(Mark One)
[X] ANNUAL REPORT PURSUANT TO SECTION 13 OR 15(d) OF THE SECURITIES EXCHANGE ACT OF 1934 [FEE REQUIRED]
For the fiscal year ended January 29, 1994
OR
[_] TRANSITION REPORT PURSUANT TO SECTION 13 OR 15(d) OF THE SECURITIES EXCHANGE ACT OF 1934 [NO FEE REQUIRED]
For the transition period from $\qquad$ to $\qquad$
Commission file number 1-8344

THE LIMITED, INC.
(Exact name of registrant as specified in its charter)
Delaware
31-1029810


Securities registered pursuant to Section $12(\mathrm{~g})$ of the Act: None.
Indicate by check mark whether the registrant (1) has filed all reports required to be filed by Section 13 or $15(\mathrm{~d})$ of the Securities Exchange Act of 1934 during the preceding 12 months and (2) has been subject to the filing requirements for the past 90 days. Yes X No $\qquad$

Indicate by check mark if disclosure of delinquent filers pursuant to Item 405 of Regulation S-K is not contained herein, and will not be contained, to the best of registrant's knowledge, in definitive proxy or information statements incorporated by reference in Part III of this Form $10-\mathrm{K}$ or any amendment to this Form 10-K. [X]

Aggregate market value of the registrant's Common Stock held by non-affiliates of the registrant as of March 25, 1994: \$5,877,912,414.

Number of shares outstanding of the registrant's Common Stock as of March 25, 1994: 357,869,632.

DOCUMENTS INCORPORATED BY REFERENCE:

Portions of the registrant's annual report to shareholders for the fiscal year ended January 29, 1994 are incorporated by reference into Part I and Part II, and portions of the registrant's proxy statement for the Annual Meeting of Shareholders scheduled for May 23, 1994 are incorporated by reference into Part III.

ITEM 1. BUSINESS.
General.
The Limited, Inc., a Delaware corporation (the "Company"), is principally engaged in the purchase, distribution and sale of women's apparel. The Company operates an integrated distribution system which supports the Company's retail activities. These activities are conducted under various trade names through the retail stores and catalogue divisions of the Company. Merchandise is targeted to appeal to customers in specialty markets who have distinctive consumer characteristics, and includes regular and special-sized fashion apparel available at various price levels. The Company's merchandise includes shirts, blouses, sweaters, pants, skirts, coats, dresses, lingerie and accessories and, to a lesser degree, men's apparel, children's apparel, fragrances, bed, bath, personal care products and specialty gift items. The Company's wholly-owned credit card bank, World Financial Network National Bank, provides credit services to customers of the retail and catalogue divisions of the Company.

Description of Operations.
General.

As of January 29, 1994, the Company operated twelve retail divisions and one catalogue division (Victoria's Secret Catalogue). The following chart reflects the retail divisions and the number of stores in operation in each division at January 29, 1994 and January 30, 1993.


The following table shows the changes in the number of retail stores operated by the Company for the past five fiscal years:

| Fiscal Year | $\begin{aligned} & \text { Begin } \\ & \text { of } Y \end{aligned}$ | Acquired | Opened | Closed | Sold | End of Year |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| 1989 | 3,497 | - | 296 | (65) | (384)/1/ | 3,344 |
| 1990 | 3,344 | 7 | 456 | (47) | - | 3,760 |
| 1991 | 3,760 | - | 484 | (50) | - | 4,194 |
| 1992 | 4,194 | - | 323 | (92) | - | 4,425 |
| 1993 | 4,425 | - | 322 | (124) | - | 4,623 |

/1/ This figure represents the sale of the Lerner Woman stores effective April 30, 1989.

The Company also operates Mast Industries, Inc., a contract
manufacturer and apparel importer, and Gryphon Development, Inc. ("Gryphon"). Gryphon creates, develops and contract manufactures most of the bath and personal care products sold by the Company.

During fiscal year 1993, the Company purchased merchandise from approximately 4,000 suppliers and factories located throughout the world. Approximately $57 \%$ of the Company's merchandise is purchased in foreign markets and a portion of merchandise purchased in the domestic market is manufactured overseas. Company records, however, do not allocate between foreign and domestic sources for merchandise purchased domestically. No more than $5 \%$ of goods purchased originated from any single manufacturer.

Most of the merchandise and related materials for the Company's stores is shipped to the Company's distribution centers in the Columbus, Ohio area, where the merchandise is received and inspected. The Company uses common and contract carriers to distribute merchandise and related materials to its stores. The Company's divisions generally have independent distribution capabilities and no division receives priority over any other division. There are no distribution channels between the divisions.

The Company's policy is to maintain sufficient quantities of inventory on hand in its retail stores and distribution centers so that it can offer ustomers a full selection of current merchandise. The Company emphasizes rapid turnover and takes markdowns where required to keep merchandise fresh and current with fashion trends.

The Company views the retail apparel market as having two principal selling seasons, Spring and Fall. As is generally the case in the apparel industry, the Company experiences its peak sales activity during the Fall season. This seasonal sales pattern results in increased inventory and accounts receivable during the Fall and Christmas selling periods. During fiscal year 1993, the highest inventory level approximated $\$ 1.167$ billion at the November, 1993 month-end and the lowest inventory level approximated $\$ 760$ million at the January, 1994 month-end.

Merchandise sales are paid for in cash, personal check or by credit ards issued by the Company's wholly-owned credit card bank, World Financial Network National Bank ("WFNNB"), for customers of Express, Lerner New York, Limited Stores, Lane Bryant, Structure, Victoria's Secret Catalogue and Henri Bendel, as well as credit cards issued by third party banks and other financial institutions. Further information related to WFNNB's loan balances and allowance for uncollectible accounts is contained in Note 3 of the Notes To Consolidated Financial Statements included in The Limited, Inc. 1993 Annual Report to Shareholders, portions of which are annexed hereto as Exhibit 13 (the "1993 Annual Report") and Financial Statement Schedule VIII to this Form 10-K, and is incorporated herein by reference.

The Company offers its customers a liberal return policy stated as "No Sale is Ever Final." The Company believes that certain of its competitors offer similar credit card and service policies.

The following is a brief description of each of the Company's operating divisions, including their respective target markets

Express

Express brings international women's sportswear and accessories with a distinctive European point of view to fashion forward women in a spirited continental store environment.

## Lerner New York

Lerner New York is a moderate-priced specialty retailer of conventional women's sportswear, ready-to-wear and coats.

The Limited
The Limited offers a full range of fashion forward private label sportswear, ready-to-wear and accessories for women.

Victoria's Secret Stores
Victoria's Secret Stores offers lingerie, beautiful fragrances and romantic gifts in an atmosphere of "pure indulgence".

Lane Bryant

Lane Bryant focuses on sportswear, ready-to-wear, coats and intimate apparel for the fashion-conscious large size woman

Victoria's Secret Catalogue
Victoria's Secret Catalogue sells women's lingerie, sportswear and ready-to-wear via catalogue.

Structure offers a men's sportswear collection with a distinct international flavor. The store environment mixes classic Palladian and modern architectural styles to appeal to men with a good sense of fine design.

The Limited Too
The Limited Too offers fashionable casual sportswear for girls wearing sizes 6 to 14.

Bath \& Body Works
Bath \& Body Works provides personal care products for women and men.
Abercrombie \& Fitch Co.
Abercrombie \& Fitch provides spirited traditional sportswear for young-thinking men and women.

Henri Bendel
Henri Bendel offers glamorous and sophisticated women's fashions in an exclusive shopping environment.

Cacique
Cacique offers fashion lingerie and gifts in an European shopping environment.

Penhaligon's
Penhaligon's designs, distributes, wholesales and retails a variety of perfumes, toiletries, grooming accessories and antique silver gifts.

Additional information about the Company's business, including its revenues and profits for the last three years and the selling square footage and other information about each of the Company's operating divisions, is set forth under the caption "Management's Discussion and Analysis" of the 1993 Annual Report and is incorporated herein by reference.

Competition.
The sale of apparel and personal care products through retail stores is a highly competitive business with numerous competitors, including individual and chain fashion specialty stores and department stores. Design, price and quality are the principal competitive factors in retail store sales. The Company's catalogue divisions compete with numerous national and regional catalogue merchandisers in catalogue sales. Design, price, quality and catalogue presentation are the principal competitive factors in catalogue sales.

The Company is unable to estimate the number of competitors or its relative competitive position due to the large number of companies selling apparel and personal care products at retail, both through stores and catalogues.

ASSOCIATE RELATIONS.
On January 29, 1994, the Company employed approximately 97,500 associates, 70,800 of whom were part-time. In addition, temporary associates are hired during peak periods, such as the Christmas season.

ITEM 2. PROPERTIES.
The Company's business is principally conducted from office, distribution and shipping facilities located in the Columbus, Ohio area. Additional facilities are located in New York City and Andover, Massachusetts.

The distribution and shipping facilities owned by the Company consist of seven buildings located in Columbus, Ohio, comprising approximately 5.2 million square feet. The operations of WFNNB are located in two leased facilities in the Columbus area, which, in the aggregate, cover approximately 200, 000 square feet.

Substantially all of the retail stores operated by the Company are located in leased facilities, primarily in shopping centers throughout the continental United States. The leases expire at various dates between 1994 and 2014 and generally do not have renewal options.

Typically, when space is leased for a retail store in a shopping center, all improvements, including interior walls, floors, ceilings, fixtures and decorations, are supplied by the tenant. In certain cases, the landlord of the property may provide a construction allowance to defray a portion of the cost of improvements. The cost of improvements varies widely, depending on the size and location of the store. Rental terms for new locations usually include a fixed minimum rent plus a percentage of sales in excess of a specified amount. Certain operating costs such as common area maintenance, utilities, insurance, and taxes are typically paid by tenants.

ITEM 3. LEGAL PROCEEDINGS.
Not applicable.
ITEM 4. SUBMISSION OF MATTERS TO A VOTE OF SECURITY HOLDERS.
Not applicable.

Set forth below is certain information regarding the executive officers of the Company as of January 29, 1994.

Leslie H. Wexner, 56, has been Chairman of the Board of Directors of the Company for more than five years and its President and Chief Executive Officer since he founded the Company in 1963

Kenneth B. Gilman, 47, was promoted to Vice Chairman and Chief Financial Officer of the Company in June 1993. Mr. Gilman was the Executive Vice President and Chief Financial Officer of the Company for more than five years prior thereto.

Michael Weiss, 52, was promoted to Vice Chairman of the Company in June 1993. Mr. Weiss was the Chief Executive Officer of the Company's Express division for more than five years prior thereto.

Bella Wexner, over 65 years of age, has been the Secretary of the Company for more than five years.

Martin Trust, 59, has been President of Mast Industries, Inc., a wholly-owned subsidiary of the Company, for more than five years.

Arnold F. Kanarick, 51, has been Executive Vice President and Director of Human Resources since October 1992. Mr. Kanarick was Vice President, Human Resources of Analog Devices, a manufacturer of semiconductors, from 1985 to 1992.

Wade H. Buff, 59, has been Vice President-Internal Audit for more than five years

Alfred S. Dietzel, 62, has been Vice President-Financial and Public Relations of the Company for more than five years.

Barry Erdos, 50, was promoted to Vice President and Corporate Controller of the Company in August 1993. Mr. Erdos was Executive Vice President and Chief Financial Officer of the Company's Henri Bendel division for more than five years prior thereto.

Samuel Fried, 42, has been Vice President and General Counsel of the Company since November 1991. Mr. Fried was Vice President and General Counsel of Exide Corporation, a manufacturer of automotive and industrial batteries, from February 1987 to October 1991.

William K. Gerber, 40, was promoted to Vice President of Finance of the Company in August 1993. Mr. Gerber was Vice President and Corporate Controller of the Company for more than five years prior thereto.

Patrick C. Hectorne, 41, was promoted to Treasurer of the Company in August 1993. Mr. Hectorne was Assistant Treasurer of the Company for more than five years prior thereto.

Charles W. Hinson, 57, has been President-Store Planning of the Company for more than five years.

Timothy B. Lyons, 48, has been Vice President of Taxes of the Company for more than five years.

Edward Razek, 45, was promoted to Vice President and Director of Marketing of the Company in November 1993. Mr. Razek was the Executive Vice President of Marketing for Limited Stores for more than five years prior thereto.

George R. Sappenfield, III, 43, was promoted to President-Real Estate of the Company in July 1993. Mr. Sappenfield was Vice President-Real Estate for more than five years prior thereto.

Bruce A. Soll, 36, has been Vice President of the Company since October 1991. Mr. Soll was Counselor/Director of Policy Planning for the U.S. Department of Commerce from February 1989 to September 1991, Counselor for the Bush-Quayle campaign and Presidential Inaugural Committee from 1988 to 1989 and Director of Finance of President Reagan's Foundation and Library from 1985 to 1988.

All of the above officers serve at the pleasure of the Board of Directors of the Company.

PART II
ITEM 5. MARKET FOR THE REGISTRANT'S COMMON EQUITY AND RELATED STOCKHOLDER MATTERS.

Information regarding markets in which the Company's common stock was traded during fiscal years 1993 and 1992, approximate number of holders of common stock, and quarterly cash dividend per share information of the company's common stock for the fiscal years 1993 and 1992 is set forth under the caption "Market Price and Dividend Information" of the 1993 Annual Report and is incorporated herein by reference.

ITEM 6. SELECTED FINANCIAL DATA.
Selected financial data is set forth under the caption "Financial Summary" of the 1993 Annual Report and is incorporated herein by reference.

ITEM 7. MANAGEMENT'S DISCUSSION AND ANALYSIS OF FINANCIAL CONDITION AND RESULTS OF OPERATIONS.

Management's discussion and analysis of financial condition and results of operations is set forth under the caption "Management's Discussion and Analysis" of the 1993 Annual Report and is incorporated herein by reference.

ITEM 8. FINANCIAL STATEMENTS AND SUPPLEMENTARY DATA.

The Consolidated Financial Statements of the Company and subsidiaries, the Notes to Consolidated Financial Statements and the Report of Independent Accountants are set forth in the 1993 Annual Report and are incorporated herein by reference.

ITEM 9. CHANGES IN AND DISAGREEMENTS WITH ACCOUNTANTS ON ACCOUNTING AND FINANCIAL DISCLOSURE.

Not applicable.

ITEM 10. DIRECTORS AND EXECUTIVE OFFICERS OF THE REGISTRANT.

Information regarding directors of the Company is set forth under the captions "ELECTION OF DIRECTORS - Nominees and Directors", "- Business Experience" and "- Information Concerning the Board of Directors" on pages 1 through 4 of the Company's proxy statement for the Annual Meeting of Shareholders to be held May 23, 1994 (the "Proxy Statement")and is incorporated herein by reference. Information regarding executive officers is set forth herein under the caption "SUPPLEMENTAL ITEM. EXECUTIVE OFFICERS OF THE REGISTRANT" in part I. Information regarding family relationships is set forth under the caption "PRINCIPAL HOLDERS OF VOTING SECURITIES" on page 13 of the Proxy Statement and is incorporated herein by reference.

ITEM 11. EXECUTIVE COMPENSATION.
Information regarding executive compensation is set forth under the caption "EXECUTIVE COMPENSATION" on pages 6 through 8 of the Proxy Statement and is incorporated herein by reference. Such incorporation by reference shall not be deemed to specifically incorporate by reference the information referred to in Item 402(a)(8) of Regulation S-K.

ITEM 12. SECURITY OWNERSHIP OF CERTAIN BENEFICIAL OWNERS AND MANAGEMENT.
Information regarding the security ownership of certain beneficial owners and management is set forth under the caption "ELECTION OF DIRECTORS Security Ownership of Directors and Management" on pages 4 and 5 of the Proxy Statement and is incorporated herein by reference.

ITEM 13. CERTAIN RELATIONSHIPS AND RELATED TRANSACTIONS
Information regarding certain relationships and related transactions is set forth under the caption "ELECTION OF DIRECTORS - Business Experience" on pages 2 and 3 of the Proxy Statement and is incorporated herein by reference.

ITEM 14. EXHIBITS, FINANCIAL STATEMENT SCHEDULES, AND REPORTS ON FORM 8-K.
(a)(1) List of Financial Statements.

The following consolidated financial statements of The Limited, Inc and subsidiaries and the related notes are filed as a part of this report pursuant to ITEM 8:

Consolidated Statements of Income for the fiscal years ended January 29, 1994, January 30, 1993 and February 1, 1992.

Consolidated Balance Sheets as of January 29, 1994 and January 30, 1993.
Consolidated Statements of Shareholders' Equity for the fiscal years ended January 29, 1994, January 30, 1993 and February 1, 1992.
Consolidated Statements of Cash Flows for the
fiscal years ended January 29, 1994, January 30, 1993 and February 1, 1992.
Notes to Consolidated Financial Statements.
Report of Independent Accountants.
(a)(2) List of Financial Statement Schedules

The following consolidated financial statement schedules of The Limited, Inc. and subsidiaries are filed as part of this report pursuant to ITEM 14(d):
V. Property, Plant and Equipment.
VI. Accumulated Depreciation and Amortization of Property, Plant and Equipment.
VIII. Valuation and Qualifying Accounts.
IX. Short-term Borrowings.

