# CASUAL MALE retail group inc.

### Generating Value on the Road to DestinationXL®

Investor Presentation October 2012

### Safe Harbor

Certain information contained in this presentation, including, but not limited to, cash flows, operating margins, store counts, earnings expectations for fiscal 2012 and estimates through fiscal 2016, constitute forward-looking statements under the federal securities laws. The discussion of forward-looking information requires management of the Company to make certain estimates and assumptions regarding the Company's strategic direction and the effect of such plans on the Company's financial results. Such forward-looking statements are subject to various risks and uncertainties that could cause actual results to differ materially from those indicated. Such risks and uncertainties may include, but are not limited to: the failure to implement the Company's business plan for increased profitability and growth in the Company's retail stores sales and direct-to-consumer business, the failure to achieve improvement in the Company's competitive position, changes in or miscalculation of fashion trends, extreme or unseasonable weather conditions, economic downturns, a weakness in overall consumer demand, trade and security restrictions and political or financial instability in countries where goods are manufactured, increases in raw material costs from inflation and other factors, the interruption of merchandise flow from the Company's distribution facility, competitive pressures, and the adverse effects of natural disasters, war, acts of terrorism or threats of either, or other armed conflict, on the United States and international economies. These, and other risks and uncertainties, are detailed in the Company's Annual Report on Form 10-K filed with the Securities and Exchange Commission for the fiscal year ended January 28, 2012 filed on March 16, 2012 and other Company filings with the Securities and Exchange Commission. Casual Male assumes no duty to update or revise its forward-looking statements even if experience or future changes make it clear that any projected results expressed or implied therein will not be realized.

## Who is Casual Male Retail Group?



Largest multi-channel specialty retailer in niche men's big and tall (B&T) market



Offering unique blend of wardrobe solutions

Private label & leading apparel name brands

### **CMRG** by the Numbers



## Who is Our Customer?





Males with a waist size 42" and greater (35M men in US).

Determined by physical characteristic, not demographic. Not dependent on age, income, race or nationality

Seeking greater selection in size. Values convenience, selection and fit over price.



# Attractive Big & Tall Segment

Men's B&T market annual sales approximately \$3.5 - \$4B	Current CMRG market share of ~ 11%
<b>B&amp;T men account for approximately 11% in U.S.</b>	Growing at nearly twice the rate of the regular size men's apparel market
<b>B&amp;T</b> consumers shop 50% more for apparel on the Internet than regular size consumers	New CMRG marketing strategy focuses on direct sales through digital platforms
Highly fragmented market	Opportunity to take share by offering one-stop shop solution

## Why Invest in CMRG?

Accelerated conversion to DXL concept creates compelling investment opportunity	Leader in large and growing B&T market
Strong gross margins; Ability to greatly improve operating margins	Three-year \$150M investment in DXL rollout to be funded by free cash flow, including use of \$47 million in tax benefits
Significant market share/sales growth opportunity	Strong, debt-free balance sheet

### **Our Current Casual Male XL Stores**



## What Our Customer Wants



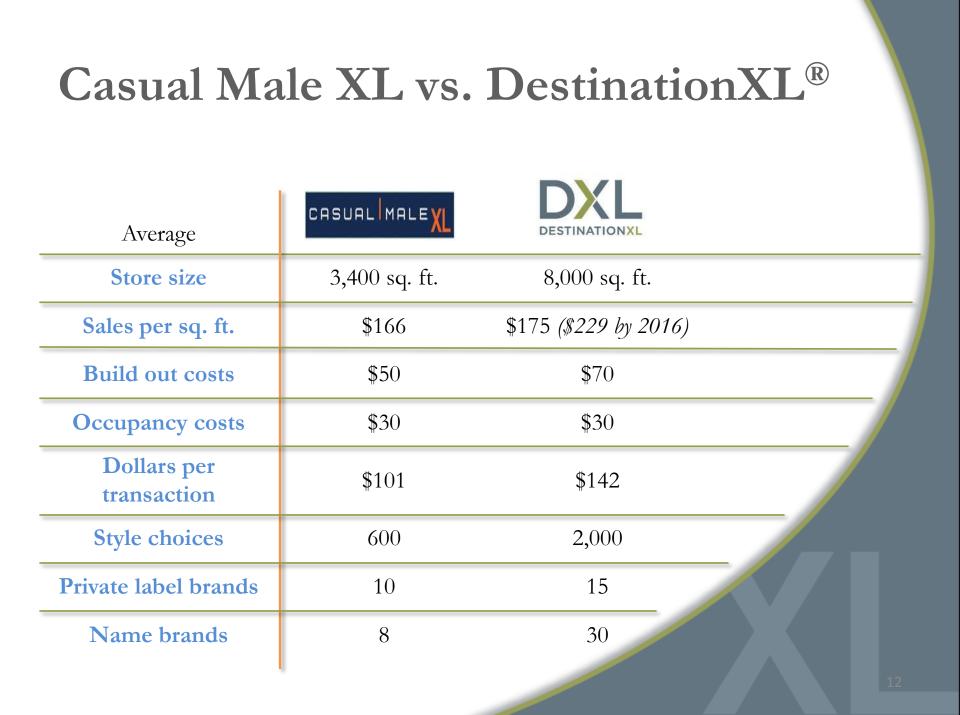
# Responding with Destination $XL^{\mathbb{R}}$



