | 11,636 | 8,482 |
| Catlogue and advertising costs | 7,818 | 7,005 |
| Taxes, other than income | 5,102 | 4,507 |
| Other | 24,970 | 23,669 |
| Total | $\$ 101,302$ | $\$ 8,373$ |
|  |  |  | returns on a separate basis and made tax payments directly to taxing authorities. Prior to the Exchange Offer, the Company was included in the consolidated federal and certain tate income tax groups of The Limited for income tax purposes. Under this arrangement, the Company was responsible for and paid The Limited its proportionate share of income taxes, calcu lated upon its separate taxable income at the estimated annual effective tax rate. Amounts paid to The Limited totaled $\$ 829$ housand, $\$ 9.1$ million and $\$ 27.4$ million in 2000,1999 and 1998 respectively. Amounts paid directly to taxing authorities wer 111.7 million, $\$ 81.1$ million and $\$ 31.7$ million in 2000, 1999 and 1998, respectivel

The effect of temporary differences which gives rise to de
7. INCOME TAXES The provision for income taxes consisted of ferred income tax assets (liabilities) was as follows (thousands) (thousands):

|  | 2000 | 1999 | 1998 |
| :---: | :---: | :---: | :---: |
| $\begin{aligned} & \substack{\text { Currenty payale: } \\ \text { Fedral } \\ \text { State }} \\ & \hline \end{aligned}$ | $\begin{gathered} 80,856 \\ 18,403 \end{gathered}$ | ${ }_{\substack{\text { S } \\ \text { \$ } \\ 20,3,251}}$ | $\$ 65,778$ 14,809 |
|  | \$99,259 | \$104,586 | \$80,587 |
| $\begin{gathered} \text { Deferred: } \\ \text { Federal } \\ \text { State } \\ \hline \end{gathered}$ | $\begin{aligned} & 2,814 \\ & 1,24 \end{aligned}$ | $\left.\begin{array}{c} (3,855 \\ (971) \end{array}\right)$ | $\left.\begin{array}{c} (10,0,3) \\ (2,509 \end{array}\right)$ |
|  | \$ 4,061 | \$ ( 4,856 ) | $\uparrow(12,547$ |
| Total provision | \$103,320 | \$ 99,730 | \$68,040 |


|  | 200 | 199 |
| :---: | :---: | :---: |
| $\overline{\text { Deferred tax assets: }}$ |  |  |
| Deferred compensation | \$ 8,311 | \$9,333 |
| Property and equipment |  | 1,478 |
| Rent | 2,414 | 2,565 |
| Accrued expenses | 8,144 | 10,230 |
| Inventory | 2,767 | 1,650 |
| Total deferred tax assets | 21,636 | 25,256 |
| Deferred tax liabilities: |  |  |
| Property and equipment | $(2,146)$ |  |
| Net deferred income tax assets | \$19,490 | \$25,256 |

No valuation allowance has been provided for deferred tax assets because management believes that it is more likely than not that the full amount of the net deferred tax assets will be realized in the future.
8. LONG-TERM DEBT The Company entered into a $\$ 150$ also expire in May 2001, although most services have already bee million syndicated unsecured credit agreement (the "Agreement"), on April 30, 1998 (the "Effective Date"). Borrowings outstanding under the Agreement are due April 30, 2003. The Agreement has several borrowing options, including interest rates that are based on the bank agent's "Alternate Base Rate," a LIBO Rate or a rate submitted under a bidding process. Facility fees payable under the Agreement are based on the Company's ratio (the "leverage ratio") of the sum of total debt plus $800 \%$ of forward minimum rent commitments to trailing four-quarters EBITDAR and currently accrues at $225 \%$ of the committed amount per annum. The Agreement contains limitations on debt, liens, restricted payments (including dividends), mergers and acquisitions, sale leaseback transactions, investments, acquisitions, hedging transactions and transactions with affiliates. It also contains financial covenants requiring a minimum ratio of EBITDAR to interest expense and minimum rent and a maximum leverage ratio. No amounts were outstanding under the Agreement at February 3, 2001 and January 29, 2000.
9. related party transactions Prior to the Exchange Offer, transactions between the Company and The Limited and its subsidiaries and affiliates principally consisted of the following