All other schedules are omitted because the required information is either presented in the financial statements or notes thereto, or is not applicable, required or material. Columns omitted from schedules filed have been omitted because the information is not applicable.
(a) (3) List of Exhibits.
3. Articles of Incorporation and Bylaws.
3.1. Certificate of Incorporation of the Company incorporated by reference to Exhibit 3.4 to the Company's Annual Report on Form 10-K for the fiscal year ended January 30, 1988.
3.2. Restated Bylaws of the Company incorporated by reference to Exhibit 3.2 to the Company's Annual Report on Form $10-\mathrm{K}$ for the fiscal year ended February 2, 1991 (the "1990 Form 10-K").
4. Instruments Defining the Rights of Security Holders.
4.1. Copy of the form of Global Security representing the Company's 7 1/2\% Debentures due 2023, incorporated by reference to Exhibit 1 to the Company's Current Report on Form 8-K dated March 4, 1993.
4.2. \$900,000, 000 Credit Agreement dated as of August 30, 1990 (the "Credit Agreement") among the Company, Morgan Guaranty Trust Company of New York and certain other banks (collectively, the "Banks"), incorporated by reference to Exhibit 4.7 to the Company's Quarterly Report on Form 10-Q for the quarter ended August 4, 1990, as amended by Amendment No. 1 dated as of December 4, 1992, incorporated by reference to Exhibit 4.8 to the Company's Quarterly Report on Form 10-Q for the quarter ended October 31, 1992.
4.3. $\$ 280,000,000$ Credit Agreement dated as of December 4, 1992 among the World Financial Network National Bank, the Company, the Banks and Morgan Guaranty Trust Company of New York, incorporated by reference to Exhibit 4.9 to the Company's Quarterly Report on Form 10-Q for the quarter ended October 31, 1992.
4.4. Conformed copy of the Indenture dated as of March 15, 1988 between the Company and The Bank of New York, incorporated by reference to Exhibit $4.1(a)$ to the Company's Current Report on Form 8-K dated March 21, 1989.
4.5. Copy of the form of Global Security representing the Company's 8 $7 / 8 \%$ Notes due August 15, 1999, incorporated by reference to Exhibit 4.1 to the Company's Current Report on Form 8-K dated August 14, 1989.
4.6. Copy of the form of Global Security representing the Company's 9 1/8\% Notes due February 1, 2001, incorporated by reference to Exhibit 4.1 to the Company's Current Report on Form $8-\mathrm{K}$ dated February 6, 1991.
4.7. Proposed form of Debt Warrant Agreement for Warrants attached to Debt Securities, with proposed form of Debt Warrant Certificate incorporated by reference to Exhibit 4.2 to the Company's Registration Statement on Form S-3
(File no. 33-53366) originally filed with the Securities and Exchange Commission (the "Commission") on October 16, 1992, as amended by Amendment No. 1 thereto, filed with the Commission on February 23, 1993 (the "1993 Form S-3").
4.8. Proposed form of Debt Warrant Agreement for Warrants not attached to Debt Securities, with proposed form of Debt Warrant Certificate incorporated by reference to Exhibit 4.3 to the 1993 Form S-3.

The Company undertakes to furnish to the Commission, upon request, a copy of each instrument defining the rights of holders of certain privately placed long-term debt securities aggregating \$100,000,000 of the Company not filed herewith. The total amount of debt securities issued under such instruments does not exceed $10 \%$ of the total consolidated assets of the Company.
10. Material Contracts.
10.1. The Restated 1981 Stock Option Plan of The Limited, Inc., incorporated by reference to Exhibit 28(b) to the Company's Registration Statement on Form S-8 (File No. 33-18533) (the "Form S-8").
10.2. The 1987 Stock Option Plan of The Limited, Inc., incorporated by reference to Exhibit $28(a)$ to the Form S-8.
10.3. Officers' Benefits Plan incorporated by reference to Exhibit 10.4 to the Company's Annual Report on Form $10-\mathrm{K}$ for the fiscal year ended January 28, 1989 (the "1988 Form 10-K").
10.4. The Limited Deferred Compensation Plan incorporated by reference to Exhibit 10.4 to the 1990 Form $10-\mathrm{K}$.
10.5. Form of Indemnification Agreement between the Company and the directors and officers of the Company, incorporated by reference to Exhibit A to the Company's definitive proxy statement dated April 18, 1988 for the Company's 1988 Annual Meeting of Shareholders held May 23, 1988.
10.6. Schedule of directors and officers who became parties to Indemnification Agreements effective May 23, 1988, incorporated by reference to Exhibit 19.1 to the Company's Quarterly Report on Form 10-Q for the quarter ended October 29, 1988.
10.7. Supplemental schedule of officer who became a party to an Indemnification Agreement effective May 23, 1988 incorporated by reference to Exhibit 10.7 to the 1988 Form 10-K.
10.8. Supplemental schedule of directors and officers who became parties to Indemnification Agreements incorporated by reference to Exhibit 19.1 to the

Company's Quarterly Report on Form 10-Q for the quarter ended August 1, 1992.
10.9. Supplemental schedule of officer who became party to an Indemnification Agreement effective November 16, 1992.
10.10 Supplemental schedule of officer who became party to an Indemnification Agreement effective June 3, 1993, incorporated by reference to the Company's Quarterly Report on Form 10-Q for the quarter ended July 31, 1993.
10.11 The 1993 Stock Option and Performance Incentive Plan of the Company, incorporated by reference to Exhibit 4 to the Company's Registration Statement on Form S-8 (File No. 33-49871).
11. Statement re Computation of Per Share Earnings.
12. Statement re Computation of Ratio of Earnings to Fixed Charges.
13. Excerpts from the 1993 Annual Report to Shareholders.
22. Subsidiaries of the Registrant.
23. Consent of Independent Accountants.
24. Powers of Attorney.
99. Annual Report of The Limited, Inc. Savings and Retirement Plan.
(b) Reports on Form 8-K.

No reports on Form $8-K$ were filed during the fourth quarter of fiscal year 1993.
(c) Exhibits.

The exhibits to this report are listed in section (a)(3) of Item 14 above.
(d) Financial Statement Schedules.

The financial statement schedules filed with this report are listed in section (a)(2) of Item 14 above.

Pursuant to the requirements of Section 13 or $15(\mathrm{~d})$ of the Securities Exchange Act of 1934 , the registrant has duly caused this report to be signed on its behalf by the undersigned, thereunto duly authorized.

Date: April__, 1994
THE LIMITED, INC.
(registrant)

By /s/ KENNETH B. GILMAN
Kenneth B. Gilman,
Vice Chairman and
Chief Financial Officer

Pursuant to the requirements of the Securities Exchange Act of 1934, this report has been signed below by the following persons on behalf of the registrant and in the capacities indicated on April__, 1994:

## Signature

/s/ LESLIE H. WEXNER*
Title

Chairman of the Board of Directors, President and Chief Executive Officer Director, Vice Chairman,

Chief Financial Officer and Principal Accounting Officer

Director and Vice Chairman

## /s/ MICHAEL A. WEISS *

## Michael A. Weiss

/s/BELLA WEXNER*

Director

Bella Wexner
/s/ MARTIN TRUST* Director
Martin Trust
/s/ E. GORDON GEE* Director
E. Gordon Gee
/s/ THOMAS G. HOPKINS*
Director

Thomas G. Hopkins
/s/ DAVID T. KOLLAT* Director
David T. Kollat
/s/ CLAUDINE MALONE* Director
Claudine Malone
/s/ JOHN K. PFAHL* Director
John K. Pfahl
/s/ DONALD B. SHACKELFORD* ..... Director
Donald B. Shackelford
/s/ ALLAN R. TESSLER* ..... Director
Allan R. Tessler
/s/ RAYMOND ZIMMERMAN* DirectorRaymond Zimmerman
The undersigned, by signing his name hereto, does hereby sign this report onbehalf of each of the above-indicated directors of the registrant pursuant topowers of attorney executed by such directors.
By /s/ KENNETH B. GILMAN
Kenneth B. GilmanAttorney-in-fact

# SECURITIES AND EXCHANGE COMMISSION 

Washington, D.C. 20549

FORM 10-K

ANNUAL REPORT PURSUANT TO SECTION 13 OR 15(d) OF THE SECURITIES EXCHANGE ACT OF 1934
$\qquad$

THE LIMITED, INC.
(exact name of registrant as specified in its charter)

FINANCIAL STATEMENT SCHEDULES
$\qquad$

To the Board of Directors
and Shareholders of
The Limited, Inc.
We have audited the consolidated financial statements of The Limited, Inc. and Subsidiaries as of January 29, 1994, and January 30, 1993, and for each of the three fiscal years in the period ended January 29, 1994, which financial statements are included on pages 72 through 84 of the 1993 Annual Report to Shareholders of The Limited, Inc. and incorporated by reference herein. We have also audited the financial statement schedules for each of the three fiscal years in the period ended January 29, 1994, listed in Item 14(a)(2) of this Form $10-\mathrm{K}$. These financial statements and financial statement schedules are the responsibility of the Company's management. Our responsibility is to express an opinion on these financial statements and financial statement schedules based on our audits.

We conducted our audits in accordance with generally accepted auditing
standards. Those standards 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. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audits provide a reasonable basis for our opinion.

In our opinion, the financial statements referred to above present fairly, in all material respects, the consolidated financial position of The Limited, Inc. and Subsidiaries as of January 29, 1994 and January 30, 1993, and the consolidated results of their operations and their cash flows for each of the three fiscal years in the period ended January 29, 1994 in conformity with generally accepted accounting principles. In addition, in our opinion, the financial statement schedules for each of the three fiscal years in the period ended January 29, 1994 referred to above, when considered in relation to the basic financial statements taken as a whole, present fairly, in all material respects, the information required to be included therein.
/s/ Coopers \& Lybrand

COOPERS \& LYBRAND

Columbus, Ohio
February 14, 1994

THE LIMITED, INC. AND SUBSIDIARIES PROPERTY, PLANT AND EQUIPMENT
FOR THE FISCAL YEARS ENDED JANUARY 29, 1994, JANUARY 30, 1993 AND FEBRUARY 1, 1992 (IN THOUSANDS)

Fiscal year ended January 29, 1994 Land, buildings and improvements Furniture, fixtures and equipment Leaseholds and improvements Construction in progress

Fiscal year ended January 30, 1993 Land, buildings and improvements Furniture, fixtures and equipment Leaseholds and improvements Construction in progress

Fiscal year ended February 1, 1992 Land, buildings and improvements Furniture, fixtures and equipment Leaseholds and improvements Construction in progress

| Balance at Beginning of Fiscal year | Additions at Cost | Retirements and Sales | Balance at end of Fiscal Year |
| :---: | :---: | :---: | :---: |
| \$ 512,283 | \$ 23,705 | \$ 24,990 | \$ 510,998 |
| 1,476,081 | 230,536 | 135,049 | 1,571,568 |
| 677,115 | 33,902 | 204,759 | 506,258 |
| 55,491 | 7,660 | 13,778 | 49,373 |
| \$2,720,970 | \$295, 803 | \$ 378,576 | \$2,638,197 |
| \$ 358,501 | \$153, 795 | \$ 13 | \$ 512,283 |
| 1,225,293 | 314,110 | 63,322 | 1,476,081 |
| 716,974 | 60,200 | 100,059 | 677,115 |
| 154,966 | $(98,560)$ | 915 | 55,491 |
| \$2,455,734 | \$429,545 | \$ 164,309 | \$2,720,970 |
| \$ 237,466 | \$121, 158 | \$ 123 | \$ 358,501 |
| 982,397 | 314,190 | 71,294 | 1,225,293 |
| 643,177 | 116,658 | 42,861 | 716,974 |
| 185,019 | $(28,924)$ | 1,129 | 154,966 |
| \$2, 048, 059 | \$523, 082 | \$115, 407 | \$2,455,734 |
| ========== | ======== | ======== | ========== |

THE LIMITED, INC. AND SUBSIDIARIES
ACCUMULATED DEPRECIATION AND AMORTIZATION OF PROPERTY, PLANT AND EQUIPMENT
FOR THE FISCAL YEARS ENDED JANUARY 29 1994, JANUARY 30, 1993 AND FEBRUARY 1, 1992 (IN THOUSANDS)

Fiscal year ended January 29, 1994 Land, buildings and improvements Furniture, fixtures and equipment Leaseholds and improvements

Fiscal year ended January 30, 1993 Land, buildings and improvements Furniture, fixtures and equipment Leaseholds and improvements

Fiscal year ended February 1, 1992 Land, buildings and improvements Furniture, fixtures and equipment Leaseholds and improvements

| Balance at |  |  | Balance at |
| :---: | :---: | :---: | :---: |
| Beginning of | Additions | Retirements | end of |
| Fiscal year | at Cost | and Sales | Fiscal Year |
| \$ 62, 811 | \$ 19, 219 | \$ 7,692 | \$ 74,338 |
| 541,520 | 178, 121 | 66,036 | 653,605 |
| 302, 691 | 60,444 | 119,469 | 243,666 |
| \$907, 022 | \$257, 784 | \$193,197 | \$971, 609 |
| \$ 47, 617 | \$ 15, 205 | \$ 11 | \$ 62, 811 |
| 458, 079 | 141, 215 | 57,774 | 541,520 |
| 292,954 | 80,480 | 70,743 | 302, 691 |
| \$798, 650 | \$236, 900 | \$128, 528 | \$907, 022 |
| \$ 35, 302 | \$ 12,315 | \$ | \$ 47,617 |
| 363, 189 | 137,897 | 43,007 | 458, 079 |
| 254,495 | 70, 252 | 31,793 | 292,954 |
| \$652,986 | \$220, 464 | \$ 74,800 | \$798, 650 |

THE LIMITED, INC. AND SUBSIDIARIES
VALUATION AND QUALIFYING ACCOUNTS
FOR THE FISCAL YEARS ENDED JANUARY 29, 1994, JANUARY 30, 1993 AND FEBRUARY 1, 1992 (IN THOUSANDS)

|  | Balance at Beginning of Fiscal Year | Charged to Costs and Expenses | Charged to Other Accounts | Deductions | Balance at End of Fiscal Year |
| :---: | :---: | :---: | :---: | :---: | :---: |
| ALLOWANCE FOR UNCOLLECTIBLE ACCOUNTS |  |  |  |  |  |
| Fiscal year ended January 29, 1994 | \$24, 973 | 50,803 | - | 40,879(A) | 34,897 |
| Fiscal year ended January 30, 1993 | \$24,678 | 40, 026 | - | 39,731(A) | 24,973 |
| Fiscal year ended February 1, 1992 | \$24, 167 | 50,609 | (11) | 50, 087(A) | 24,678 |

(A) - Write-offs, net of recoveries

THE LIMITED, INC. AND SUBSIDIARIES

## SHORT-TERM BORROWINGS

FOR THE FISCAL YEARS ENDED JANUARY 29, 1994, JANUARY 30, 1993 AND FEBRUARY 1, 1992 (IN THOUSANDS)

(1) The average amount outstanding during the period was computed by dividing the sum of the daily principal balances by the number of days outstanding.
(2) The weighted average interest rate during the period was computed by dividing the actual interest expense by the related average short-term borrowings outstanding.

## Exhibit No.

11

Document

Statement re Computation of Per Share Earnings.

Statement re Computation of Ratio of Earnings to Fixed Charges.

Excerpts from the 1993 Annual Report to Shareholders.
Subsidiaries of the Registrant
Consent of Independent Accountants.
Powers of Attorney.
Annual Report of The Limited, Inc. Savings and Retirement Plan.