### Market Consolidation to DXL



Customers are willing to drive up to 20 miles



## Large Selection of Name Brands



MICHAEL KORS



NAUTICA



## Calvin Klein

JOHNSTON & MURPHY







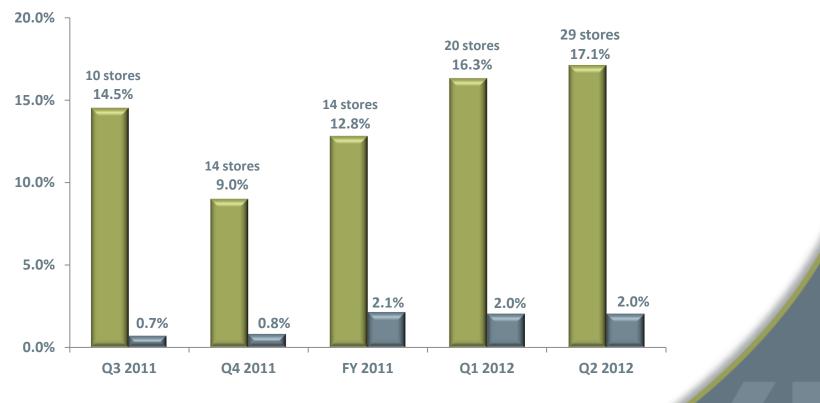








### **DXL Comps Reflect Growth Opportunity**



**DXL Comparables** 

Total CMRG Comparables\*

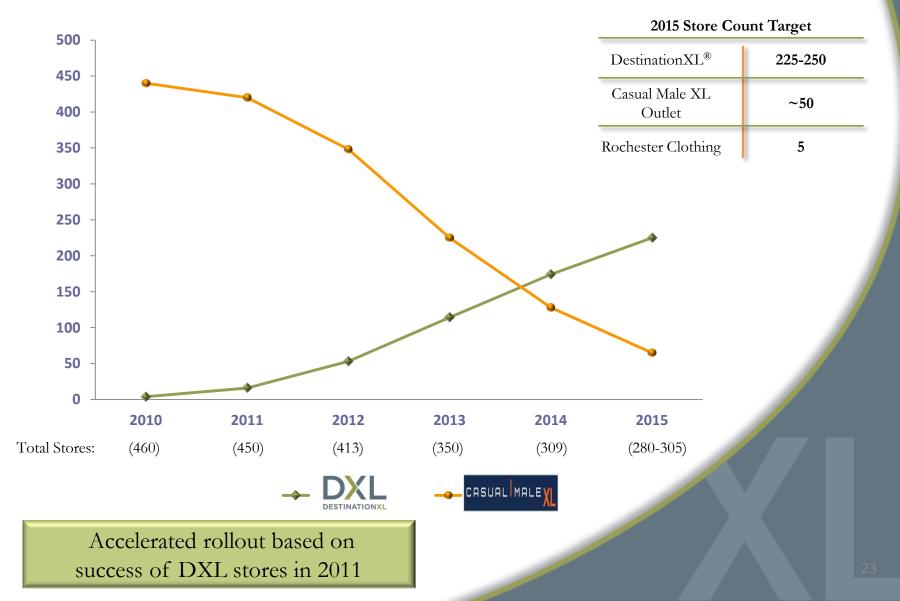
# **Comparable Sales Definition**

- Comparable sales for all periods include retail stores that have been open for at least one full fiscal year.
- Stores that have been remodeled, expanded or re-located during the period also are included in determination of comparable sales.
- Most DXL stores are considered relocations and comparable to all closed stores in each respective market area.
- Direct businesses are included in the calculation since CMRG is a multi-channel retailer.