## Merchandise purchases

Real estate management and leasing
Capital expenditures
Inbound and outbound transportation
Corporate services
Subsequent to the Exchange Offer, $\mathrm{A} \& \mathrm{~F}$ negotiated armslength terms with the merchandise and service suppliers that are Limited subsidiaries. A\&F and The Limited also entered into various service agreements for terms ranging from one to three years. A\&F hired associates with the appropriate expertise or contracted with outside parties to replace those services which expired in May 1999. Service agreements were also entered into for the continued use by the Company of its distribution and home office space and transportation and logistic services. The agreement for use of distribution space terminates in April 2001. The agreement for use of home office space expires in May 2001. The agreement for transportation and logistics services will
ransitioned to the Company. The cost of these services gener ally is equal to The Limited's cost in providing the relevant services plus $5 \%$ of such costs.
For the periods prior to the Exchange Offer, $\mathrm{A} \& \mathrm{~F}$ and The Limited entered into intercompany agreements that established the provision of certain services. The prices charged to the Company for services provided under these agreements may have been higher or lower than prices that would have bee charged by third parties. It is not practicable, therefore, to estimate what these costs would have been if The Limited had not provided these services and the Company was required to purchase these services from outsiders or develop internal expertise above are fair and reasonable
The following table summarizes the related party transac tions between the Company and The Limited and its subsidiaries, for fiscal year 1998. The amounts below reflect activity through he completion of the Exchange Offer

| (Thousands) | 1998 |
| :--- | ---: |
| Mast and Gryphon purchases | $\$ 20,176$ |
| Capital expenditures | 3,199 |
| Inbound and outbound transportation | 2,280 |
| Corporate charges | 2,671 |
| Store leases and other occupancy, net | 561 |
| Distribution center IT |  |
| office expenses | 2,217 |
| Centrally manageed benefits | 1,524 |
| Interest charges, net | 4 |
|  | $\$ 32,632$ |

The Company does not anticipate that costs incurred replace the services currently provided by The Limited will have a material adverse impact on its financial condition.
Shahid \& Company, Inc. has provided advertising and desig services for the Company since 1995. Sam N. Shahid Jr., who serves on A\&F's Board of Directors, has been President and Creative Director of Shahid \& Company, Inc. since 1993. Fee paid to Shahid \& Company, Inc. for services provided durin fiscal years 2000, 1999 and 1998 were approximately $\$ 1.7$ million, $\$ 1.4$ million and $\$ 1.2$ million, respectively.

On August 28, 2000, $\mathrm{A} \mathrm{\& F}$ F loaned $\$ 4.5$ million to its Chairman of the Board, a major shareholder of $\mathrm{A} \& \mathrm{~F}$, pursuant to the terms of a replacement promissory note, which provides that such amount is due and payable on May 18, 2001 together with interest at the rate of $6.5 \%$ per annum. This note constitutes a replacement of, and substitute for, the promissory notes dated March 1,2000 and May 19, 2000 in the amounts of $\$ 1.5$ million and $\$ 3.0$ million, respectively, which were cancelled.
10. STOCK OPTIONS AND RESTRICTED SHARES Under A\&F's stock plans, associates and non-associate directors may be granted up to a total of 16.3 million restricted shares and option to purchase $\mathrm{A} \& \mathrm{~F}$ 's common stock at the market price on the date of grant. In 2000, associates of the Company were granted approximately 1.4 million options, with vesting periods from four to five years. A total of 30,000 options were granted to nonassociate directors in 2000 , all of which vest over four years. All options have a maximum term of ten years.
The Company adopted the disclosure requirements of SFAS No. 123, "Accounting for Stock-Based Compensation," in 1996, but elected to continue to measure compensation expense in accordance with APB Opinion No. 25, "Accounting for Stock Issued to Employees." Accordingly, no compensation expense for stock options has been recognized. If compensation expense had been determined based on the estimated fair value of options granted in 2000, 1999 and 1998, consistent with the methodology in SFAS No. 123, the pro forma effect on net income and net income per diluted share would have been a reduction of approximately $\$ 20.0$ million or $\$ .20$ per share in $2000, \$ 18.5$ million or $\$ .17$ per share in 1999 and $\$ 6.1$ million or $\$ .06$ per share in 1998 . The weightedaverage fair value of all options granted during fiscal 2000, 1999 and 1998 was $\$ 8.90, \$ 23.34$ and $\$ 9.89$, respectively. The fair value of each option was estimated using the Black-Scholes option-pricing model with the following weighted-average assumptions for 2000 , 1999 and 1998: no expected dividends; price volatility of $50 \%$ in $2000,45 \%$ in 1999 and $40 \%$ in 1998; risk-free interest rates of $6.2 \%, 6.0 \%$ and $5.5 \%$ in 2000,1999 and 1998 , respectively; assumed forfeiture rates of $10 \%$; and expected lives of 5 years in 2000, 6.5 years in 1999 and 5 years in 1998.
The pro forma effect on net income for 2000, 1999 and 1998 is not representative of the pro forma effect on net income in future years because it takes into consideration pro forma
compensation expense related only to those grants made subsequent to the Offering.