# SECURITIES AND EXCHANGE COMMISSION 

Washington, D.C. 20549

FORM 10-K
ANNUAL REPORT PURSUANT TO SECTION 13 OR 15(d) OF THE SECURITIES EXCHANGE ACT OF 1934

THE LIMITED, INC.
(exact name of Registrant as specified in its charter)

## EXHIBITS

THE LIMITED, INC. AND SUBSIDIARIES COMPUTATION OF PER SHARE EARNINGS (Thousands except per share amounts)

Net Income

Common Shares outstanding:
Weighted average
Dilutive effect of stock options
Weighted average treasury shares

Weighted average used to calculate net income per share

Net Income per share

Net Income

Common Shares outstanding:
Weighted average
Dilutive effect of stock options
Weighted average treasury shares

Weighted average used to calculate net income per share

Net Income per share

| Quarter | Ended |
| :---: | :---: |
| $\begin{gathered} \text { January } 29, \\ 1994 \end{gathered}$ | $\begin{gathered} \text { January } 30, \\ 1993 \end{gathered}$ |
| \$196, 327 | \$243, 904 |


| 379,454 | 379,454 |
| ---: | ---: |
| 617 | 1,762 |
| $(18,920)$ | $(16,921)$ |

$$
361,151 \quad 364,295
$$

$$
=======================
$$

| \$ | 0.54 | \$ | 0.67 |
| :---: | :---: | :---: | :---: |

## Year Ended



January 29, January 30,

| 1994 | 1993 |
| :---: | :---: |


$\$ 390,999$ | $\$ 455,497$ |
| :---: |
| $===============$ |


| 379,454 | 379,454 |
| :---: | :---: |
| 957 | 1,503 |
| $(17,177)$ | $(17,219)$ |
| 363, 234 | 363,738 |
| \$ 1.08 | \$ 1.25 |

THE LIMITED, INC. AND SUBSIDIARIES RATIO OF EARNINGS TO FIXED CHARGES
(in thousands)

|  |  |  | Year Ended |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: |
|  | January 29, 1994 | January 30, 1993 | February 1, 1992 | February 2, 1991 | February 3, 1990 |
| Adjusted Earnings |  |  |  |  |  |
| Pretax earnings | \$644,999 | \$745, 497 | \$660,302 | \$653,438 | \$573, 926 |
| Portion of minimum rent (\$572,278 | 190,759 | 170,181 | 139,675 | 111,102 | 91,705 |
| in 1993, \$510,544 in 1992, \$419,025 in 1991, \$333,306 in 1990 and $\$ 275,116$ in 1989) representative of interest |  |  |  |  |  |
| Interest on indebtedness | 63,865 | 62,398 | 63,927 | 56,609 | 58,059 |
| Amortization of debt expense | --------------- | ----- | -------------- | ---- | 2,523 |
| Total Earnings as Adjusted | \$899, 623 | \$978, 076 | \$863,904 | \$821, 149 | $\$ 726,213$ <br> $==========$ |
| Fixed Charges |  |  |  |  |  |
| ```Portion of minimum rent representative of interest $190,759 $170,181 $139,675 $111,102 $91,705``` |  |  |  |  |  |
| Interest on indebtedness | 63,865 | 62,398 | 63,927 | 56,609 | 58,059 |
| Amortization of debt expense | - | - | - | - | 2,523 |
| Total Fixed Charges | \$254, 624 | \$232,579 | \$203,602 | \$167, 711 | \$152,287 |
| Ratio of Earnings to Fixed Charges | $3.53 x$ | 4.21x | 4.24x | 4.90x | $4.77 x$ |

## EXCERPTS FROM THE 1993 ANNUAL REPORT TO SHAREHOLDERS

FINANCIAL SUMMARY
 (thousands except per share amounts, ratios and store and associate data)

| Fiscal Year | 1993** | 1992 | 1991* | 1990* |
| :---: | :---: | :---: | :---: | :---: |
| SUMMARY OF OPERATIONS |  |  |  |  |
| Net Sales | \$7,245, 088 | \$6,944, 296 | \$6,149,218 | \$5,253,509 |
| Gross Income | 1,958,835 | 1,990,740 | 1,793,543 | 1,630,439 |
| Operating Income | 701,556 | 788,698 | 712,700 | 697,537 |
| ---------------------- |  |  |  |  |
| Income Before Income Taxes | 644,999 | 745,497 | 660,302 | 653,438 |
| Net Income | \$390,999 | \$455, 497 | \$403, 302 | \$398,438 |
| - --------------------- |  |  |  |  |
| Net Income as a Percentage |  |  |  |  |
| - - ----- |  |  |  |  |
| PER SHARE RESULTS |  |  |  |  |
| Net Income | \$1.08 | \$1.25 | \$1.11 | \$1.10 |
| - - ------ |  |  |  |  |
| Dividends | \$. 36 | \$. 28 | \$. 28 | \$. 24 |
| -------- | \$6.82 | \$6. 25 | \$5.19 | \$4.33 |
| - - |  |  |  |  |
| Weighted Average Shares |  |  |  |  |
| Outstanding | 363,234 | 363,738 | 363,594 | 362,044 |
| OTHER FINANCIAL INFORMATION |  |  |  |  |
| Total Assets | \$4, 135, 105 | \$3,846,450 | \$3,418, 856 | \$2,871, 878 |
| - - |  |  |  |  |
| Working Capital | \$1,513,181 | \$1,063,352 | \$1,084, 205 | \$884, 004 |
| Current Ratio | 3.1 | 2.5 | 3.1 | 2.8 |
|  |  |  |  |  |
| Long-Term Debt | \$650, 000 | \$541, 639 | \$713, 758 | \$540, 446 |
| Debt-------------- | 27\% | 24\% | 38\% | 35\% |
| - - --------------- |  |  |  |  |
|  |  |  |  | \$1,560,052 |
| Return on Average |  |  |  |  |
| Shareholders' Equity | 17\% | 22\% | 23\% | 28\% |
| - ------------- |  |  |  |  |
| STORES AND ASSOCIATES |  |  |  |  |
| Total Number of Stores Open | 4,623 | 4,425 | 4,194 | 3,760 |
| Selling Square Feet | 24,426,000 | 22,863,000 | 20,355,000 | 17,008,000 |
| Number of Associates | 97,500 | 100,700 | 83, 800 | 72,500 |

+ Fifty-three week fiscal year.
* Includes the results of companies acquired subsequent to the date of acquisition.
** Includes the results of companies disposed of up to the disposition date.
[GRAPH APPEARS HERE]
See Appendix A attached hereto for a description of graphic material.

[GRAPH APPEARS HERE]
See Appendix A attached hereto
for a description of graphic material


## RESULTS OF OPERATIONS

Net sales for the fourth quarter grew to $\$ 2.421$ billion, an increase of $4 \%$ from $\$ 2.319$ billion a year ago (excluding Brylane sales in each period). Net income was $\$ 196$ million, compared to $\$ 244$ million last year, and earnings per share were $\$ 0.54$ versus $\$ 0.67$ in 1992.

Net sales for the 52 -week fiscal year ended January 29, 1994 were $\$ 7.245$ billion, an increase in excess of $\$ 500$ million from sales of $\$ 6.733$ billion last year (excluding Brylane sales in each comparable period). Net income was $\$ 391$ million compared to $\$ 455$ million a year ago. Earnings per share were $\$ 1.08$ compared to $\$ 1.25$ last year.

The women's apparel businesses (Express, Limited Stores, Lerner, Lane Bryant and Henri Bendel) had a disappointing year, as their total sales were flat for the year, comparable store sales declined $5 \%$ and operating income declined in the fourth quarter and full year (with the exception of Henri Bendel for the full year).

In contrast, for the Company's non-women's apparel businesses (Victoria's Secret Stores, Victoria's Secret Catalogue, Structure, The Limited Too, Abercrombie \& Fitch Co., Bath \& Body Works, Cacique and Penhaligon's), 1993 was a particularly successful year as they increased their total sales by $27 \%$ and contributed in excess of $40 \%$ of the Company's pre-tax earnings.

Divisional highlights include the following:

- Victoria's Secret Stores delivered the highest operating income dollars in the Company and the best in their history.
. Victoria's Secret Catalogue produced the best fourth quarter and full year operating income in their history.
. Bath \& Body Works had record profitability in the fourth quarter, and the year's largest increase in comparable store sales and operating income rate of the Company's businesses.
. The Limited Too more than doubled their profitability and had record comparable store sales in the fourth quarter, and delivered record comparable store sales and their first ever profit for the full year. Abercrombie \& Fitch Co. more than doubled their profitability in the fourth quarter, and also delivered their first ever profit for the full year.


## FINANCIAL SUMMARY

The following summarized financial data compares 1993 to the comparable periods for 1992 and 1991:

| (Sales in millions) | 1993 | 1992 | 1991 | \% Change |  |
| :---: | :---: | :---: | :---: | :---: | :---: |
|  |  |  |  | 1993-92 | 1992-91 |
| Retail Sales | \$6,567 | \$6,153 | \$5,388 | 7\% | 14\% |
| Catalogue Sales | 678 | 791 | 761 | (14\%) | 4\% |
| Total Net Sales | \$7,245 | \$6,944 | \$6,149 | 4\% | 13\% |
| Increase (Decrease) in Comparable Store Sales | (1\%) | 2\% | 3\% |  |  |
| Retail Sales Increase Attributable to New and Remodeled Stores |  | 12\% | 14\% |  |  |
| Retail Sales per Average Selling Square Foot | \$278 | \$285 | \$288 | (2\%) | (1\%) |
| Retail Sales per Average Store (thousands) | \$1,452 | \$1,428 | \$1,355 | 2\% | 5\% |
| Average Store Size at End of Year (square feet) | 5,284 | 5,167 | 4,853 | 2\% | 6\% |
| Retail Selling Square Feet (thousands) | 24,426 | 22,863 | 20,355 | 7\% | 12\% |
| Number of Stores: Beginning of Year | 4,425 | 4,194 | 3,760 |  |  |
| Opened | 322 | 323 | 484 |  |  |
| Closed | (124) | (92) | (50) |  |  |
| End of Year | 4,623 | 4,425 | 4,194 |  |  |

Fourth quarter 1993 sales of $\$ 2.421$ billion were flat to last year due primarily to the sale of a $60 \%$ interest in the Brylane division on August 30, 1993. Excluding Brylane sales from last year, fourth quarter sales would have increased $4 \%$ due to an $8 \%$ increase in sales attributable to new and remodeled stores. Fourth quarter 1992 sales increased $18 \%$ primarily due to the productivity of comparable stores which increased 8\%, combined with the $9 \%$ increase in sales attributed to new and remodeled stores.

The 1993 retail sales increase is attributable to the net addition of new and remodeled stores. The Company added 322 new stores in 1993, remodeled 239 stores and closed 124 stores for a net addition of 198 stores and in excess of 1.5 million square feet of new retail selling space. However, average sales productivity declined slightly to $\$ 278$ per square foot.

Catalogue sales decreased $14 \%$ in 1993, reflecting the sale of Brylane and the resulting elimination of their sales in the third and fourth quarters. Had last year's catalogue sales excluded Brylane, catalogue sales would have increased $19 \%$ as the number of books mailed during the year increased while the average demand per book decreased slightly.

In 1992, retail sales increased as a result of the $2 \%$ increase in comparable store sales combined with the net addition of 231 stores and approximately 2.5 million selling square feet. Average store size in 1992 increased $6 \%$ to 5,167 square feet, while sales per average store increased $5 \%$ resulting in a slight decline in average sales productivity to $\$ 285$ per square foot.

Catalogue sales increased $4 \%$ in 1992, reflecting a $3 \%$ increase in the number of books mailed, and a slight increase in customer demand per book.

## GROSS INCOME

Gross income decreased as a percentage of sales to $29.1 \%$ for the fourth quarter of 1993 from 32.2\% for the same period in 1992. Merchandise margins, expressed as a percentage of sales, decreased 1.4\% reflecting a higher level of promotional activity (particularly in the women's apparel businesses) to liquidate seasonal inventories. In addition, buying and occupancy costs as a percentage of sales, increased $1.6 \%$ primarily as a result of lower sales productivity associated with several of the Company's women's apparel businesses.

The fourth quarter 1992 gross income rate of $32.2 \%$ was flat when compared to 1991. Buying and occupancy costs, expressed as a percentage of sales declined 1.0\%, reflecting the favorable leveraging of these largely fixed costs by the $8 \%$ gain in comparable store sales. Merchandise margins, expressed as a percentage of sales, decreased by approximately the same amount, reflecting a generally higher level of promotional activity.

The 1993 gross income rate of $27.0 \%$ was $1.7 \%$ below the rate for 1992 . Merchandise margins, expressed as a percentage of sales, decreased . 4\% reflecting higher promotional activity, notably in the fourth quarter. Buying and occupancy costs were not sufficiently leveraged (particularly at the Company's women's apparel businesses) and as a result, these costs increased approximately 1.2\%, expressed as a percentage of sales.

The 1992 gross income rate of $28.7 \%$ was $0.5 \%$ below the rate for 1991. Buying and occupancy costs, as a percentage of sales, increased $0.5 \%$ during the year principally as a result of lower sales productivity associated with new and remodeled stores. Selling productivity, expressed in terms of sales per average selling square foot, is typically lower in new and remodeled stores during the initial years of operation because these stores are typically larger than average existing stores. Merchandise margins were about flat compared to the prior year.

## GENERAL, ADMINISTRATIVE AND STORE OPERATING EXPENSES

General, administrative and store operating expenses, expressed as a percentage of sales, were $15.1 \%$ in both the fourth quarter of 1993 and 1992. Management continues to emphasize selling payroll management and expense control.

These costs, expressed as a percentage of sales, were $17.4 \%, 17.3 \%$ and 17.6\% for fiscal years 1993, 1992 and 1991. The major component of these costs is store payroll which for the last three years has increased at a comparable or lower rate than sales for the respective period. The Company anticipates this trend will continue in fiscal year 1994.

## SPECIAL AND NONRECURRING ITEMS

During 1993, management approved a restructuring plan which focused on the enhancement of core retail operations and the utilization of underperforming retail assets of the businesses. The specifics of the plan, as described more fully in Note 2 to the consolidated financial statements,
included the following: the sale of a $60 \%$ interest in the Brylane mail order business; the acceleration of the store remodeling, downsizing and closing program at the Limited Stores and Lerner divisions; and the refocusing of the merchandise strategy at the Henri Bendel division.

The $60 \%$ sale of Brylane allows management to increase their focus on growing core retail operations as well as to improve the operations at underperforming divisions. In an effort to improve the performance of the Company's Limited Stores and Lerner divisions, management developed an action plan that focused on underperforming store assets, with the objective of properly sizing these stores and remodeling them in an up-to-date format by the end of 1995. In addition, the plan also included the closing of approximately 100 underperforming stores (primarily in the Lerner and Limited Stores retail businesses) and a writedown of underperforming assets to net realizable value.

The net impact of the restructuring plan, including the sale of the Company's interest in Brylane, is anticipated to be immaterial to future operations. The Company's reduced share of Brylane's operating income is expected to be offset by improved sales productivity and reduced depreciation and amortization costs resulting from the restructuring.

The Company also announced a program to repurchase up to $\$ 500$ million of the Company's common stock over time as market conditions warrant. As of the end of the year, the Company had repurchased $5,287,600$ shares at a cost of $\$ 93.3$ million. Market conditions will dictate any future purchases.

## INTEREST EXPENSE

|  | Fourth Quarter |  | Year-to-Date |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: |
|  | 1993 | 1992 | 1993 | 1992 | 1991 |
| Average Daily Borrowings (in millions) | \$848.2 | \$993.7 | \$822.5 | \$1,046.3 | \$877.4 |
| Average Effective |  |  |  |  |  |
| Interest Rate | 7.62\% | 6.07\% | 7.76\% | 5.96\% | 7.29\% |

Interest expense increased slightly in the fourth quarter and for all 1993 as compared to the comparable periods in 1992. Higher interest rates increased costs approximately $\$ 3.3$ million and $\$ 14.8$ million respectively during the fourth quarter and all of 1993. The average effective interest rate increased primarily due to the Company's decision to capitalize on favorable long-term interest rates by issuing $\$ 250$ million principal amount of $71 / 2 \%$ Debentures on March 15, 1993. The effective interest rate increase was offset by lower borrowing levels during the fourth quarter and all of 1993 which resulted in lower interest costs of approximately $\$ 2.2$ million and $\$ 13.3$ million, respectively.

## OPERATING INCOME

Operating income, as a percentage of sales, was $9.6 \%, 11.4 \%$ and $11.6 \%$ for fiscal years 1993, 1992 and 1991. The decrease in 1993 was principally due to the $1.7 \%$ decline in gross income rate as discussed in more detail above.

GAIN ON ISSUANCE OF UNITED RETAIL GROUP, INC. STOCK
The 1992 results include a $\$ 9$ million pre-tax gain which resulted from the March, 1992 initial public offering of United Retail Group, Inc. (URGI), a specialty retailer of large-size woman's apparel. URGI sold approximately 3.7 million shares of common stock at $\$ 15$ per share and received total consideration of approximately $\$ 55.6$ million. Prior to the initial public offering, the Company owned approximately a $33 \%$ equity interest; subsequent to the initial public offering, the Company's ownership was diluted to approximately $20 \%$. See Note 1 to the consolidated financial statements for further discussion of this matter.

## ACQUISITIONS

Gryphon Development, L.P. (Gryphon) creates, develops and manufactures most of the bath and personal care products sold by the Company. Prior to June 1, 1991, the Company owned approximately $50 \%$ of Gryphon and accounted for such investment using the equity method. Effective June 1, 1991, the Company acquired an additional $15 \%$ of Gryphon for $\$ 18.75$ million and began including Gryphon in its consolidated financial statements.

Effective April 10, 1992, the Company acquired the remaining 35\% of Gryphon for approximately $\$ 60$ million and separately entered into a non-compete agreement with certain of the former Gryphon partners in return for warrants to purchase 1.5 million shares of the Company's common stock. This acquisition had no material effect on the Company's results of operations or financial condition.

The Company's balance sheet at January 29, 1994 provides continuing evidence of financial strength and flexibility. The Company's debt-to-equity ratio was only $27 \%$ at the end of 1993 and the current ratio exceeded 3.1. A more detailed discussion of liquidity, capital resources and capital expenditures follows:

## LIQUIDITY AND CAPITAL RESOURCES

Cash provided from operating activities, commercial paper backed by funds available under committed long-term credit agreements and the Company's capital structure continue to provide the resources to support operations, including projected growth, seasonal requirements and capital expenditures. A summary of the Company's working capital position and capitalization follows:

| (thousands) | 1993 | 1992 | 1991 |
| :---: | :---: | :---: | :---: |
| Cash provided by operating activities | \$448, 139 | \$754, 128 | \$475, 637 |
| Working capital | \$1, 513, 181 | \$1, 063, 352 | \$1, 084, 205 |
| Capitalization: |  |  |  |
| Long-term debt | \$650, 000 | \$541, 639 | \$713, 758 |
| Deferred income taxes | 275,101 | 274, 844 | 267,315 |
| Shareholders' equity | 2,441,293 | 2,267,617 | 1,876,792 |
| Total capitalization | \$3,366, 394 | \$3, 084, 100 | \$2,857, 865 |
| Additional amounts available |  |  |  |
| under long-term credit agreements | \$840, 000 | \$811, 000 | \$536, 000 |

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


Net cash provided by operating activities totalled \$448.1 million, \$754.1 million and $\$ 475.6$ million for 1993,1992 and 1991 and continues to serve as the Company's primary source of liquidity. During 1993 and 1992, cash provided by operating activities and the proceeds from the sale of a $60 \%$ interest in the Brylane division exceeded cash requirements for capital additions, business acquisitions and dividend payments.

