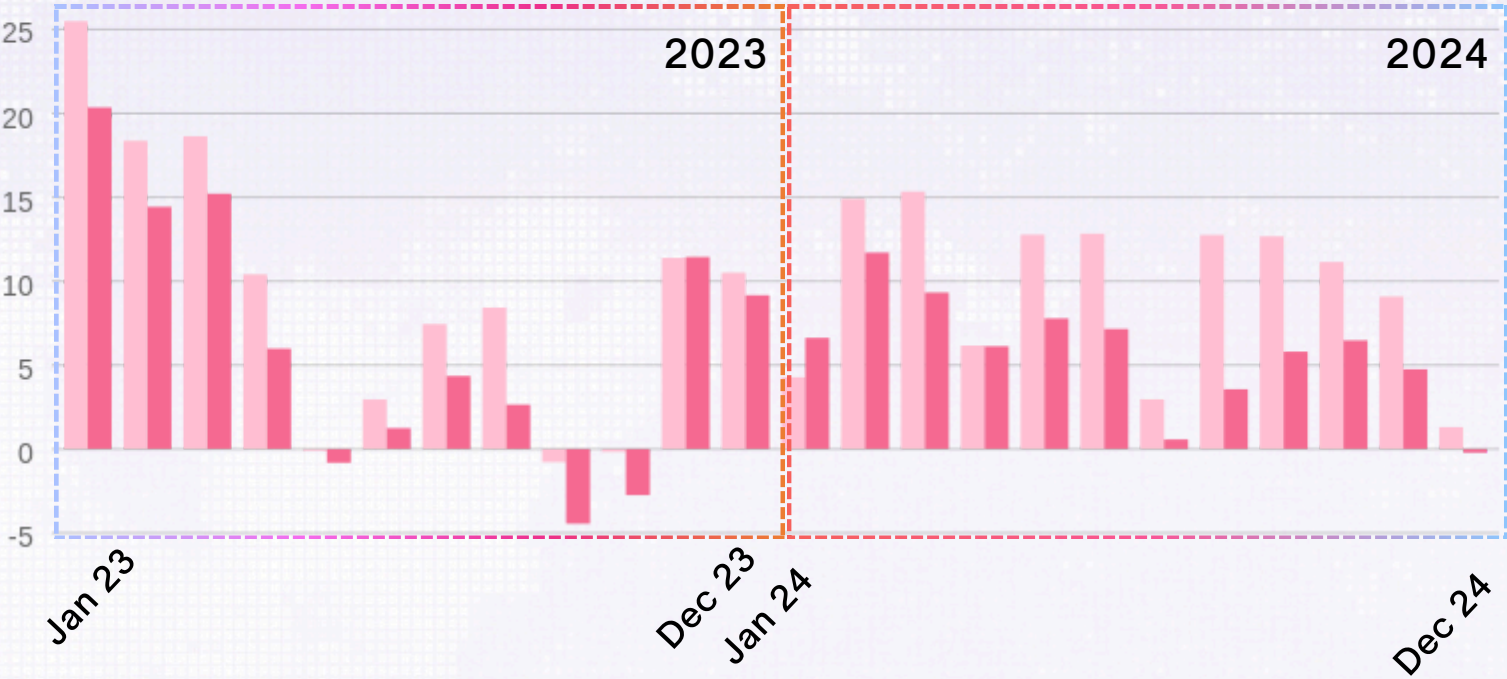


ABERCROMBIE & FITCH'S STUNNING COMEBACK: INCLUSIVITY, STRATEGIC MOVES, AND SOARING SUCCESS

Abercrombie & Fitch has undergone a dramatic transformation in recent years, evolving from an exclusive, controversial brand into a symbol of inclusivity and modern appeal. Under the leadership of CEO Fran Horowitz since 2017, the company shifted its focus to diversity and accessibility, shedding its old elitist image.



Abercrombie & Fitch European Shopping Center *



Footfall evolution vs. N-1 (in %)

This strategic reinvention has paid off, with stellar financial results to show for it.

In 2023, Abercrombie & Fitch reported \$4.28 billion in revenue, a 16% increase from 2022, with comparable sales rising 13%. The Abercrombie brand itself saw a 27% jump in net sales year-over-year, sustaining a 10% annual growth rate since 2019. These figures underscore the brand's successful pivot to align with modern consumer values.

+17,9%

Footfall evolution in shopping centers where A&F is located since 2022 (vs. +11.1% for European shopping centers*)

A symbol in Europe was the closure of the flagship store on the Champs-Élysées in Paris in 2021, signaling a strategic shift toward shopping malls.

This decision has made the brand more accessible and relevant to a wider audience. With decades of experience in department stores like Bloomingdale's and Saks Fifth Avenue, Fran Horowitz was instrumental in implementing this change, leveraging her retail expertise to drive growth. The strategy has proven highly effective. Shopping malls hosting Abercrombie & Fitch stores (+7,8% in 2023 / +9,2% in 2024) have consistently outperformed the European average in traffic and sales over the past two years (+5,7%% in 2023 / +5,1% in 2024).

Data from MyTraffic reveals that these malls deliver above-average monthly performance, confirming the success of Abercrombie's location strategy. By analyzing MyTraffic's insights, this rebound in sales and the rise in the company's stock could have been anticipated.

A&F's resurgence highlights how embracing inclusivity and adjusting distribution strategies can revive a brand. With smarter location choices and a more diverse offering, the company has recaptured consumer interest and achieved a remarkable turnaround.