| Options Outstanding at February 3, 2001 |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | Options Outstanding |

A summary of option activity for 1998, 1999 and 2000 follows:
Stock Option Activity

|  | $\begin{gathered} \text { Number of } \\ \text { Shares } \end{gathered}$ | Weighted Average Option Price |
| :---: | :---: | :---: |
| 1998 |  |  |
| Outsanding at beginning of year | 3,768,000 | \$ 8.91 |
| Granted | 3,970,00 | 22.47 |
| Exercised | $(60,000)$ | 8.99 |
| Canceled | (110,000) | 19.40 |
| Outstanding at end of year | 7,568,000 | \$15.87 |
| Options exercisable at year-end | 388,000 | \$8.99 |
| 1999 |  |  |
| Outstanding at beginning of year | 7,568,000 | \$15.87 |
| Granted | 5,794,000 | 42.90 |
| Exercised | (337,000) | 9.39 |
| Canceled | (216,000) | 25.25 |
| Outstanding at end of year | 12,809,000 | \$28.03 |
| Options exercisable at year-end | 556,000 | \$9.85 |
| 2000 |  |  |
| Outstanding at beginning of year | 12,809,000 | 528.03 |
| Granted | 1,414,000 | 17.25 |
| Exercised | $(193,000)$ | 14.57 |
| Canceled | (1,036,000) | 16.06 |
| Outstanding at end of year | 12,994,000 | 528.01 |
| Options exercisable at yar-end | 2,164,000 | \$16.13 |

A total of 102,000 restricted shares were granted in 2000, Under certain conditions, each whole Right may be exercised to with a total market value at grant date of $\$ 2.3$ million. A total of 140,000 restricted shares were granted in both 1999 and 1998, with a total market value at grant date of $\$ 5.4$ million and $\$ 2.7$ million, respectively. The restricted share grants generally vest either on a graduated scale over four years or $100 \%$ at the end of a fixed vesting period, principally five years. The market value of restricted shares is being amortized as compensation expense over the vesting period, generally four to five years. Compensation expenses related to restricted share awards amounted to $\$ 4.3$ million, $\$ 5.2$ million and $\$ 11.5$ million in 2000, 1999 and 1998, respectively. Long-term liabilities at fiscal year-end 1998 included $\$ 8.7$ million of compensation expense relating to restricted shares.
11. RETIREMENT benefits The Company participates in a qualified defined contribution retirement plan and a non qualified supplemental retirement plan. Participation in the qualified plan is available to all associates who have completed 1,000 or more hours of service with the Company during certain 12 -month periods and attained the age of 21 . Participation in the nonqualified plan is subject to service and compensation require ments. The Company's contributions to these plans are based on a percentage of associates' eligible annual compensation. The cost of these plans was $\$ 3.0$ million in 2000 , $\$ 2.6$ million in 1999 and $\$ 2.0$ million in 1998.
12. CONTINGENCIES The Company is involved in a number of legal proceedings. Although it is not possible to predict with any certainty the eventual outcome of any legal proceedings, it is the opinion of management that the ultimate resolution of these matters will not have a material impact on the Company's results of operations, cash flows or financial position.
13. PREFERRED STOCK PURCHASE RIGHTS On July 16,1998 A\&F's Board of Directors declared a dividend of 50 of a Series A Participating Cumulative Preferred Stock Purchase Right (Right) for each outstanding share of Class A Common Stock, par value $\$ .01$ per share (Common Stock), of $A \& F$. The dividend was paid to shareholders of record on July 28, 1998. Shares of Common Stock issued after July 28, 1998 and prior to the Distribution Date described below will be issued with 50 Right attached