Depreciation and amortization have increased as a result of the Company's continued investment in new and remodeled stores. Cash requirements for accounts receivable grew from the introduction of proprietary credit cards at the Limited Stores, Structure and Victoria's Secret Catalogue divisions during 1993. Cash requirements for inventories and accounts payable and accrued expenses have varied during the three year period based on sales volumes.

Investing activities included capital expenditures, primarily new and remodeled stores, the sale of $60 \%$ of the Company's interest in Brylane, reduced by income taxes on the gain on sale, and the two-step acquisition of Gryphon.

Financing activities included $\$ 93.3$ million of common stock the Company repurchased in the fourth quarter, representing approximately 5.3 million shares. Cash dividends paid by the Company in 1993 increased $29 \%$ over cash dividends paid in both 1992 and 1991.

At January 29, 1994, the Company had available $\$ 840$ million under their long-term credit agreements. In addition, the Company currently has the ability to offer up to $\$ 250$ million of debt securities and warrants to purchase debt securities under a shelf registration
statement after giving effect to the sale by the Company, in March 1993, of \$250 million 7 1/2\% Debentures due 2023.

## CAPITAL EXPENDITURES

Capital expenditures amounted to $\$ 295.8$ million, $\$ 429.5$ million and $\$ 523.1$ million for 1993, 1992 and 1991, respectively, of which $\$ 198.1$ million, $\$ 258.2$ million and $\$ 311.6$ million were for new stores and remodeling and expanding existing stores. Approximately $\$ 29$ million was expended in 1992 for the completion of the fulfillment center and office facility in Columbus, Ohio for Victoria's Secret Catalogue. In addition, office facilities previously committed under a long-term lease were acquired in 1992 for approximately $\$ 101$ million.

The Company anticipates spending $\$ 375-\$ 400$ million for capital expenditures in 1994, of which $\$ 275-\$ 300$ million will be for new stores, the remodeling of existing stores and related improvements for the retail businesses. The Company expects that substantially all 1994 capital expenditures will be funded by net cash provided by operating activities.

The Company has announced its intention to add approximately 2.1 million selling square feet in 1994 which will result in a $9 \%$ increase over year-end 1993. It is anticipated the increase will result from the net addition of approximately 380 new stores and the remodeling of approximately 250 stores. A summary of stores and selling square feet by division for 1992 and 1993, and goals for 1994, follows:

|  | Goal-1994 | 1993 | 1992 | Change From |  |
| :---: | :---: | :---: | :---: | :---: | :---: |
|  |  |  |  | 1994-1993 | 1993-1992 |
| EXPRESS |  |  |  |  |  |
| Stores | 751 | 673 | 640 | 78 | 33 |
| Selling Sq. Ft. | 4,746,000 | 3,902,000 | 3,470,000 | 844,000 | 432,000 |
| - - ---------- |  |  |  |  |  |
| LERNER NEW YORK |  |  |  |  |  |
| Stores | 848 | 877 | 915 | (29) | (38) |
| Selling Sq. Ft. | 6,542,000 | 6,802,000 | 6,963,000 | (260,000) | $(161,000)$ |
| THE LIMITED |  |  |  |  |  |
| Stores | 716 | 746 | 759 | (30) | (13) |
| Selling Sq. Ft. | 4,402,000 | 4,482, 000 | 4,257,000 | (80, 000) | 225,000 |
| VICTORIA'S SECRET |  |  |  |  |  |
| STORES |  |  |  |  |  |
| Stores | 610 | 570 | 545 | 40 | 25 |
| Selling Sq. Ft. | 2,676,000 | 2,346,000 | 2,029,000 | 330,000 | 317,000 |
| LANE BRYANT |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |
| Stores | 827 | 817 | 809 | 10 | 8 |
| Selling Sq. Ft. | 3,954,000 | 3,852,000 | 3,755,000 | 102,000 | 97,000 |
| - - ----- |  |  |  |  |  |
| StRUCTURE |  |  |  |  |  |
| Stores | 499 | 394 | 330 | 105 | 64 |
| Selling Sq. Ft. | 1,942,000 | 1,409,000 | 1,076,000 | 533,000 | 333,000 |
| - - --- |  |  |  |  |  |
| THE LIMITED TOO |  |  |  |  |  |
| Stores | 234 | 184 | 185 | 50 | (1) |
| Selling Sq. Ft. | 747,000 | 566,000 | 567,000 | 181,000 | $(1,000)$ |
| ----------- |  |  |  |  |  |
| BATH \& BODY WORKS |  |  |  |  |  |
| Stores | 319 | 194 | 121 | 125 | 73 |
| Selling Sq. Ft. | 496,000 | 248, 000 | 132,000 | 248,000 | 116,000 |
| - |  |  |  |  |  |
| ABERCROMBIE \& FITCH |  |  |  |  |  |
| CO. |  |  |  |  |  |
| Stores | 72 | 49 | 40 | 23 | 9 |
| Selling Sq. Ft. | 581,000 | 405, 000 | 332,000 | 176,000 | 73,000 |
| - |  |  |  |  |  |
| HENRI BENDEL |  |  |  |  |  |
| Stores | 4 | 4 | 4 | 0 | 0 |
| Selling Sq. Ft. | 93,000 | 93,000 | 93,000 | 0 | 0 |
| - |  |  |  |  |  |
| CACIQUE |  |  |  |  |  |
| Stores | 115 | 108 | 71 | 7 | 37 |
| Selling Sq. Ft. | 344,000 | 318,000 | 186,000 | 26,000 | 132,000 |
| PENHALIGON'S |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |
| Stores | 7 | 7 | 6 | 0 | 1 |
| Selling Sq. Ft. | 3,000 | 3,000 | 3,000 | 0 | 0 |
| total retail |  |  |  |  |  |
| DIVISIONS |  |  |  |  |  |
| Stores | 5,002 | 4,623 | 4,425 | 379 | 198 |
| Selling Sq. Ft. | 26,526,000 | 24,426,000 | 22,863,000 | 2,100,000 | 1,563,000 |

The Company's results of operations 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 the results of operations and financial condition have been minor.

## ACCOUNTING FOR INCOME TAXES

Effective January 31, 1993, the Company adopted Statement of Financial Accounting Standard (SFAS) 109, "Accounting for Income Taxes." No cumulative effect adjustment was required as the difference in deferred income taxes under SFAS 109 and APB Opinion 11 was immaterial. The impact of adoption on the current year was also immaterial.

On August 10, 1993, the Federal income tax rate was retroactively increased $1 \%$ to $35 \%$ for 1993. As a result, it is estimated that the Company's effective tax rate will increase to $40 \%$ from $39 \%$ in future periods. There was no material impact from adjusting tax liabilities as a result of this retroactive increase. The Company believes this increase will not have a significant impact on future earnings.

ADOPTION OF ACCOUNTING STANDARDS
SFAS 112, "Employer's Accounting for Postemployment Benefits," was issued by the Financial Accounting Standards Board (FASB) in January, 1993. The Statement essentially requires, beginning in 1994, use of the accrual method of accounting for postemployment benefits such as salary continuation, severance pay, supplemental unemployment and disability related benefits if certain conditions are met. The Company believes that this pronouncement will have no material impact on the Company's financial statements under its current benefit structure.
[PICTURE OF GRAPH APPEARS HERE]
See Appendix A attached hereto
for a description of graphic material.
(thousands except per share amounts)

|  | 1993 | 1992 | 1991 |
| :---: | :---: | :---: | :---: |
| NET SALES | \$7, 245, 088 | \$6, 944, 296 | \$6, 149, 218 |
| - - ----- |  |  |  |
| Costs of Goods Sold, |  |  |  |
| Occupancy and Buying Costs | $(5,286,253)$ | $(4,953,556)$ | $(4,355,675)$ |
| - - --------------------- |  |  |  |
| GROSS INCOME | 1,958, 835 | 1,990,740 | 1,793,543 |
| - - ---- |  |  |  |
| General, Administrative and Store Operating Expenses | $(1,259,896)$ | $(1,202,042)$ | (1, 080, 843 ) |
| Special and Nonrecurring Items, net | 2,617 | - | - |
| - -- -------- | 701,556 | 788,698 | 712,700 |
| - - ------- |  |  |  |
| Interest Expense | $(63,865)$ | $(62,398)$ | $(63,927)$ |
| - - -------- |  |  |  |
| Other Income, net | 7,308 | 10,080 | 11,529 |
| - - --------- |  | ------- |  |
| Gain on Issuance of United |  |  |  |
| Retail Group Stock | - | 9,117 | - |
| - - | ------- | ------- |  |
| INCOME BEFORE INCOME TAXES | 644, 999 | 745,497 | 660, 302 |
| - - |  |  |  |
| Provision for Income Taxes | 254,000 | 290,000 | 257,000 |
| - - ------ | \$390, 999 | \$455,497 | \$403, 302 |
| - - ------ |  |  |  |
| NET INCOME PER SHARE | \$1.08 | \$1.25 | \$1.11 |

The accompanying Notes are an integral part of these Consolidated Financial Statements.
[PICTURES OF GRAPHS APPEAR HERE]
See Appendix A attached hereto for a description of graphic material.

| ASSETS | JAN. 29,1994 | JAN. 30, 1993 |
| :---: | :---: | :---: |
| CURRENT ASSETS |  |  |
|  |  |  |
| Cash and Equivalents | \$320, 558 | \$41, 235 |
| Accounts Receivable | 1,056,911 | 837,377 |
|  |  |  |
| Inventories | 733,700 | 803,707 |
|  |  |  |
| Other | 109,456 | 101,811 |
| - - |  |  |
| TOTAL CURRENT ASSETS | 2,220,625 | 1,784,130 |
|  |  |  |
| PROPERTY AND EQUIPMENT, NET | 1,666,588 | 1,813,948 |
| OTHER ASSETS | 247,892 | 248,372 |
|  |  |  |
| TOTAL ASSETS | \$4,135,105 | \$3,846, 450 |
| -------- |  |  |
| LIABILITIES AND SHAREHOLDERS' EQUITY |  |  |
| CURRENT LIABILITIES |  |  |
| - - |  |  |
| Accounts Payable | \$250, 363 | \$309, 092 |
| - - ---------- |  |  |
| Accrued Expenses | 347,892 | 274,220 |
| - - ----------- |  |  |
|  |  |  |
| Income Taxes | 93,489 | 137,466 |
| ---------------------- |  |  |
| TOTAL CURRENT LIABILITIES | 707,444 | 720,778 |
| LONG-TERM DEBT | 650,000 | 541,639 |
| ----------------------------------------------------------------------- |  |  |
| DEFERRED INCOME TAXES | 275,101 | 274,844 |
| ----------------- |  |  |
| OTHER LONG-TERM LIABILITIES | 61,267 | 41,572 |
| SHAREHOLDERS' EQUITY |  |  |
| Common Stock | 189,727 | 189,727 |
|  |  |  |
| Paid-in Capital | 128,906 | 127,776 |
| Retained Earnings | 2,397,112 | 2,136,794 |
|  | 2,715,745 | 2,454,297 |
| Less: Treasury Stock, at cost | $(274,452)$ | $(186,680)$ |
| - -̇TAL SHAREHOLDERS' EQUITY | 2,441,293 | 2,267,617 |
| - - -------------- |  |  |
| TOTAL LIABILITIES AND SHAREHO | Y \$4,135,105 | \$3,846, 450 |

The accompanying Notes are an integral part of these Consolidated Financial Statements.
(PICTURE OF GRAPH APPEARS HERE)
See Appendix A attached hereto for a
description of graphic material.

## Consolidated Statements of Shareholders' Equity

(thousands)

|  | Common Stock |  |
| :---: | :---: | :---: |
|  | Shares Outstanding | $\begin{gathered} \text { Par } \\ \text { Value } \end{gathered}$ |
| BALANCE, FEBRUARY 2, 1991 | 360,598 | \$189, 727 |
| Net Income | ------ | ------- |
| Net Income |  |  |
| Cash Dividends | - | - |
| - - -------------------------- |  |  |
| Exercise of Stock Options \& Other | 1,188 | - |
| BALANCE, FEBRUARY 1, 1992 | 361,786 | 189,727 |
| Net Income | ------ | ------ |
| - - -- |  |  |
| Cash Dividends | - | - |
| - |  |  |
| Exercise of Stock Options \& Other | 862 | - |
| Warrants Issued for Acquisition | - | - |
| BALANCE, JANUARY 30, 1993 | 362,648 | 189,727 |
| - - ------------------- |  |  |
| Net Income | - | - |
| - - ------- |  |  |
| Cash Dividends | - | - |
| Purchase of Treasury Stock | $(5,288)$ | - |
| Exercise of Stock Options \& Other | 441 | - |
| - - ---------------- |  |  |
| BALANCE, JANUARY 29, 1994 | 357,801 | \$189, 727 |

The accompanying Notes are an integral part of these Consolidated Financial Statements.
(PICTURES OF GRAPHS APPEAR HERE)
See Appendix A attached hereto for a description of graphic material.

| Paid-in <br> Capital | Retained Earnings | Treasury Stock, at Cost | ```Total Shareholders' Equity``` |
| :---: | :---: | :---: | :---: |
| \$99, 237 | \$1,480, 866 | \$(209, 778 ) | \$1,560, 052 |
| - | 403, 302 | - | 403, 302 |
| - | $(101,141)$ | - | $(101,141)$ |
| 1,692 | - | 12,887 | 14,579 |
| 100,929 | 1,783, 027 | $(196,891)$ | 1,876,792 |
| - | 455,497 | - | 455,497 |
| - | $(101,730)$ | - | $(101,730)$ |
| 6,598 | - | 10,211 | 16,809 |
| 20,249 | - | - | 20,249 |
| 127,776 | 2,136,794 | $(186,680)$ | 2,267,617 |
| - | 390,999 | - | 390, 999 |
| - | $(130,681)$ | - | $(130,681)$ |
| - | - | $(93,328)$ | $(93,328)$ |
| 1,130 | - | 5,556 | 6,686 |
| \$128,906 | \$2,397, 112 | \$(274, 452) | \$2,441, 293 |

[GRAPH OF WORKING CAPITAL APPEARS HERE]
See Appendix A attached hereto for a description of graphic material.
>WE'VE CLEARLY LEARNED THAT TEAMWORK IS KEY TO RESPONDING TO THE MARKETPLACE.

| Consolidated Statements of Cash Flows <br> (thousands) |  |  |  |
| :---: | :---: | :---: | :---: |
|  | 1993 | 1992 | 1991 |
| CASH FLOWS FROM OPERATING ACTIVITIES |  |  |  |
| Net Income | \$390,999 | \$455, 497 | \$403, 302 |
| IMPACT OF OTHER OPERATING ACTIVITIES ON CASH FLOWS |  |  |  |
| Depreciation and Amortization | 271,353 | 246,977 | 222,695 |
| Special and Nonrecurring Items | $(2,617)$ | - | - |
| CHANGE IN ASSETS AND LIABILITIES |  |  |  |
| Accounts Receivable | $(219,534)$ | $(101,545)$ | $(65,536)$ |
| Inventories | 70,006 | $(73,657)$ | $(144,884)$ |
| Accounts Payable and Accrued Expenses | 14,943 | 118,289 | 8,792 |
| Income Taxes | 20,773 | 82,369 | 30,371 |
| Other Assets and Liabilities | $(97,784)$ | 26,198 | 20,897 |
| NET CASH PROVIDED BY OPERATING ACTIVITIES | 448,139 | 754,128 | 475,637 |
| INVESTING ACTIVITIES |  |  |  |
| Capital Expenditures | $(295,804)$ | $(429,545)$ | $(523,082)$ |
| Businesses Acquired | - | $(60,043)$ | $(18,750)$ |
| Proceeds from Sale of Business | 285, 000 | - | - |
| Tax Effect of Gain on Sale of Business | $(64,750)$ | - | - |
| CASH USED FOR INVESTING ACTIVITIES | $(75,554)$ | $(489,588)$ | $(541,832)$ |
| FINANCING ACTIVITIES |  |  |  |
| Net (Repayments) Proceeds of Commercial Paper Borrowings and Certificates of Deposit | $(25,939)$ | $(322,119)$ | 223,312 |
| Repayments of Long-Term Debt | $(100,000)$ | - | $(50,000)$ |
| Proceeds from Issuance of Unsecured Notes | 250, 000 | 150,000 | - |
| Dividends Paid | $(130,681)$ | $(101,730)$ | $(101,141)$ |
| Purchase of Treasury Stock | $(93,328)$ | - | - |
| Stock Options and Other | 6,686 | 16,809 | 14,579 |
| NET CASH (USED) PROVIDED BY FINANCING ACTIVITIES | $(93,262)$ | (257, 040) | 86,750 |
| NET INCREASE IN CASH AND EQUIVALENTS | 279,323 | 7,500 | 20,555 |
| Cash and Equivalents, Beginning of Year | 41,235 | 33,735 | 13,180 |
| CASH AND EQUIVALENTS, END OF YEAR | \$320,558 | \$41, 235 | \$33,735 |

*The accompanying Notes are an integral part of these Consolidated Financial Statements.
(thousands except per share amounts)

## 1 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

## PRINCIPLES OF CONSOLIDATION

The consolidated financial statements include the accounts of The Limited, Inc. (the Company) and all significant subsidiaries which are more than 50 percent owned and controlled. All significant intercompany balances and transactions have been eliminated in consolidation

Investments in other entities (including joint ventures), which are more than 20 percent owned, are accounted for on the equity method.