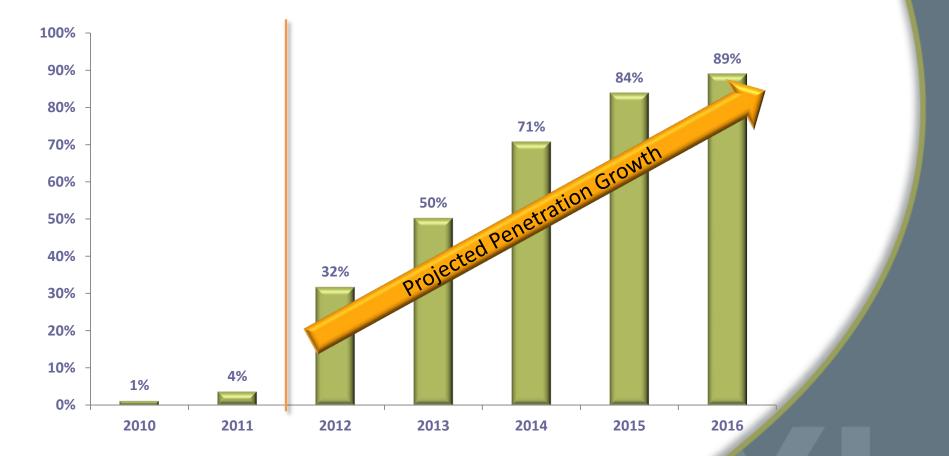
# **Compelling DXL Returns**

Expect greater store productivity and profitability	Better leveraging of expenses occupancy, labor productivity and local/district management
Projecting higher 4-wall profits than combined profits of individual stores	Targeting between 25%-30% store operating margin
Potential to capture additional market share	Attract new customers Better cross-selling environment to capture greater share of apparel wallet from existing customers
Opportunity to improve operating margins	Expect to significantly increase margins after the transition to DXL is complete

## **Accelerated DXL Openings**



### DXL Sales Increase as % of Total Revenue



\* DXL sales include direct sales via the DXL website.

# Accelerated Rollout of DXL

#### 2012

Commence new marketing strategy

Open 35 DXL stores / Close 70 CMXL stores

Operating margins in the range of 4% - 5%

CapEx expected to be **\$35M** 

#### 2013

Open 60 DXL stores / Close 120 CMXL stores

Operating margins in the range of 4% - 5%

Lease exit and asset impairment charges in the range of  $\$8-\$12M^*$ 

CapEx expected to peak at \$45M

#### 2014

Open 60 DXL stores / Close 100 CMXL stores

Operating margins in the range of 5% - 6%

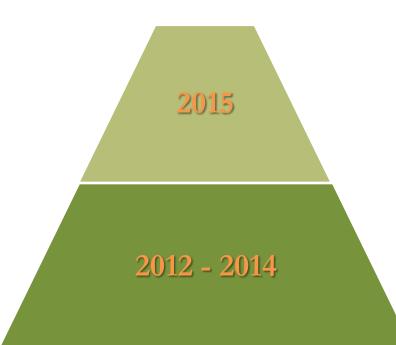
Lease exit and asset impairment charges in the range of **\$5-\$7M**\*

CapEx expected to be **\$40M** 

### 2012 - 2014

\* Net of subleases

### **Accelerated Rollout of DXL**



#### 2015

Complete rollout with **225 - 250** opened DXL stores and Closure of remaining **60** Casual Male XL anchor stores

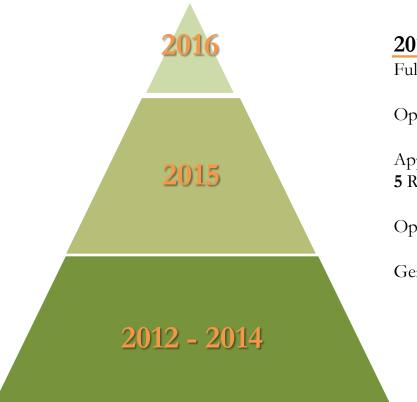
Operating margins gain traction and increase to 8% - 9% (from 4.2% in '11)

CapEx expected to be approximately **\$35M** 

Lease exit and asset impairment charges in the range of **\$2-\$4M**\*

\* Net of subleases

### **Accelerated Rollout of DXL**



#### 2016

Full benefit of DXL concept drives revenue **>\$600M** 

Open average of **10** DXL stores per year

Approximately 50 CMXL outlet stores and 5 Rochester Clothing stores remain open

Operating margins >10%

Generating free cash flow in the range of **\$55 - \$65M** 

### **Increased Awareness = Opportunity**

DXL Customer Purchase Funnel\*

A	Addressable Population	DXL's addressable market is primarily men with over 40" waist
17%	Aware of DXL	Awareness of DXL is low across its markets, directly impacting ability to attract new customers
8%	Visiting DXL	Of those aware of DXL, only 8% are visiting the store
73%	Purchasing from DXL	73% of those that visit the store make a purchase
89	% Repeat	89% of those that make a purchase intend to return