Cumulative Preferred Stock at an initial price of $\$ 250$. The Rights initially will be attached to the shares of Common Stock The Rights will separate from the Common Stock Stock The Rights will separate from the Common Stock and Distribution Date will occur upon the earlier of 10 business day fter a public announcement that a person or group has acquired beneficial ownership of $20 \%$ or more of A\&F's outstanding share of Common Stock and become an "Acquiring Person" (Shar Acquisition Date) or 10 business days (or such later date as the Board shall determine before any person has become an Acquiring Person) after commencement of a tender or exchang offer which would result in a person or group beneficially owning $20 \%$ or more of A\&F's outstanding Common Stock The Rights are not exercisable until the Distribution Date.
In the event that any person becomes an Acquiring Person, each holder of a Right (other than the Acquiring Person and certain affiliated persons) will be entitled to purchase, upon xercise of the Right, shares of Common Stock having a market value two times the exercise price of the Right. At any time fter any person becomes an Acquiring Person (but before an erson becomes the beneficial owner of $50 \%$ or more of the ou standing shares), A\&F's Board of Directors may exchange all or part of the Rights (other than Rights beneficially owned by an Acquiring Person and certain affiliated persons) for shares of Common Stock at an exchange ratio of one share of Common Stock per Right. In the event that, at any time following the Share Acquisition Date, $A \& F$ is acquired in a merger or other busines combination transaction in which $\mathrm{A} \& \mathrm{~F}$ is not the surviving corporation, the Common Stock is exchanged for other securiies or assets or $50 \%$ or more of $\mathrm{A} \& \mathrm{~F}$ 's assets or earning power is old or transferred, the holder of a Right will be entitled to bu for the exercise price of the Rights, the number of shares o Common Stock of the acquiring company which at the tim of such transaction will have a market value of two times th exercise price of the Right.
The Rights, which do not have any voting rights, expire on July 16,2008 , and may be redeemed by $\mathrm{A} \&$ at a price of $\$ .01$ per whole Right at any time before a person becomes an Acquiring Person.
Rights holders have no rights as a shareholder of $\mathrm{A} \& \mathrm{~F}$, includ ing the right to vote and to receive dividends.
14. QUarterly financial data (UNAUDited) Summarized quarterly financial results for 2000 and 1999 follow (thousands except per share amounts):

| 2000 Quarter | First (1) | Second (1) | Third (1) | Fourth |
| :---: | :---: | :---: | :---: | :---: |
| Net sales | \$205,006 | \$229,031 | \$364,122 | \$439,45 |
| Gross income | 75,403 | 87,765 | 143,283 | 202,924 |
| Net income | 16,163 | 21,163 | 43,922 | 77,215 |
| Net income per basic share | ¢. 16 | \$. 21 | \$.44 | 9.78 |
| Net income per diluted share | c $\$ .16$ | \$. 21 | \$. 43 | ¢.76 |
| 1999 Quarter | First (1) | Second (1) | Third (1) | Fourth (1) |
| Net sales | \$186,427 | \$196,227 | \$284,510 | \$363,694 |
| Gross income | 69,368 | 77,346 | 118,600 | 185,069 |
| Net income | 14,963 | 18,858 | 39,059 | 76,724 |
| Net income per basic share | ¢. 14 | \$. 18 | 5.38 | 9.75 |
| Net income per diluted share | c 5.14 | \$. 17 | \$.36 | 9.73 |

MARKET PRICE INFORMATION The following is a summary of $\mathrm{A} \& \mathrm{~F}$ 's sales price as reported on the New York Stock Exchange ("ANF") for the 2000 and 1999 fiscal years:

|  | Sales Price |  |
| :--- | :--- | :--- |
|  | High | Low |
| 2000 Fiscal Year |  |  |
| 4th Quarter | $\$ 31.31$ | $\$ 14.75$ |
| 3rd Quarter | $\$ 26.56$ | $\$ 15.31$ |
| 2nd Quarter | $\$ 16.69$ | $\$ 8.00$ |
| 1st Quarter | $\$ 24.50$ | $\$ 10.06$ |
| 1999 Fisal Year |  |  |
| 4th Quarter | $\$ 32.56$ | $\$ 19.56$ |
| 3rd Quarter | $\$ 43.25$ | $\$ 21.00$ |
| 2nd Quarter | $\$ 49.69$ | $\$ 36.50$ |
| 1st Quarter | $\$ 50.75$ | $\$ 35.25$ |

Per share amounts have been restated to reflect the two-for-one基 split on A\&F's Class A Common Stock, distributed on une 15, 1999 to shareholders of record at the close of busines on May 25, 1999.
A\&F has not paid dividends on its shares of Class A Common Stock in the past and does not presently plan to pay dividend on the shares. It is presently anticipated that earnings will be retained and reinvested to support the growth of the Company' business. The payment of any future dividends on shares will be determined by the $A \& F$ Board of Directors in light of condi tions then existing, including earnings, financial condition and capital requirements, restrictions in financing agreements, business conditions and other factors.
On February 3, 2001, there were approximately 7,000 shareholders of record. However, when including active associates who participate in $\mathrm{A} \& \mathrm{~F}$ 's stock purchase plan, associates who own shares through $\mathrm{A} \& \mathrm{~F}$ sponsored retirement plans and other holding shares in broker accounts under street name, A\&F etimates the shareholder base at approximately 65,000 .