## FISCAL YEAR

The Company's fiscal year ends on the Saturday 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 1993, 1992 and 1991 represent the 52 -week periods ended January 29, 1994, January 30, 1993 and February 1, 1992.

## CASH AND EQUIVALENTS

Cash and equivalents include amounts on deposit with financial institutions and money market investments with original maturities of less than 90 days

## INVENTORIES

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

## PROPERTY AND EQUIPMENT

Depreciation and amortization of property and equipment are computed for financial reporting purposes on a straight-line basis, using service lives ranging principally from 10-30 years for buildings and improvements and 3-10 years for other property and equipment. The cost of assets sold or retired and the related accumulated depreciation or amortization are removed from the accounts with any resulting gain or loss included in net income. Maintenance and repairs are charged to expense as incurred. Major renewals and betterments which extend service lives are capitalized.

## GOODWILL AMORTIZATION

Goodwill represents the excess of the purchase price over the fair value of the net assets of acquired companies and is amortized on a straight-line basis principally over 30 years.

## INTEREST RATE SWAP AGREEMENTS

The difference between the amount of interest to be paid and the amount of interest to be received under interest rate swap agreements due to changing interest rates is charged or credited to interest expense over the life of the swap agreement. Gains and losses from the disposition of swap agreements are deferred and amortized over the term of the related agreements

## INCOME TAXES

Effective January 31, 1993, the Company adopted Statement of Financial Accounting Standards (SFAS) 109, "Accounting for Income Taxes." SFAS 109 equires a change from the deferred method of accounting for income taxes to the liability method. Under this 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 109, the effect on deferred taxes of a change in tax rates is recognized in income in the period that includes the enactment date. Under the deferred method, which was applied in 1992 and prior years, deferred income taxes are recognized for income and expense items that are reported in different years for financial reporting purposes and income tax purposes using the tax rate applicable for the year of calculation. Under the deferred method, deferred taxes are not adjusted for subsequent changes in tax rates.

## SHAREHOLDERS' EQUITY

Five hundred million shares of $\$ .50$ par value common stock are authorized, of which 357.8 million and 362.6 million were outstanding, net of 21.7 million shares and 16.8 million
shares held in treasury at January 29, 1994 and January 30, 1993. Ten million shares of $\$ 1.00$ par value preferred stock are authorized, none of which has been issued.

## NET INCOME PER SHARE

Net income per share is computed based upon the weighted average number of outstanding common shares, including the effect of stock options. There were 363.2 million, 363.7 million and 363.6 million weighted average outstanding shares for 1993, 1992 and 1991.

## ISSUANCE OF SUBSIDIARY STOCK

Gains or losses resulting from stock issued by a subsidiary of the Company are recognized in current year's income. In 1992, the Company recognized a $\$ 9$ million pre-tax gain which resulted from the March, 1992 initial public offering of the United Retail Group, Inc. A more detailed discussion of this matter is included under the heading "Gain on Issuance of United Retail Group, Inc. Stock" in Management's Discussion and Analysis on page 68 of this Annual Report.

## 2 SPECIAL AND NONRECURRING ITEMS

During 1993, the Company approved a restructuring plan which includes the following components: the sale of a $60 \%$ interest in the Brylane mail order business; the acceleration of store remodeling, downsizing and closing program at the Limited Stores and Lerner divisions; and the refocusing of the merchandise strategy at the Henri Bendel division.

On August 31, 1993, the Company sold $60 \%$ of its interest in the Brylane mail order business, receiving $\$ 285$ million in cash proceeds. The transaction resulted in a pre-tax gain of approximately $\$ 203$ million. Brylane distributes apparel through Lane Bryant Direct, Roaman's and Lerner Direct Catalogs

To improve the underperforming divisions and expedite their turnaround, the Company decided to remodel and downsize a number of Limited and Lerner stores. The store remodels include both the expansion of store size and relocation of stores to other locations within the same mall. In either case, a remodel involves the destruction of certain existing assets. The downsizing of stores reduces the size of stores with substandard productivity and profit performance. The provision for remodels and downsizing aggregates approximately $\$ 35$ million and includes the net book value of fixed asset writeoffs and lease termination payments.

In addition, the Company decided to close underperforming stores, primarily in the Lerner and Limited Stores retail businesses. These closings have been identified based on the profit performance of the store and an assessment of the quality of the real estate. The provision for store closings aggregates approximately $\$ 22$ million and includes the operating losses through the date of closing, the net book value of abandoned fixed assets and lease termination payments.

This program includes the remodeling, downsizing and closing of approximately 360 Limited and Lerner stores by the end of 1995. The Company has closed approximately 60 of these stores and remodeled approximately 50 stores as of year-end

The Company also estimated that, based on expected future cash flows, there was no expectation of realizing through future operations the existing carrying value of certain fixed and intangible assets at Lerner, Limited Stores and Henri Bendel, and other assets, and accordingly recorded a charge of approximately $\$ 143$ million to reduce their net book value to an amount considered realizable in future periods.

The charges for these actions totalled approximately $\$ 200$ million, of which approximately $\$ 173$ million relates to non-cash charges for asset impairments, remodels and store closings.

A further discussion of this matter is included under the heading "Special and Non-recurring Items" in Management's Discussion and Analysis on page 67 of this Annual Report.

## 3 ACCOUNTS RECEIVABLE

Accounts receivable consisted of:

|  | 1993 | 1992 |
| :---: | :---: | :---: |
| Deferred payment accounts | \$1, 013, 276 | \$755, 822 |
| Trade and other | 78,532 | 106,528 |
| Allowance for uncollectible accounts | $(34,897)$ | $(24,973)$ |
|  | \$1, 056, 911 | \$837, 377 |

Finance charge revenue on the deferred payment accounts amounted to \$174.5 million, $\$ 141.8$ million and $\$ 131.5$ million in 1993, 1992 and 1991, and the provision for uncollectible accounts amounted to $\$ 50.8$ million, $\$ 40.0$ million and $\$ 50.6$ million in 1993, 1992 and 1991. These amounts are classified as components of the cost to administer the deferred payment program and are included in general, administrative and store operating expenses.

| 4 PROPERTY AND EQUIPMENT Property and equipment, at cost, consisted of: |  |  |
| :---: | :---: | :---: |
|  | 1993 | 1992 |
| Land, buildings and improvements | \$510, 998 | \$512, 283 |
| Furniture, fixtures and equipment | 1,571,568 | 1,476,081 |
| Leaseholds and improvements | 506,258 | 677,115 |
| Construction in progress | 49,373 | 55,491 |
|  | 2,638,197 | 2,720,970 |
| Less: Accumulated depreciation and amortization | 971,609 | 907,022 |
| Property and equipment, net | \$1,666,588 | \$1, 813, 948 |

## 5 LEASED FACILITIES AND COMMITMENTS

Annual store rent is comprised of a fixed minimum amount, plus contingent rent based upon a percentage of sales exceeding a stipulated amount. Store lease terms generally require additional payments covering taxes, common area costs and certain other expenses.

A summary of rent expense for 1993, 1992 and 1991 follows:

| Store Rent: | 1993 | 1992 | 1991 |
| :---: | :---: | :---: | :---: |
| Fixed minimum | \$540, 381 | \$498, 607 | \$380, 291 |
| Contingent | 19,727 | 19,043 | 22,555 |
| Total store rent | 560,108 | 517,650 | 402,846 |
| Equipment and other | 31,897 | 37,228 | 38,734 |
| Total rent expense | \$592, 005 | \$554, 878 | \$441,580 |

At January 29, 1994, the Company was committed to noncancelable leases with remaining terms of one to forty years. A substantial portion of these commitments are store leases with initial terms ranging from ten to twenty years. Accrued rent expense was $\$ 99.1$ million and $\$ 67.7$ million at January 29, 1994 and January 30, 1993.

A summary of minimum rent commitments under noncancelable leases follows:

| 1994 | \$568, 338 |
| :---: | :---: |
| 1995 | 559,356 |
| 1996 | 542,072 |
| 1997 | 523,249 |
| 1998 | 503,816 |
| Thereafter | \$2,695,394 |

## 6 LONG-TERM DEBT

Long-term debt consisted of:

|  | 1993 |  | 1992 |
| :---: | :---: | :---: | :---: |
| Commercial Paper | \$ | - | \$29,439 |
| Certificates of Deposit |  | - | 12,200 |
| 7 1/2\% Debentures due March, 2023 |  |  | - |


| 7.80\% Notes due May, 2002 | 150,000 | 150, 000 |
| :---: | :---: | :---: |
| 9 1/8\% Notes due February, 2001 | 150, 000 | 150, 000 |
| 8 7/8\% Notes due August, 1999 | 100,000 | 100, 000 |
| 8.61\% Notes due December, 1993 | - | 100, 000 |
|  | \$650, 000 | \$541, 639 |

The Company maintains two revolving credit agreements (the "Agreements") totalling $\$ 840$ million. One Agreement provides the Company available borrowings of up to $\$ 560$ million. The other Agreement provides World Financial Network National Bank, a wholly-owned consolidated subsidiary, available borrowings of up to $\$ 280$ million. Borrowings outstanding under the Agreements are due December 4, 1997. However, the revolving terms of each of the Agreements may be extended an additional two years upon notification by the Company on the second and fourth anniversaries of the Effective Date, subject to the approval of the lending banks. Both Agreements have similar borrowing options, including interest rates which are based on either the lenders' "Base Rate," as defined, LIBOR, CD-based options or at a rate submitted under a bidding process. Aggregate commitment and facility fees for the Agreements approximate $0.15 \%$ of the total commitment. Both Agreements and certain of the Company's other debt agreements place restrictions on the amount of the Company's working capital, debt and net worth. No amounts were outstanding under the Agreements at January 29, 1994.

Both Agreements support the Company's commercial paper program which funds working capital and other general corporate requirements. No commercial paper was outstanding at January 29, 1994.

In February, 1993, the Company amended its shelf registration statement enabling it to issue up to $\$ 500$ million of debt securities and warrants to purchase debt securities. Following the $\$ 250$ million issuance of $71 / 2 \%$ Debentures due 2023 on March 15,1993, the Company has $\$ 250$ million remaining under its shelf registration statement authorization.

At January 30, 1993, the $8.61 \%$ Notes, the commercial paper and the certificates of deposit were classified as long-term based on the company's intention and ability to refinance the obligations on a long-term basis. Following the $\$ 250$ million issuance of $71 / 2 \%$ Debentures in March, 1993, the Company retired the $8.61 \%$ Notes upon their maturity in December, 1993 and now classifies commercial paper and certificates of deposit as current liabilities based on their maturity.

All long-term debt outstanding at January 29, 1994 and January 30, 1993 is unsecured.

The Company periodically enters into interest rate swap agreements with the intent to manage the interest rate exposure of its debt portfolio. At January 29, 1994, the Company had two interest rate swap positions outstanding, each having a $\$ 100$ million notional principal amount. One contract effectively changed the Company's interest rate exposure on $\$ 100$ million of variable rate debt to a fixed rate of $8.09 \%$ through July, 2000. The counterparty to the swap contract has an option to cancel the remaining term of the contract in July, 1995. The second contract effectively changes the interest rate on $\$ 100$ million of fixed rate debt to a variable rate through November, 1995.

No long-term debt matures in years 1994-1998. Interest paid approximated $\$ 57.4$ million, $\$ 60.0$ million and $\$ 58.2$ million in 1993,1992 and 1991.

7 INCOME TAXES
As discussed in Note 1, the Company adopted SFAS 109 effective January 31,1993 . No cumulative effect adjustment was required for the adoption as the difference in deferred income taxes under SFAS 109 and APB Opinion 11 was immaterial. The impact of adoption on the current year was also immaterial.

The provision for income taxes consisted of:

| CURRENTLY PAYABLE: | 1993 | 1992 | 1991 |
| :---: | :---: | :---: | :---: |
| Federal | \$249,400 | \$174,900 | \$173,700 |
| State | 35,100 | 28,700 | 27,000 |
| Foreign | 6,400 | 6,400 | 4,500 |
|  | 290,900 | 210,000 | 205,200 |
| DEFERRED: |  |  |  |
| Federal | $(41,800)$ | 62,700 | 41,800 |
| State | 4,900 | 17,300 | 10,000 |
|  | $(36,900)$ | 80, 000 | 51,800 |
| Total Provision | \$254, 000 | \$290, 000 | \$257, 000 |

The foreign component of pre-tax income, arising principally from overseas sourcing operations, was $\$ 54.8$ million, $\$ 58.7$ million and $\$ 44.5$ million in 1993, 1992 and 1991.

A reconciliation between the statutory Federal income tax rate and the effective income tax rate follows:

|  | 1993 | 1992 | 1991 |
| :---: | :---: | :---: | :---: |
| Federal income tax rate | 35. 0\% | 34.0\% | 34.0\% |
| - - --------------- |  |  |  |
| State income tax, net of |  |  |  |
| - |  |  |  |
| Other items, net | . 4 | . 9 | 1.2 |
|  | 39.4\% | 38.9\% | 38.9\% |

Income taxes payable included current deferred tax assets of $\$ 41.1$ million and $\$ 19.6$ million at January 29, 1994 and January 30, 1993. The effect of temporary differences which gives rise to deferred income tax balances at January 29,1994 was as follows:


For the years 1992 and 1991, deferred income tax expense resulted from timing differences in the recognition of income and expense. The components of the deferred tax provision follow:

|  | 1992 | 1991 |
| :---: | :---: | :---: |
| Excess of tax over book depreciation | \$45,400 | \$17, 200 |
| Other items, net | 34,600 | 34,600 |
|  | \$80, 000 | \$51, 800 |

Income tax payments approximated $\$ 291.3$ million, $\$ 199.8$ million and $\$ 212.4$ million for 1993, 1992 and 1991.

## 8 STOCK OPTIONS AND RESTRICTED STOCK

Stock options are granted to officers and key associates based upon fair market value at the date of grant. Option activity for 1991, 1992 and 1993 follows:


| Outstanding Options, February 1, 1992 | 5,122,000 | \$16.49 |
| :---: | :---: | :---: |
| Activity during 1992: Granted | 1,476, 000 | \$23.91 |
| Exercised | (772, 000 ) | 12.73 |
| Cancelled | $(312,000)$ | 22.99 |
| Outstanding Options, January 30, 1993 | 5,514,000 | \$18.57 |
| Activity during 1993: Granted | 2,457,000 | \$21.74 |
| Exercised | (431, 000) | 12.22 |
| Cancelled | $(357,000)$ | 22.32 |
| Outstanding Options, January 29,1994 | 7,183,000 | \$19.87 |

The Company had approximately 5.3 million shares available for grant at January 29, 1994 as compared to 7.4 million shares available at January 30, 1993 and 8.5 million shares available at February 1, 1992. Approximately 7.2 million shares of the Company's common stock were reserved for outstanding options, of which 3.3 million were exercisable as of January 29, 1994.

In 1993, 590,000 restricted shares of the Company's common stock were granted to certain officers and key associates. The market value of the shares at the date of grant amounted to $\$ 12.7$ million and is recorded within treasury stock in the accompanying consolidated financial statements. The market value is being amortized as compensation expense over the vesting period which ranges from four to ten years. Compensation expense of $\$ 1.3$ million was recorded in 1993.

## 9 RETIREMENT BENEFITS

The Company sponsors a defined contribution retirement plan. Participation in this 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 . Company contributions to this plan are based on a percentage of the associates' annual compensation. The cost of this plan was $\$ 25.9$ million in 1993, \$20.1 million in 1992 and $\$ 16.3$ million in 1991.

## 10 FINANCE SUBSIDIARY

World Financial Network National Bank, a wholly-owned consolidated finance subsidiary, provides private label credit card lines to the customers of certain retail affiliates. Condensed financial information of the finance subsidiary follows:


Holders of credit cards issued by the finance subsidiary are located throughout the United States, and have various available lines of credit which are subject to change by the finance subsidiary. The credit cards are used to purchase merchandise offered for sale by affiliates.

## 11 DISCLOSURES ABOUT FAIR VALUE OF FINANCIAL INSTRUMENTS

The following methods and assumptions were used to estimate the fair value of each class of financial instruments for which it is practicable to estimate that value:

## CURRENT ASSETS AND CURRENT LIABILITIES

The fair value of cash and equivalents, short-term borrowings, accounts payable and accrued expenses approximate fair value because of their short maturity. The carrying amount of the credit card receivables approximates fair value due to the short maturity and because the average interest rate approximates current market origination rates.

## LONG-TERM DEBT

The fair value of the Company's long-term debt is estimated based on the quoted market prices for the same or similar issues or on the current rates offered to the Company for debt of the same remaining maturities.

## INTEREST RATE SWAP AGREEMENTS

The fair value of interest rate swaps (used for hedging purposes) is the estimated amount that the Company would receive or pay to terminate the swap agreements at the reporting date, taking into account current interest rates and the current credit-worthiness of the swap counterparties.