\*Based on consumers' stated responses per L.E.K's survey within DXL markets Source: L.E.K analysis

# Raising DestinationXL<sup>®</sup> Awareness

Launched DestinationXL	Engaged
rebranding initiative	advertising firm
Hired Chief Marketing	Identified
Officer in June 2012	target customers
Began developing	Developed balanced
marketing strategy	marketing budget

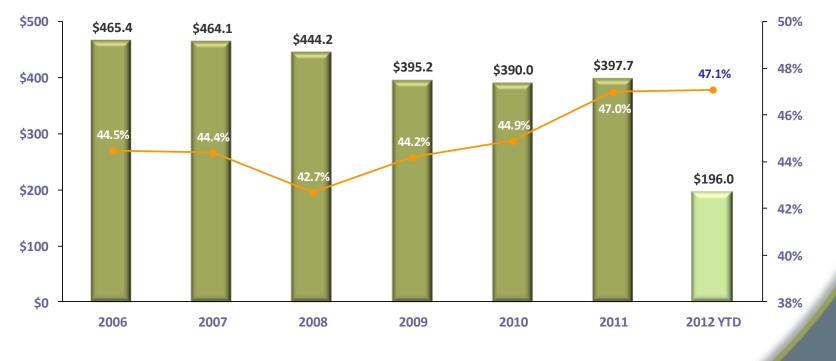
# **Opportunity to Grow Market Share**

- Capture greater wallet share with DXL concept
  - Expansive selection blending private label/name brand apparel
  - Appealing shopping environment
  - Opportunity to grow clothing business with more complete solution
- Attract a broader customer audience with one-stop-shop
- Target "end-of-rack" customers
  - 42"-46" waist size
  - Younger than traditional Casual Male customer
  - 65% of B&T market / 20% of current sales
  - Adding regular XL/XLT size in 2013
- Paradigm shift in marketing improves awareness
- Improve direct business with new website

# **Financial Performance**

### Sales and Gross Margin

Revenue (\$ mm)



Revenue ---- Gross Margin

Strong gross margins provide opportunity for significant sales leverage

# **Operating Margin & Comparable Sales**



\* Before impairment charge of \$23.1m

15% 9.0% 10% 4.4% 4.5% 5% 2.0% 1.5% 2.0% 2.1% 0% (1.3)% (5%) (10%) (10.8)% (15%) 2012 2004 2005 2006 2007 2008 2009 2010 2011 YTD

**CMRG Historical Annual Comp Sales** 

Focus on improving operating margins through greater DXL sales

### Strict Expense Management

(\$ mm) \$200 45.0% \$178.1 \$178.1 \$168.8 \$154.8 \$151.0 42.0% \$151.9 \$150.9 \$150 42.7% 39.0% 38.9% 38.5% 38.4% 38.3% \$100 38.2% \$75.4 36.0% 36.7% 36.0% \$50 33.0% \$34.4 \$34.1 \$30.9 \$28.6 \$8.2 \$19.1 \$19.0 \$19.6 **\$0** 30.0% 2005 2006 2007 2010 2011 2012 YTD 2008 2009

Total SG&A

Marketing Expense

----SG&A as a Percentage of Sales

### Strong Debt-Free Balance Sheet

	2007	2008	2009	2010	2011	Q2 2012
Inventory	\$117.8M	\$98.6M	\$90.0M	\$92.9M	\$104.2M	\$103.6M
Borrowing under revolver	\$41.0M	\$38.7M	\$3.5M	<b>\$</b> 0	<b>\$</b> 0	\$0
Cash on hand	<b>\$</b> 0	\$0	<b>\$</b> 0	\$4.1M	\$10.4M	\$9.8M
Fixed term loan	\$17.3M	\$12.5M	\$7.6M	\$0	<b>\$</b> 0	\$0

### Free Cash Flow<sup>\*</sup> and CapEx





Free Cash Flow ---- CAPEX

\*Free cash flow is defined as cash flow from operating activities, less capital expenditures and discretionary store asset acquisitions.

# Why Invest in CMRG?

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  - Investment to be funded by operating cash flow
- Leader in large and growing B&T market
- Strong gross margins
- Ability to greatly improve operating margins
- Three-year \$150M investment in DXL rollout to be funded by free cash flow, including use of \$47 million in tax benefits
- Significant market share/sales growth opportunity
  - Goal of increasing share from 11% to 17.5%-20% by 2015
  - Increasing DXL brand awareness
  - Expanding customers to include "end-of-rack"
  - Improving direct sales business
- Strong, debt-free balance sheet

### For additional information:

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