## Abercrombie \& Fitch

## REPORT OF INDEPENDENT ACCOUNTANTS

## TO THE BOARD OF DIRECTORS AND SHAREHOLDERS OF ABERCROMBIE \& FITCH

In our opinion, the accompanying consolidated balance sheets and the related consolidated statements of income, shareholders' equity and cash flows present fairly, in all material respects, the financial position of Abercrombie \& Fitch and its subsidiaries at February 3, 2001 and January 29, 2000, and the results of their operations and their cash flows for each of the three fiscal years in the period ended February 3, 2001 (on pages 18 to 29) in conformity with accounting principles generally accepted in the United States. These financial statements are the responsibility of the Company's management; our responsibility is to express an opinion on these financial statements based on our audits. We conducted our audits of these statements in accordance with auditing standards generally accepted in the United States, which require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements, assessing the accounting principles used and significant estimates made by management, and evaluating the overall financial statement presentation. We believe that our audits provide a reasonable basis for the opinion expressed above.

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## Abercrombie \&Fitch

## CORPORATE INFORMATION

## Abercrombie \& Fitch

6301 Fitch Path, New Albany, Ohio 4305
(614) 283-6500
www.abercrombie.com
annual meeting
The Annual Meeting of Shareholders is scheduled for
10:00 A.M., Thursday, May 30, 2001 at Hyatt Capital Square at Columbus City Center Legislative Rooms A \& B, 75 E. State Street, Columbus, Ohio 43215

## STOCK EXCHANGE LISTIN

New York Stock Exchange (Trading Symbol "ANF"),
commonly listed in newspapers as AberFit
INDEPENDENT ACCOUNTANTS
PricewaterhouseCoopers LLP, Columbus, Ohio

## INVESTOR RELATIONS

For further information on Abercrombie \& Fitch, additional copies of this report, Form $10-\mathrm{K}$ or other financial information, contac Investor Relations \& Corporate Communication

Abercrombie \& Fitch
P.O. Box 182168

Columbus, Ohio 4321
You may also contact us by sending an e-mail to Investor_Relations@abercrombie.com
or by visiting the Investor Relations section of the Company's web site.
STOCK TRANSFER AGENT, REGISTRAR AND
DIVIDEND AGENT
First Chicago Trust Company of New York, a division of EquiServe PO. Box 2500, Jersey City, New Jersey 07303

## abercrombie \& Fitch

Initial Public Offering: September 26, 199
Number of Associates: 13,900
Approximate Shareholder Base: 65,000

## MICHAEL S. JEFFRIES

Chairman and Chief Executive Officer

## SETH R. JOHNSON

Executive Vice President - Chief Operating Officer

## RAYMOND C. ATTANASIO

Senior Vice President - General Merchandise Manager for Abercrombie \& Fitch Men's and Boys'

## dIANE CHANG

 Senior Vice President - SourcingDAVID L. LEINO
Senior Vice President - Stores
LESLEE K. O'NEILL
Senior Vice President - Planning and Allocation

## WESLEY S. McDONALD

Vice President - Chief Financial Officer
BOARD OF DIRECTORS
MICHAEL S. JEFFRIES Chairman and Chief Executive Officer
russell m. GERTMENIAN Partner, Vorys, Sater, Seymour and Pease LLP

JOHN A. GOLDEN
Retired Partner, Goldman, Sachs \& Company
ARCHIE M. GRIFFIN
Associate Director of Athletics, The Ohio State University
SETH R. JOHNSON
Executive Vice President - Chief Operating Officer

## JOHN W. KESSLER

Chairman, The New Albany Company
SAMUEL N. SHAHID, IR
President/Creative Director, Shahid \& Company, Inc.
KATHRYN D. SULLIVAN, Ph.D. President and Chief Executive Officer, COSI Columbus


[^0]:    PricewaterhouseCoopers LLP
    Columbus, Ohio
    February 20, 2001