The estimated fair values of the Company's financial instruments are as follows:

|  | 1993 |  | 1992 |  |
| :---: | :---: | :---: | :---: | :---: |
|  | Carrying Amount | Fair Value | Carrying Amount | Fair Value |
| Long-term debt | \$(650, 000) | \$(712, 078$)$ | \$(541, 639$)$ | \$(584, 472) |
| Net interest rate swaps | \$(13) | \$ $(13,289)$ | \$374 | \$ $(5,334)$ |

## 12 QUARTERLY FINANCIAL DATA (UNAUDITED)

Summarized quarterly financial results for 1993 and 1992 follow:

| 1993 QUARTER | First | Second | Third | Fourth |
| :---: | :---: | :---: | :---: | :---: |
| Net Sales | \$1,518,561 | \$1, 689, 055 | \$1,616,667 | \$2,420, 805 |
| Gross Income | 380, 727 | 427, 710 | 447, 048 | 703,350 |
| Net Income | 44,225 | 68, 232 | 82, 215 | 196, 327 |
| Net Income Per Share | \$0.12 | \$0.19 | \$0. 23 | \$0. 54 |
| 1992 QUARTER |  |  |  |  |
| Net Sales | \$1, 415, 625 | \$1, 489, 393 | \$1, 611, 320 | \$2,427,958 |
| Gross Income | 357, 938 | 410, 932 | 440, 421 | 781,449 |
| Net Income | 51,525 | 80,073 | 79,995 | 243,904 |
| Net Income Per Share | \$0.14 | \$0. 22 | \$0. 22 | \$0.67 |

Market Price and Dividend Information

|  | Market Price |  | Cash Dividend Per Share |
| :---: | :---: | :---: | :---: |
| FISCAL YEAR 1993 | High | Low |  |
| 4th Quarter | \$23 1/4 | \$16 5/8 | \$. 09 |
| 3rd Quarter | 24 | 20 | . 09 |
| 2nd Quarter | 24 7/8 | 19 3/4 | . 09 |
| 1st Quarter | \$30 | \$21 1/4 | \$. 09 |
| FISCAL YEAR 1992 |  |  |  |
| 4th Quarter | \$29 5/8 | \$22 7/8 | \$. 07 |
| 3rd Quarter | 25 1/2 | 19 3/4 | . 07 |
| 2nd Quarter | 24 5/8 | 19 1/4 | . 07 |
| 1st Quarter | \$32 7/8 | \$22 | \$. 07 |

The Company's common stock is traded on the New York Stock Exchange ("LTD") and the London Stock Exchange. On January 29, 1994, there were 68, 025 shareholders of record. However, when including active associates who participate in the Company's stock purchase plan, associates who own shares through Company sponsored retirement plans and others holding shares in broker accounts under street name, the Company estimates the shareholder base at approximately 131,000.
$\qquad$

64-65 Three connecting polaroid pictures spanning pages 64 and 65 of an individual holding a chart titled "Number of Stores." The chart is a horizontal bar chart with the following points:

| Year | $\#$ Stores |
| :--- | ---: |
| ---- | 30 |
| 1973 | 258 |
| 1978 | 937 |
| 1983 | 3,497 |
| 1988 | 4,623 |

A polaroid picture of an individual holding a bar chart titled "Selling Square Feet (in thousands)." The chart is a horizontal bar chart with the following points:

Selling

|  | Selling <br> Square |
| :---: | :---: |
| Year | Feet |
| ---- | ---- |
| 83 | 3,667 |
| 84 | 5,166 |
| 85 | 10,460 |
| 86 | 11,320 |
| 87 | 12,795 |
| 88 | 14,296 |
| 89 | 14,374 |
| 90 | 17,008 |
| 91 | 20,355 |
| 92 | 22,863 |
| 93 | 24,426 |

Two polaroid pictures appear on this page: The top polaroid is of an individual holding a chart titled "Net Income (in millions) CAGR 19\%." The chart is a horizontal bar chart with the following points:

|  | Net <br> Year |
| :--- | ---: |
| ---- | Income |
| ----- |  |
| 83 | $\$$ |
| 84 | 71 |
| 85 | 92 |
| 86 | 145 |
| 87 | 228 |
| 88 | 235 |
| 89 | 345 |
| 90 | 398 |
| 91 | 403 |
| 92 | 455 |
| 93 | $\$ 391$ |

The bottom polaroid is an individual holding a chart titled "Net Sales (in millions) CAGR 21\% (Compounded Annual Growth Rate, last ten years)." The chart is a horizontal bar chart with the following points:

| Year | Net Sales |
| :---: | :---: |
| --- | $---\cdots-$ |
| 83 | $\$ 1,086$ |
| 84 | 1,343 |
| 85 | 2,387 |
| 86 | 3,143 |
| 87 | 3,528 |
| 88 | 4,071 |
| 89 | 4,648 |
| 90 | 5,254 |
| 91 | 6,149 |
| 92 | 6,944 |
| 93 | 7,245 |

A polaroid picture of an individual holding a line chart depicting the year end balance of equity from 1983 through 1993 plotted against the year end balance of debt from 1983 through 1993. The plot points are:

| Debt | Year | Equity |
| ---: | ---: | ---: |
| ---- | ---- | ----- |
|  |  |  |
| $\$ 68,763$ | 83 | $\$ 192,576$ |
| 150,139 | 84 | 275,403 |
| 670,744 | 85 | 404,075 |
| 417,420 | 86 | 781,542 |
| 681,000 | 87 | 729,171 |
| 517,952 | 88 | 946,207 |
| 445,674 | 89 | $1,240,454$ |
| 540,446 | 90 | $1,560,052$ |
| 713,758 | 91 | $1,876,792$ |
| 541,639 | 92 | $2,267,617$ |
| $\$ 650,000$ | 93 | $\$ 2,441,293$ |

Two polaroid pictures appear on this page. The top polaroid is of an individual holding a chart titled "Shareholders' Equity (in millions) CAGR 29\%." The chart is a horizontal bar chart with the following points:

Shareholders'
Year
----
83
84
85
86
87
88
89
90
91
92
93
\$ 193
275
404
782
729
946
1,240
1,560
1, 877
2,268
\$2,441

The bottom polaroid is of an individual holding a chart titled "Net Income per Share CAGR 18\%." The chart is a horizontal bar chart with the following points:

|  | Net Income <br> Year |
| :--- | ---: |
| --- | Per Share |
|  | ------- |
| 83 | $\$ 0.20$ |
| 84 | 0.26 |
| 85 | 0.40 |
| 86 | 0.60 |
| 87 | 0.62 |
| 88 | 0.68 |
| 89 | 0.96 |
| 90 | 1.10 |
| 91 | 1.11 |
| 92 | 1.25 |
| 93 | $\$ 1.08$ |

A polaroid picture of an individual holding a chart titled "Working Capital." The chart is a horizontal bar chart with the following points:

|  | Working <br> Year |
| ---: | ---: |
| ---- | ----- |
| 83 | $\$$ |
| 84 | 101,665 |
| 85 | 180,960 |
| 86 | 419,706 |
| 87 | 586,827 |
| 88 | 629,783 |
| 89 | 567,639 |
| 90 | 685,524 |
| 91 | $1,084,004$ |
| 92 | $1,063,352$ |
| 93 | $\$ 1,513,181$ |

## SUBSIDIARIES OF THE REGISTRANT

## Subsidiaries (a)

Express, Inc. (b)
The Limited London-Paris-New York, Inc. (c)
Lerner New York, Inc. (d)
Lane Bryant, Inc. (e)
Victoria's Secret Stores, Inc. (f)
Structure, Inc. (g)
Limited Too, Inc. (h)
Abercrombie \& Fitch, Inc. (i)
Henri Bendel, Inc. (j)
Bath \& Body Works, Inc. (k)
Cacique, Inc. (l)
Penhaligon's Limited (m)
Victoria's Secret Catalogue, Inc. (n)
Mast Industries, Inc. (o)
Mast Industries (Far East) Limited (p)
Gryphon Development, Inc. (q)
World Financial Network National Bank (r)
Limited Distribution Services, Inc. (s)
Limited Service Corporation (t)

Jurisdiction
of Incorporation

Delaware
Delaware
Delaware
Delaware Delaware
Delaware
Delaware
Delaware
Delaware
Delaware
Delaware
United Kingdom
Delaware
Delaware
Hong Kong
Delaware
United States
Delaware
Delaware
(a) The names of certain subsidiaries are omitted since such unnamed subsidiaries, considered in the aggregate as a single subsidiary, would not constitute a significant subsidiary as of January 29, 1994.
(b) Express, Inc. is a wholly-owned subsidiary of Express Holding Corporation, a Delaware corporation and a wholly-owned subsidiary of the registrant.
(c) The Limited London-Paris-New York, Inc. is a wholly-owned subsidiary of LIM Holding Corporation, a Delaware corporation and a wholly-owned subsidiary of the registrant.
(d) Lerner New York, Inc. is a wholly-owned subsidiary of Lerner Holding Corporation, a Delaware corporation and a wholly-owned subsidiary of the registrant.
(e) Lane Bryant, Inc. is a wholly-owned subsidiary of Lane Bryant Holding Corporation, a Delaware corporation and a wholly-owned subsidiary of the registrant.
(f) Victoria's Secret Stores, Inc. is a wholly-owned subsidiary of Victoria's Secret Stores Holding Corporation, a Delaware corporation and a whollyowned subsidiary of the registrant.
(g) Structure, Inc. is a wholly-owned subsidiary of Structure Holding Corporation, a Delaware corporation and a wholly-owned subsidiary of the registrant.
(h) Limited Too, Inc. is a wholly-owned subsidiary of Limited Too Holding Corporation, a Delaware corporation and a wholly-owned subsidiary of the registrant.
(i) Abercrombie \& Fitch, Inc. is a wholly-owned subsidiary of Abercrombie \& Fitch Holding Corporation, a Delaware corporation and a wholly-owned subsidiary of the registrant.
(j) Henri Bendel, Inc. is a wholly-owned subsidiary of Henri Bendel Holding Corporation, a Delaware corporation and a wholly-owned subsidiary of the registrant.
(k) Bath \& Body Works, Inc. is a wholly-owned subsidiary of Bath and Body Works Holding Corporation, Inc., a Delaware corporation and a wholly-owned subsidiary of the registrant.
(l) Cacique, Inc. is a wholly-owned subsidiary of Cacique Holding Corporation, a Delaware corporation and a wholly-owned subsidiary of the registrant.
(m) Penhaligon's Limited is a wholly-owned subsidiary of PENHAL Investments, Inc., a Delaware corporation and a wholly-owned subsidiary of the registrant.
(n) Victoria's Secret Catalogue, Inc. is a wholly-owned subsidiary of Victoria's Secret Catalogue Holding Corporation, a Delaware corporation and a wholly-owned subsidiary of the registrant.
(o) Mast Industries, Inc. is a wholly-owned subsidiary of Mast Holding Corporation, a Delaware corporation and a wholly-owned subsidiary of the registrant.
(p) Mast Industries (Far East) Limited is a wholly-owned subsidiary of Mast Industries, Inc.
(q) Gryphon Development, Inc. is a wholly-owned subsidiary of the Gryphon Holding Corporation, a Delaware corporation and a wholly-ownded subsidiary of the registrant.
(r) World Financial Network National Bank is a wholly-owned subsidiary of the registrant.
(s) Limited Distribution Services, Inc. is a wholly-owned subsidiary of LTDSP, Inc., a Delaware corporation and a wholly-owned subsidiary of the registrant.
(t) Limited Service Corporation is a wholly-owned subsidiary of the registrant.
(LOGO OF COOPERS \& LYBRAND
APPEARS HERE)

CONSENT OF INDEPENDENT ACCOUNTANTS

We consent to the incorporation by reference in the registration statements of The Limited, Inc. on Form S-8, Registration Nos. 33-18533, 33-25005, 2-92277, 33-24829, 33-24507, 33-24828, 2-95788, 2-88919, 33-24518, 33-6965, 33-14049, 3322844, 33-44041, 33-49871 and the registration statements on Form S-3, Registration Nos. 33-20788, 33-31540, 33-43832 and 33-53366 of our report dated February 14, 1994, on our audits of the consolidated financial statements and financial statement schedules of The Limited, Inc. and Subsidiaries as of January 29, 1994, and January 30, 1993, and for the fiscal years ended January 29, 1994, January 30, 1993, and February 1, 1992, which report is included in this Annual Report on Form 10-K.
/s/ Coopers \& Lybrand
COOPERS \& LYBRAND

## Columbus, Ohio

April 22, 1994

OFFICERS AND DIRECTORS OF
THE LIMITED, INC.

The undersigned officer and/or director of The Limited, Inc., a Delaware corporation, which anticipates filing an Annual Report on Form 10-K for its fiscal year ended January 29, 1994 under the provisions of the Securities Exchange Act of 1934 with the Securities and Exchange Commission, Washington, D.C., hereby constitutes and appoints Leslie H. Wexner and Kenneth B. Gilman, and each of them, with full powers of substitution and resubstitution, as attorney to sign for the undersigned in any and all capacities such Annual Report on Form 10-K and any and all amendments thereto, and any and all applications or other documents to be filed with the Securities and Exchange Commission pertaining to such Annual Report on Form 10-K with full power and authority to do and perform any and all acts and things whatsoever required and necessary to be done in the premises, as fully to all intents and purposes as the undersigned could do if personally present. The undersigned hereby ratifies and confirms all that said attorney-in-fact and agent or his substitute or substitutes may lawfully do or cause to be done by virtue hereof.

EXECUTED as of the 25th day of February, 1994.

## /s/ KENNETH B. GILMAN

Kenneth B. Gilman

The undersigned officer and/or director of The Limited, Inc., a Delaware corporation, which anticipates filing an Annual Report on Form 10-K for its fiscal year ended January 29, 1994 under the provisions of the Securities Exchange Act of 1934 with the Securities and Exchange Commission, Washington, D.C., hereby constitutes and appoints Leslie H. Wexner and Kenneth B. Gilman, and each of them, with full powers of substitution and resubstitution, as attorney to sign for the undersigned in any and all capacities such Annual Report on Form $10-\mathrm{K}$ and any and all amendments thereto, and any and all applications or other documents to be filed with the Securities and Exchange Commission pertaining to such Annual Report on Form $10-\mathrm{K}$ with full power and authority to do and perform any and all acts and things whatsoever required and necessary to be done in the premises, as fully to all intents and purposes as the undersigned could do if personally present. The undersigned hereby ratifies and confirms all that said attorney-in-fact and agent or his substitute or substitutes may lawfully do or cause to be done by virtue hereof.

EXECUTED as of the 25th day of February, 1994.
/s/ LESLIE H. WEXNER
Leslie H. Wexner

The undersigned officer and/or director of The Limited, Inc., a Delaware corporation, which anticipates filing an Annual Report on Form 10-K for its fiscal year ended January 29, 1994 under the provisions of the Securities Exchange Act of 1934 with the Securities and Exchange Commission, Washington, D.C., hereby constitutes and appoints Leslie H. Wexner and Kenneth B. Gilman, and each of them, with full powers of substitution and resubstitution, as attorney to sign for the undersigned in any and all capacities such Annual Report on Form $10-\mathrm{K}$ and any and all amendments thereto, and any and all applications or other documents to be filed with the Securities and Exchange Commission pertaining to such Annual Report on Form $10-\mathrm{K}$ with full power and authority to do and perform any and all acts and things whatsoever required and necessary to be done in the premises, as fully to all intents and purposes as the undersigned could do if personally present. The undersigned hereby ratifies and confirms all that said attorney-in-fact and agent or his substitute or substitutes may lawfully do or cause to be done by virtue hereof.

EXECUTED as of the 27th day of February, 1994.

## /s/ BELLA WEXNER

Bella Wexner

The undersigned officer and/or director of The Limited, Inc., a Delaware corporation, which anticipates filing an Annual Report on Form 10-K for its fiscal year ended January 29, 1994 under the provisions of the Securities Exchange Act of 1934 with the Securities and Exchange Commission, Washington, D.C., hereby constitutes and appoints Leslie H. Wexner and Kenneth B. Gilman, and each of them, with full powers of substitution and resubstitution, as attorney to sign for the undersigned in any and all capacities such Annual Report on Form $10-\mathrm{K}$ and any and all amendments thereto, and any and all applications or other documents to be filed with the Securities and Exchange Commission pertaining to such Annual Report on Form $10-\mathrm{K}$ with full power and authority to do and perform any and all acts and things whatsoever required and necessary to be done in the premises, as fully to all intents and purposes as the undersigned could do if personally present. The undersigned hereby ratifies and confirms all that said attorney-in-fact and agent or his substitute or substitutes may lawfully do or cause to be done by virtue hereof.

EXECUTED as of the 25th day of February, 1994.

The undersigned officer and/or director of The Limited, Inc., a Delaware corporation, which anticipates filing an Annual Report on Form 10-K for its fiscal year ended January 29, 1994 under the provisions of the Securities Exchange Act of 1934 with the Securities and Exchange Commission, Washington, D.C., hereby constitutes and appoints Leslie H. Wexner and Kenneth B. Gilman, and each of them, with full powers of substitution and resubstitution, as attorney to sign for the undersigned in any and all capacities such Annual Report on Form $10-\mathrm{K}$ and any and all amendments thereto, and any and all applications or other documents to be filed with the Securities and Exchange Commission pertaining to such Annual Report on Form $10-\mathrm{K}$ with full power and authority to do and perform any and all acts and things whatsoever required and necessary to be done in the premises, as fully to all intents and purposes as the undersigned could do if personally present. The undersigned hereby ratifies and confirms all that said attorney-in-fact and agent or his substitute or substitutes may lawfully do or cause to be done by virtue hereof.

EXECUTED as of the 25th day of February, 1994.

The undersigned officer and/or director of The Limited, Inc., a Delaware corporation, which anticipates filing an Annual Report on Form 10-K for its fiscal year ended January 29, 1994 under the provisions of the Securities Exchange Act of 1934 with the Securities and Exchange Commission, Washington, D.C., hereby constitutes and appoints Leslie H. Wexner and Kenneth B. Gilman, and each of them, with full powers of substitution and resubstitution, as attorney to sign for the undersigned in any and all capacities such Annual Report on Form 10-K and any and all amendments thereto, and any and all applications or other documents to be filed with the Securities and Exchange Commission pertaining to such Annual Report on Form $10-\mathrm{K}$ with full power and authority to do and perform any and all acts and things whatsoever required and necessary to be done in the premises, as fully to all intents and purposes as the undersigned could do if personally present. The undersigned hereby ratifies and confirms all that said attorney-in-fact and agent or his substitute or substitutes may lawfully do or cause to be done by virtue hereof.

EXECUTED as of the 28th day of February, 1994.

## /s/ E. GORDON GEE

E. Gordon Gee

The undersigned officer and/or director of The Limited, Inc., a Delaware corporation, which anticipates filing an Annual Report on Form 10-K for its fiscal year ended January 29, 1994 under the provisions of the Securities Exchange Act of 1934 with the Securities and Exchange Commission, Washington, D.C., hereby constitutes and appoints Leslie H. Wexner and Kenneth B. Gilman, and each of them, with full powers of substitution and resubstitution, as attorney to sign for the undersigned in any and all capacities such Annual Report on Form $10-\mathrm{K}$ and any and all amendments thereto, and any and all applications or other documents to be filed with the Securities and Exchange Commission pertaining to such Annual Report on Form $10-\mathrm{K}$ with full power and authority to do and perform any and all acts and things whatsoever required and necessary to be done in the premises, as fully to all intents and purposes as the undersigned could do if personally present. The undersigned hereby ratifies and confirms all that said attorney-in-fact and agent or his substitute or substitutes may lawfully do or cause to be done by virtue hereof.

EXECUTED as of the 25th day of February, 1994.

## /s/ THOMAS G. HOPKINS

Thomas G. Hopkins

The undersigned officer and/or director of The Limited, Inc., a Delaware corporation, which anticipates filing an Annual Report on Form 10-K for its fiscal year ended January 29, 1994 under the provisions of the Securities Exchange Act of 1934 with the Securities and Exchange Commission, Washington, D.C., hereby constitutes and appoints Leslie H. Wexner and Kenneth B. Gilman, and each of them, with full powers of substitution and resubstitution, as attorney to sign for the undersigned in any and all capacities such Annual Report on Form $10-\mathrm{K}$ and any and all amendments thereto, and any and all applications or other documents to be filed with the Securities and Exchange Commission pertaining to such Annual Report on Form $10-\mathrm{K}$ with full power and authority to do and perform any and all acts and things whatsoever required and necessary to be done in the premises, as fully to all intents and purposes as the undersigned could do if personally present. The undersigned hereby ratifies and confirms all that said attorney-in-fact and agent or his substitute or substitutes may lawfully do or cause to be done by virtue hereof.

EXECUTED as of the 25th day of February, 1994.

David T. Kollat

The undersigned officer and/or director of The Limited, Inc., a Delaware corporation, which anticipates filing an Annual Report on Form 10-K for its fiscal year ended January 29, 1994 under the provisions of the Securities Exchange Act of 1934 with the Securities and Exchange Commission, Washington, D.C., hereby constitutes and appoints Leslie H. Wexner and Kenneth B. Gilman, and each of them, with full powers of substitution and resubstitution, as attorney to sign for the undersigned in any and all capacities such Annual Report on Form $10-\mathrm{K}$ and any and all amendments thereto, and any and all applications or other documents to be filed with the Securities and Exchange Commission pertaining to such Annual Report on Form $10-\mathrm{K}$ with full power and authority to do and perform any and all acts and things whatsoever required and necessary to be done in the premises, as fully to all intents and purposes as the undersigned could do if personally present. The undersigned hereby ratifies and confirms all that said attorney-in-fact and agent or his substitute or substitutes may lawfully do or cause to be done by virtue hereof.

EXECUTED as of the 25th day of February, 1994.
/s/ CLAUDINE MALONE
Claudine Malone

The undersigned officer and/or director of The Limited, Inc., a Delaware corporation, which anticipates filing an Annual Report on Form 10-K for its fiscal year ended January 29, 1994 under the provisions of the Securities Exchange Act of 1934 with the Securities and Exchange Commission, Washington, D.C., hereby constitutes and appoints Leslie H. Wexner and Kenneth B. Gilman, and each of them, with full powers of substitution and resubstitution, as attorney to sign for the undersigned in any and all capacities such Annual Report on Form $10-\mathrm{K}$ and any and all amendments thereto, and any and all applications or other documents to be filed with the Securities and Exchange Commission pertaining to such Annual Report on Form $10-\mathrm{K}$ with full power and authority to do and perform any and all acts and things whatsoever required and necessary to be done in the premises, as fully to all intents and purposes as the undersigned could do if personally present. The undersigned hereby ratifies and confirms all that said attorney-in-fact and agent or his substitute or substitutes may lawfully do or cause to be done by virtue hereof.

EXECUTED as of the 25th day of February, 1994.

The undersigned officer and/or director of The Limited, Inc., a Delaware corporation, which anticipates filing an Annual Report on Form 10-K for its fiscal year ended January 29, 1994 under the provisions of the Securities Exchange Act of 1934 with the Securities and Exchange Commission, Washington, D.C., hereby constitutes and appoints Leslie H. Wexner and Kenneth B. Gilman, and each of them, with full powers of substitution and resubstitution, as attorney to sign for the undersigned in any and all capacities such Annual Report on Form $10-\mathrm{K}$ and any and all amendments thereto, and any and all applications or other documents to be filed with the Securities and Exchange Commission pertaining to such Annual Report on Form $10-\mathrm{K}$ with full power and authority to do and perform any and all acts and things whatsoever required and necessary to be done in the premises, as fully to all intents and purposes as the undersigned could do if personally present. The undersigned hereby ratifies and confirms all that said attorney-in-fact and agent or his substitute or substitutes may lawfully do or cause to be done by virtue hereof.

EXECUTED as of the 25th day of February, 1994.
/s/ DONALD B. SHACKELFORD
Donald B. Shackelford

The undersigned officer and/or director of The Limited, Inc., a Delaware corporation, which anticipates filing an Annual Report on Form 10-K for its fiscal year ended January 29, 1994 under the provisions of the Securities Exchange Act of 1934 with the Securities and Exchange Commission, Washington, D.C., hereby constitutes and appoints Leslie H. Wexner and Kenneth B. Gilman, and each of them, with full powers of substitution and resubstitution, as attorney to sign for the undersigned in any and all capacities such Annual Report on Form $10-\mathrm{K}$ and any and all amendments thereto, and any and all applications or other documents to be filed with the Securities and Exchange Commission pertaining to such Annual Report on Form $10-\mathrm{K}$ with full power and authority to do and perform any and all acts and things whatsoever required and necessary to be done in the premises, as fully to all intents and purposes as the undersigned could do if personally present. The undersigned hereby ratifies and confirms all that said attorney-in-fact and agent or his substitute or substitutes may lawfully do or cause to be done by virtue hereof.

EXECUTED as of the 25th day of February, 1994.
/s/ ALLAN R. TESSLER
Allan R. Tessler

The undersigned officer and/or director of The Limited, Inc., a Delaware corporation, which anticipates filing an Annual Report on Form 10-K for its fiscal year ended January 29, 1994 under the provisions of the Securities Exchange Act of 1934 with the Securities and Exchange Commission, Washington, D.C., hereby constitutes and appoints Leslie H. Wexner and Kenneth B. Gilman, and each of them, with full powers of substitution and resubstitution, as attorney to sign for the undersigned in any and all capacities such Annual Report on Form $10-\mathrm{K}$ and any and all amendments thereto, and any and all applications or other documents to be filed with the Securities and Exchange Commission pertaining to such Annual Report on Form $10-\mathrm{K}$ with full power and authority to do and perform any and all acts and things whatsoever required and necessary to be done in the premises, as fully to all intents and purposes as the undersigned could do if personally present. The undersigned hereby ratifies and confirms all that said attorney-in-fact and agent or his substitute or substitutes may lawfully do or cause to be done by virtue hereof.

EXECUTED as of the 25th day of February, 1994.

## /s/ RAYMOND ZIMMERMAN

Raymond Zimmerman
[LETTERHEAD OF ARY, EARMAN AND ROEPCKE APPEARS HERE]

REPORT OF INDEPENDENT PUBLIC ACCOUNTANTS

To the Plan Administrator of The Limited,
Inc. Savings and Retirement Plan:

We have audited the accompanying statements of net assets available for plan benefits of The Limited, Inc. Savings and Retirement Plan as of December 31, 1993 and 1992, and the related statements of changes in net assets available for plan benefits for each of the three years in the period ended December 31, 1993. These financial statements are the responsibility of the Plan's management. Our responsi- bility is to express an opinion on these financial statements based on our audits.

We conducted our audits in accordance with generally accepted auditing standards. Those standards 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. An audit also includes assessing the accounting principles used and significant estimates made by manage- ment, as well as evaluating the overall financial statement presentation. We believe that our audits provide a reasonable basis for our opinion.

In our opinion, the financial statements referred to above present fairly, in all material respects, the net assets available for plan benefits of the Plan as of December 31, 1993 and 1992, and the changes in net assets available for plan benefits for each of the three years in the period ended December 31, 1993, in conformity with generally accepted accounting principles.
/s/ ARY, EARMAN AND ROEPCKE

Columbus, Ohio,
March 24, 1994.

## STATEMENT OF NET ASSETS AVAILABLE FOR PLAN BENEFITS

## DECEMBER 31, 1993

| ASSETS |  | TOTAL |  | Limited Stock Fund |  | $\begin{aligned} & \text { Fixed } \\ & \text { ncome Fund } \end{aligned}$ |  | ndexed Fund | World Fund |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Investments, at Fair Value: |  |  |  |  |  |  |  |  |  |  |
| Determined by Quoted Market Price |  |  |  |  |  |  |  |  |  |  |
| Common Stock of The Limited, Inc. (Cost \$28,548,294) | \$ | 76,924,612 | \$ | 76,924,612 | \$ | -- | \$ | -- | \$ | -- |
| Vanguard Indexed Mutual Fund (Cost \$15,690,019) |  | 17,288,449 |  | -- |  | -- |  | 17,288,449 |  | -- |
| Vanguard World Mutual Fund (Cost \$13,532,146) |  | 13, 799, 287 |  | -- |  | -- |  | -- |  | 13,799, 287 |
| Determined By Contract Value: |  |  |  |  |  |  |  |  |  |  |
| Guaranteed Investment Contracts: |  |  |  |  |  |  |  |  |  |  |
| Vanguard Investment Contract Trust |  | 46, 129, 637 |  | -- |  | 46,129,637 |  | -- |  | -- |
| Metropolitan Life Insurance |  | 11, 929, 738 |  | -- |  | 11, 929,738 |  | -- |  | -- |
| John Hancock Life Insurance |  | 1,693,809 |  | -- |  | 1,693,809 |  | -- |  | -- |
| Temporary Investments (Cost |  |  |  |  |  |  |  |  |  |  |
| Total Investments |  | 168,116,588 |  | 76,927, 002 |  | 60, 066, 089 |  | 17,306, 329 |  | 13, 817, 168 |
| Contribution Receivable from Employers |  | 16, 654, 367 |  | 2,961, 061 |  | 8,853,901 |  | 2,637,242 |  | 2,202,163 |
| Receivable from Employers for Withheld Participants' Contributions |  | 884,649 |  | 111,468 |  | 381, 942 |  | 227,114 |  | 164, 125 |
| Due from Brokers |  | 531, 601 |  | 531,601 |  | -- |  | -- |  | -- |
| Interfund Transfers |  | -- |  | $(856,847)$ |  | 373,730 |  | 340,564 |  | 142,553 |
| Accrued Interest and Dividends |  | 1,373 |  | 621 |  | 358 |  | 143 |  | 251 |
| Other Assets |  | 780 |  | -- |  | 368 |  | -- |  | 412 |
| Total Assets |  | 186, 189,358 |  | 79,674,906 |  | 69,676,388 |  | 20, 511, 392 |  | 16,326,672 |
| LIABILITIES |  |  |  |  |  |  |  |  |  |  |
| Other Liabilities |  | 1,218 |  | 1,218 |  | -- |  | -- |  | -- |
| Administrative Fees Payable |  | 699,365 |  | 320,641 |  | 249,463 |  | 71,876 |  | 57,385 |
| Total Liabilities |  | 700,583 |  | 321,859 |  | 249,463 |  | 71,876 |  | 57,385 |
| NET ASSETS AVAILABLE FOR PLAN BENEFITS |  | 185,488, 775 |  | 79,353, 047 |  | 69,426,925 |  | 20,439,516 |  | 16,269, 287 |

The accompanying notes are an integral part of this financial statement.

| DECEMBER 31, 1992 |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: |
| ASSETS | TOTAL | Limited Stock Fund | Fixed Income Fund | Indexed Fund | World Fund |
| Investments, at Fair Value: |  |  |  |  |  |
| Determined by Quoted Market Price: |  |  |  |  |  |
| Common Stock of The Limited, Inc. (Cost \$24,610,491) | \$142, 525,467 | \$142,525,467 | \$ | \$ | \$ |
| Vanguard Indexed Mutual Fund (Cost \$13,008,597) | 14,049,457 | -- | -- | 14,049,457 | - - |
| Vanguard World Mutual Fund (Cost \$13,168,311) | 13, 908, 741 | -- | -- | , | 13,908,741 |
| Determined By Contract Value: |  |  |  |  |  |
| Guaranteed Investment Contracts: |  |  |  |  |  |
| Vanguard Investment Contract Trust | 49,987, 244 | -- | 49,987,244 | -- | -- |
| Metropolitan Life Insurance | 10, 852, 749 | -- | 10,852,749 | -- | -- |
| John Hancock Life Insurance | 3,190,512 | -- | 3,190,512 | -- | -- |
| Temporary Investments (Cost |  |  |  |  |  |
| Total Investments | 234,590,825 | 142,602,122 | 64,030,505 | 14,049,457 | 13,908,741 |
| Contribution Receivable from Employers | 14,554,945 | 3,643,073 | 7,739,884 | 1,487,099 | 1,684,889 |
| Receivable from Employers for Withheld |  |  |  |  |  |
| Participants' Contributions | 853,266 | 289,201 | 286,968 | 133,213 | 143,884 |
| Due from Brokers | 1,557, 031 | 1,454,170 | -- | 21,387 | 81,474 |
| Interfund Transfers | -- | $(121,760)$ | 168,224 | 14,396 | $(60,860)$ |
| Accrued Interest and Dividends | 3,147 | 2,812 | 294 | 13 | 28 |
| Other Assets | 368 |  | 368 | -- | -- |
| Total Assets | 251,559, 582 | 147,869,618 | 72,226,243 | 15,705,565 | 15,758,156 |
| LIABILITIES |  |  |  |  |  |
| Other Liabilities | 1,218 | 1,218 | -- | -- | -- |
| Administrative Fees Payable | 187,534 | 106,152 | 57,675 | 12,247 | 11,460 |
| Total Liabilities | 188,752 | 107,370 | 57,675 | 12,247 | 11,460 |
| NET ASSETS AVAILABLE FOR PLAN BENEFITS | \$251, 370, 830 | \$147, 762, 248 | \$ 72,168,568 | \$ 15,693, 318 | \$ 15, 746, 696 |

The accompanying notes are an integral part of this financial statement.

## FOR THE YEAR ENDED DECEMBER 31, 1993

|  | Total | Limited Stock Fund | Fixed Income Fund | Indexed Fund | World Fund |
| :---: | :---: | :---: | :---: | :---: | :---: |
| Investment Income: |  |  |  |  |  |
| Increase (Decrease) in Net |  |  |  |  |  |
| Unrealized Appreciation | \$(51, 165, 802 ) | \$(51, 222, 621) | \$ | \$ 537,811 | \$ (480, 992) |
| Realized gain on Sale of Securities | 4, 073,977 | 3,367,169 | -- | 636,926 | 69,882 |
| Interest | 4,439,846 | 6,689 | 4,429,569 | 1,880 | 1,708 |
| Dividends | 1,783,025 | 1,783,025 | -- |  |  |
| Mutual Funds' Earnings | 657,135 | -- | -- | 464,994 | 192,141 |
| Total Investment Income (Loss) | $(40,211,819)$ | $(46,065,738)$ | 4,429,569 | 1,641,611 | $(217,261)$ |
| Contributions: |  |  |  |  |  |
| Employers | 23,371,564 | 5,561,152 | 11,270,178 | 3,496,942 | 3,043,292 |
| Participants | 10,428,961 | 3,098,271 | 3,790,368 | 1,934,509 | 1,605,813 |
| Total contributions | 33,800,525 | 8,659,423 | 15,060,546 | 5,431,451 | 4,649,105 |
| Transfer of Participants' Account Balances from Affiliated Plans | 1,140,371 | -- | 514,198 | 422,367 | 203,806 |
| Transfer of Participants' Account Balances to Former Affiliate's Plan | $(20,815,838)$ | $(5,390,244)$ | $(10,483,032)$ | $(3,227,343)$ | $(1,715,219)$ |
| Interfund Transfers | -- | $(4,461,978)$ | 1,028,778 | 3,401,455 | 31,745 |
| Administrative Expense | $(752,234)$ | $(354,091)$ | $(261,967)$ | $(75,921)$ | $(60,255)$ |
| Benefits to Participants | $(39,043,060)$ | $(20,796,573)$ | $(13,029,735)$ | $(2,847,422)$ | $(2,369,330)$ |
| Increase (Decrease) in Net Assets Available for Plan Benefits | (65, 882, 055) | $(68,409,201)$ | $(2,741,643)$ | 4,746,198 | 522,591 |
| Beginning Net Assets Available for Plan Benefits | 251, 370, 830 | 147,762,248 | 72,168,568 | 15,693,318 | 15,746,696 |
| Ending Net Assets Available for Plan Benefits | $\begin{aligned} & \$ 185,488,775 \\ & =========== \end{aligned}$ | $\begin{aligned} & \$ 79,353,047 \\ & =========== \end{aligned}$ | $\begin{aligned} & \$ 69,426,925 \\ & =========== \end{aligned}$ | $\begin{aligned} & \$ 20,439,516 \\ & =========== \end{aligned}$ | \$ 16,269, 287 |

The accompanying notes are an integral part of this financial statement.
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## THE LIMITED, INC. SAVINGS AND RETIREMENT PLAN

## STATEMENT OF CHANGES IN NET ASSETS AVAILABLE FOR PLAN BENEFITS

## FOR THE YEAR ENDED DECEMBER 31, 1992

|  | Total | Limited Stock Fund |  | Fixed <br> Income Fund | Indexed Fund | World Fund | Balanced Fund |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Investment Income: |  |  |  |  |  |  |  |
| Increase (Decrease) in Net |  |  |  |  |  |  |  |
| Unrealized Appreciation | \$(35, 113, 811 ) | \$(30,558, 791 ) | \$ | -- | \$ 1,040,860 | \$ 740,430 | \$ $(6,336,310)$ |
| Realized Gain on Sale of |  |  |  |  |  |  |  |
| Securities | 14,724,409 | 14,621,430 |  | -- | 76,279 | 26,700 | -- |
| Master Trusts' Earnings | 5, 079,699 | -- |  | 410, 088 | -- | -- | 4,669,611 |
| Interest | 3, 339, 282 | 20,979 |  | 3,317,745 | 273 | 285 | -- |
| Dividends | 1,656,283 | 1,656,283 |  | -- | -- | -- | -- |
| Mutual Funds' Earnings | 569, 200 | - - |  | -- | 336, 311 | 232,889 | -- |
| Total Investment Income (Loss) | $(9,744,938)$ | $(14,260,099)$ |  | 3,727,833 | 1,453,723 | 1,000,304 | $(1,666,699)$ |
| Contributions: |  |  |  |  |  |  |  |
| Employers: |  |  |  |  |  |  |  |
| Cash | 21,629,777 | 6,331, 664 |  | 10,291, 305 | 2,211,975 | 2,391,300 | 403, 533 |
| The Limited, Inc. Common Stock | 2, 252,884 | 2, 252,884 |  | 10,291,305 | , | , | -- |
| Participants | 9,745,785 | 3,664,723 |  | 3,776,604 | 846,944 | 877, 007 | 580,507 |
| Total Contributions | 33, 628, 446 | 12, 249, 271 |  | 14, 067,909 | 3, 058,919 | 3, 268, 307 | 984, 040 |
| Transfer of Participants' Account |  |  |  |  |  |  |  |
| Balances from Affiliated Plans | 121, 306,985 | 61,642, 002 |  | 12,602,071 | -- | -- | 47, 062,912 |
| Interfund Transfers | -- | $(4,110,765)$ |  | 46,737,477 | 12, 081, 798 | 12,305, 257 | $(67,013,767)$ |
| Administrative Expense | $(386,007)$ | $(225,205)$ |  | $(113,686)$ | $(23,692)$ | $(23,424)$ | -- |
| Benefits to Participants | $(43,518,434)$ | $(29,018,749)$ |  | $(12,495,636)$ | $(877,430)$ | $(803,748)$ | (322, 871) |
| Increase (Decrease) in Net Assets Available for Plan Benefits | 101, 286, 052 | 26,276,455 |  | 64,525,968 | 15,693,318 | 15,746,696 | $(20,956,385)$ |
| Beginning Net Assets Available for |  |  |  |  |  |  |  |
| Plan Benefits | 150, 084,778 | 121,485,793 |  | 7,642,600 | -- | -- | 20, 956, 385 |
| Ending Net Assets Available for |  |  |  |  |  |  |  |
| Plan Benefits | \$251, 370, 830 | \$147, 762, 248 | \$ | 72,168,568 | \$ 15, 693,318 | \$ 15, 746,696 | \$ |

## STATEMENT OF CHANGES IN NET ASSETS AVAILABLE FOR PLAN BENEFITS

## FOR THE YEAR ENDED DECEMBER 31, 1991



The accompanying notes are an integral part of this financial statement.

## General

The Limited, Inc. Savings and Retirement Plan (the "Plan"), formerly The Limited Stores Savings and Retirement Plan, is a defined contribution plan covering certain employees of The Limited, Inc. and its affiliates (the "Employers") who are at least 21 years of age and have completed 1,000 or more hours of service during their first consecutive twelve months of employment or any calendar year beginning in or after their first consecutive twelve months of employment. Certain employees of the Employers, who are covered by a collective bargaining agreement, are not eligible to participate in the Plan. At December 31, 1993, there were 20,446 participants in the Plan.

Effective January 1, 1992, the plans of affiliates, except Fulcrum Management Group Savings and Retirement Plan, were merged and all assets and liabilities of the affiliate plans were pooled into the Plan. Effective January 1, 1993, the Fulcrum Management Group Savings and Retirement Plan was merged into the Plan.

On August 31, 1993, The Limited, Inc. sold 60\% of its interest in Brylane, Inc. and the assets and liabilities allocated to the employees of Brylane, Inc. and its affiliates were transferred to the Brylane L.P. Savings and Retirement Plan.

The following description of the Plan provides only general information. Participants should refer to the Plan document for a more complete description of the Plan's provisions. The Plan is subject to the provisions of the Employee Retirement Income Security Act of 1974 (ERISA) as amended.

Amendments

Effective May 1, 1991, the Plan was amended and restated to restrict certain transactions for participants defined by the Plan to have insider information.

Effective January 1, 1992, the Plan was amended and restated to, among other things, (1) change the sponsorship of the Plan to the Limited Service Corporation from The Limited, Inc., (2) rename the Plan The Limited, Inc. Savings and Retirement Plan from The Limited Stores Savings and Retirement Plan and (3) change the Employers' retirement contributions as noted under "Employer Contributions" below.

Effective April 1, 1992, the Plan was amended and restated to, among other things, (1) allow participants to change investment directions quarterly and in $1 \%$ increments from semi-annually and $10 \%$, (2) allow participants to direct the investment of the Employers' retirement contribution and (3) allow the payment of benefits as noted under "Payment of Benefits" below.

## Contributions

Employer Contributions:
The Employers may provide a non-service related retirement contribution of $4 \%$ of annual compensation up to the Social Security wage base and $7 \%$ of annual compensation after that and a service related retirement contribution of $1 \%$ of annual compensation for participants who have completed five or more years of vesting service as of the last day of the Plan year. Participants who complete 500 hours of service during the Plan year and are participants on the last day of the Plan year are eligible. The annual compensation of each participant taken into account under the Plan is limited to the first $\$ 200,000$ adjusted annually based on the cost of living adjustment. The annual
compensation limit for the Plan year ended December 31, 1993, was $\$ 235,840$. Prior to the amendments effective January 1, 1992 there was no service related retirement contribution.

The Employers may provide a matching contribution of $100 \%$ of the participant's voluntary contributions up to $3 \%$ of the participant's total annual compensation.

Participant Voluntary Contributions:
A participant may elect to make a voluntary tax-deferred contribution of $1 \%$ to $6 \%$ of his or her annual compensation up to the maximum permitted under Section 402(g) of the Internal Revenue Code adjusted annually (\$8,994 at December 31, 1993). This voluntary tax-deferred contribution may be limited by Section $401(\mathrm{k})$ of the Internal Revenue Code and, if so limited, a participant may elect to make up the difference through an additional voluntary non-tax-deferred cash contribution.

A participant earning annually more than \$64,245, \$62,345 and \$60,535, for the years ended December 31, 1993, 1992 and 1991, respectively, may be limited to voluntary contributions to the Plan of less than $6 \%$ due to requirements by Section $401(k)$ of the Internal Revenue Code based on the current levels of participant voluntary contributions.

Vesting

A participant is fully and immediately vested for voluntary and rollover contributions. A summary of vesting percentages in the Employers' contributions follows:

Years of Vested Service

## Percentage

---------
Less than 3 years $0 \%$
3 years 20
4 years
5 years
40
6 years $\quad 80$
7 years
100

## Payment Of Benefits

The full value of participants' accounts becomes payable upon retirement, disability, or death. Upon termination of employment for any other reason, participants' accounts, to the extent vested, become payable. Those participants with vested account balances greater than $\$ 3,500$ have the option to leave their accounts invested in the Plan until age 65. All benefits shall be paid as a lump-sum distribution. Those participants holding greater than 100 shares of Employer Securities will be distributed in shares. Prior to the amendment effective April 1, 1992, participants had the option to receive cash in lieu of shares. Effective January 1, 1993, participants have the option to have their benefit paid directly to an eligible retirement plan specified by the participant.

A participant who is fully vested in his or her account and who has participated in the Plan for a least five years may obtain an in-service withdrawal from their account based on the percentage amounts designated by the Plan. A participant may also request a hardship distribution due to an immediate and heavy financial need based on the terms of the Plan.

Amounts Allocated Participants Withdrawn from the Plan

The vested portion of net assets available for plan benefits allocated to participants withdrawn from the plan as of December 31, 1993, is set forth below:

|  | Total | Limited Stock Fund | Fixed Income Fund | Indexed Fund | World Fund |
| :---: | :---: | :---: | :---: | :---: | :---: |
| December 31, 1993 | 746,868 | \$ 964,773 | ,332,112 | \$ 280,308 | \$ 169, |

Forfeitures are used to reduce the Employers' required contributions. In 1993, 1992 and 1991, forfeitures utilized amounted to \$2,362,621, \$2,937,347 and \$2,065,217, respectively.

Expenses and Unallocated Earnings

Administrative expenses of the Plan may be paid from the Plan unless the Employers elect to pay such expenses. Prior to July 1, 1992, expenses of the Plan were paid by the Employers. Since July 1, 1992, the Plan has been paying these expenses from earnings not allocated to participants' accounts. Unallocated earnings being held as of December 31, 1993 and 1992 are set forth below:

|  | Total | Limited <br> Stock <br> Fund | Fixed <br> Income Fund | Indexed Fund $\qquad$ | World Fund |
| :---: | :---: | :---: | :---: | :---: | :---: |
| December 31, 1993 | \$974, 367 | \$402, 278 | \$289, 298 | \$149, 361 | \$133,430 |
| December 31, 1992 | \$279, 153 | \$ 93, 288 | \$ 51, 649 | \$ 67, 801 | \$ 66,415 |

## Tax Determination

The Plan obtained its latest determination letter on June 26, 1991, in which the Internal Revenue Service stated that the Plan, as amended and restated July 1, 1990, was in compliance with the applicable requirements of the Internal Revenue Code. The Plan has been amended subsequent to July 1, 1990, but no request for a new determination letter has been made. However, the Employers and the Plan's tax counsel believe that the Plan is currently designed and being operated in compliance with the applicable requirements of the Internal Revenue Code. Therefore, they believe that the Plan was qualified and the related trust was tax exempt as of the financial statement date. Accordingly, the following Federal income tax rules will apply to the Plan:

Voluntary tax-deferred contributions made under the Plan by a participant and contributions made by the Employers to participant accounts are generally not taxable until such amounts are distributed.

The participants are not subject to Federal income tax on interest, dividends, or gains in their particular accounts until distributed.

The foregoing is only a brief summary of certain tax implications and applies only to Federal tax regulations currently in effect.
(2) SUMMARY OF ACCOUNTING POLICIES

The Plan's financial statements are prepared on the accrual basis of accounting. Assets of the Plan are valued at fair value. If available, quoted market prices are used to value investments. The amounts for investments that have no quoted market price are shown at their estimated fair value, which is determined based on yields equivalent for such securities or for securities of comparable maturity, quality, and type as obtained from market makers. Guaranteed investment contracts issued by insurance companies are valued at contract value. Contract value represents contributions made under the contract, plus interest at the contract rate, less Plan withdrawals and administration expenses charged by the insurance companies. Master trusts are valued at the total fair value of the investments held by the master trust.

Realized gains or losses on the distribution or sale of securities represent the difference between the average cost of such securities held and the fair value on the date of distribution or sale.

Net unrealized appreciation, equal to the difference between cost and fair value of all investments held at the applicable valuation dates, is recognized in determining the value of each fund. The unrealized appreciation as of December 31, 1993, 1992 and 1991 follows:

|  | Unrealized Appreciation |  |  |  |  |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | Total | Limited Stock Fund |  | Fixed Income Fund |  | Indexed Fund |  | World Fund |  |  |
| December 31, 1993 | \$ 50, 241,889 | \$ 48,376,318 | \$ | - | \$ | 1,598,430 | \$ | 267,141 | \$ | - |
| December 31, 1992 | \$119, 696, 266 | \$117, 914,976 | \$ | - | \$ | 1,040,860 | \$ | 740,430 | \$ | - |
| December 31, 1991 | \$116, 927,475 | \$115, 270,437 | \$ | - | \$ | - | \$ | - | \$ | 7,038 |

The following is a summary of the net gain on securities sold during the periods ended December 31, 1993, 1992 and 1991:

|  | Total | Limited <br> Stock <br> Fund | Fixed Income Fund | Indexed Fund | World Fund |
| :---: | :---: | :---: | :---: | :---: | :---: |
| Period Ended |  |  |  |  |  |
| December 31, 1993 |  |  |  |  |  |
| Proceeds | \$47, 420, 114 | \$ 4,627, 603 | \$29,287,560 | \$7,187,529 | \$6,317, 422 |
| Cost | 43,346,137 | 1,260,434 | 29,287,560 | 6,550,603 | 6,247,540 |
| Net Realized Gain | \$ 4, 073,977 | \$ 3, 367,169 | \$ | \$ 636,926 | \$ 69,882 |
| Period Ended |  |  |  |  |  |
| December 31, 1992 |  |  |  |  |  |
| Proceeds | \$33, 651, 152 | \$17, 863,464 | \$13, 045, 550 | \$1, 662,911 | \$1, 079, 227 |
| Cost | 18, 926,743 | 3,242,034 | 13,045,550 | 1,586,632 | 1,052,527 |
| Net Realized Gain | \$14, 724, 409 | \$14, 621, 430 | \$ | \$ 76,279 | \$ 26,700 |
| Period Ended |  |  |  |  |  |
| December 31, 1991 |  |  |  |  |  |
| Proceeds | \$ 2, 328, 032 | \$ 2,328, 032 | \$ | \$ | \$ |
| Cost | 135,935 | 135,935 | - | - | - |
| Net Realized Gain | \$ 2, 192,097 | \$ 2, 192, 097 | \$ | \$ | \$ |

Contributions under the Plan are invested in one of four investment funds: (1) The Limited Stock Fund, consisting of common stock of The Limited, Inc., a Delaware corporation (the "Issuer") and parent company of the Employers, (2) the Fixed Income Fund, which is invested in the Vanguard Investment Contract Trust and other guaranteed investment contracts issued by insurance companies, (3) the Indexed Fund, which is invested in the Vanguard Indexed Fund, and (4) the World Fund, which is invested in the Vanguard World Fund.

Prior to April 1, 1992, the Fixed Fund was invested through a master trust consisting of guaranteed investment contracts issued by insurance companies and the Plan provided for a Balanced Fund, which was invested through a master trust consisting of stocks, bonds, notes, investment contracts, cash and cash equivalents. Effective April 1, 1992, the Balanced Fund was eliminated as an investment election when the Indexed and World Funds were offered.

Participants' voluntary and Employers' contributions may be invested in any one or more of the funds, at the election of the participant. There are 6,824 participants in the Limited Stock Fund, 14,351 in the Fixed Income Fund, 3,524 in the Indexed Fund, and 3,151 in the World Fund at December 31, 1993.

The Balanced Fund was held in The Limited, Inc. Balanced Fund Master Trust (the "Balanced Fund Trust") along with other balanced funds of other employee benefit plans of the Employers' affiliates. Effective April 1, 1992, the Balanced Fund Trust was terminated with the assets being sold and cash distributed to the participating plans. The Plan's participation in the Balanced Fund Trust assets was based on fair value and monthly earnings in the Balanced Fund Trust were allocated based on the respective Plan's investment as of the 15 th of the month.

The Fixed Income Fund was held in The Limited Fixed Income Fund Master Trust (the "Fixed Income Fund Trust") along with other fixed income funds of other employee benefit plans of the Employers' affiliates. Effective April 1, 1992, the Fixed Income Fund Trust was terminated and the assets distributed to the respective participating plans. The Plan's participation in the Fixed Income Fund Trust assets was based on fair value and monthly earnings in the Fixed Income Fund Trust were allocated based on the respective Plan's investment as of the 15th of the month in each of the investment pools within the Fixed Income Fund Trust.
(4) PLAN ADMINISTRATION

The Plan is administered by a Committee, the members of which are appointed by the Board of Directors of the Employers.
(5) PLAN TERMINATION

Although the Employers have not expressed any intent, the Employers have the right under the Plan to discontinue their contributions at any time. The Limited, Inc. has the right any time, by action of its Board of Directors, to terminate the Plan subject to provisions of ERISA. Upon Plan termination or partial termination, participants will become fully vested in their accounts.

