

# Investor Presentation September 2013

# SAFE HARBOR

Certain information contained in this presentation, including, but not limited to, sales, cash flows, operating margins and store counts for fiscal 2013 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 February 2, 2013 filed on March 15, 2013 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 DESTINATION XL GROUP?



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



Offers unique blend of wardrobe solutions – Private label & leading apparel name brands



WELCOME to a BETTER WORLD OF MENSWEAR. WELCOME to BRANDS & LOVE. WELCOME to TODAY'S STYLES & LOOKS.

WELCOME TO CLOTHES THAT FIT RIGHT

# WELCOME TO EXPERT ADVICE.

**TO** *looking* **GREAT** WELCOME TO DestinationXL.

··· Big on being better. ···

# **DXLG BY THE NUMBERS**

80% RETAIL



20% DIRECT

1.5M ACTIVE CUSTOMERS



90% ENROLLED IN LOYALTY PROGRAM

388 RETAIL STORES



85% HIGHEST RATED RETAILER IN 2011 CSI SURVEY



6 BRANDS















# WHO IS OUR CUSTOMER?

Males with a waist size 40" and greater (40M men)

> Determined by physical characteristic, not demographic

Seeking greater selection in size Not dependent on age, income, race or nationality

Values convenience, selection and fit over price



# WHAT OUR CUSTOMERS WANT

















# **RESPONDING WITH DESTINATION XL**

**2010**Opened 4 DXL concept stores



**2012**Opened 32 DXL stores





**2011**Opened 12 DXL stores



**2013** Expect to open 55-58 stores



Opportunity for accelerated growth and profitability













# LARGE SELECTION OF NAME BRANDS











# MICHAEL KORS













# CASUAL MALE XL vs. DESTINATION XL

	CASUALIMALEXL	DESTINATION XL <sup>M</sup>		
Store size	3,600 sq. ft.	8,400 sq. ft.		
Sales per sq. ft.	\$172	\$147 (\$230 by 2016)		
Build out costs	\$50	\$70		
Occupancy costs	\$30	\$30		
Dollars per transaction	\$102	\$150		
Style choices	600	2,000		
Private label brands	10	15		
Name brands	8	30		

\*Average store

16



# MARKET CONSOLIDATION TO DXL





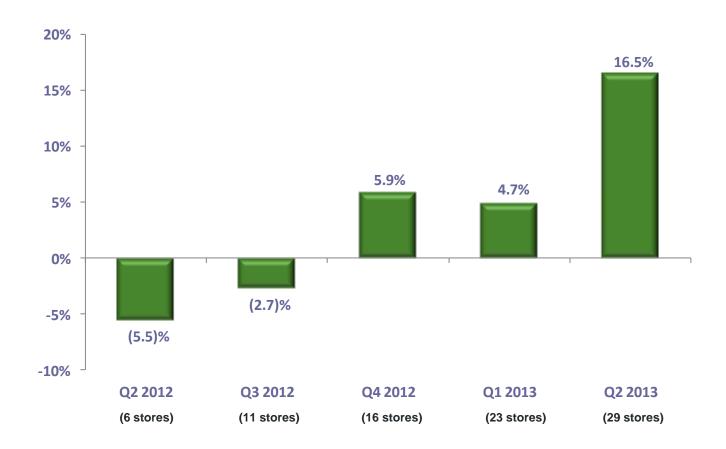
# DXL COMPS REFLECT GROWTH OPPORTUNITY



\*Total DXLG Comparables consist of all stores, including DXL stores and direct channel



# **COMPARABLE SALES FOR DXL OPEN > 1 YEAR**



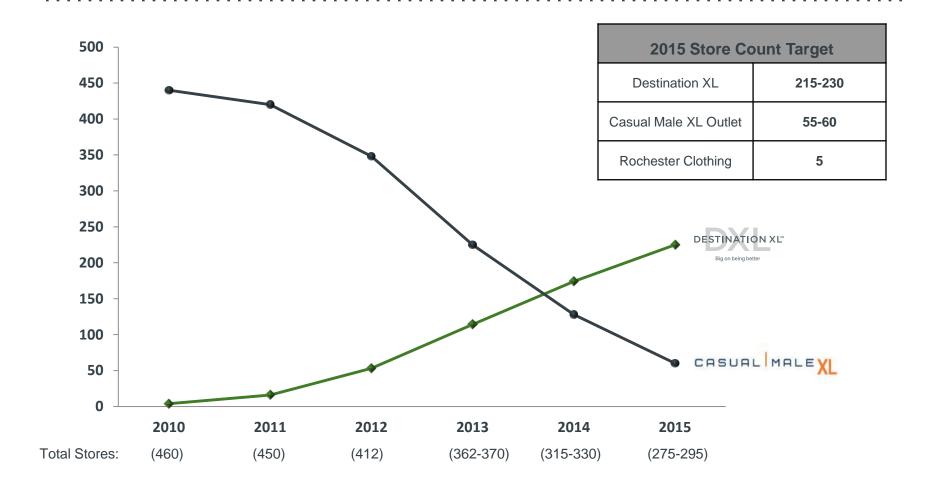


# **COMPELLING DXL RETURNS**

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 increase margins significantly after the transition to DXL is complete		



# **ACCELERATED DXL OPENINGS**



Accelerated rollout based on success of DXL stores in 2011



# DXL SALES INCREASE AS % OF TOTAL REVENUE

100% 89% 90% 84% 80% Projected Penetration Growth 70% 60% 50% 44% 40% 28% 30% 20% 10% 5% 1% 0% 2010 2011 2012 2013 2014 2015 2016

<sup>\*</sup> DXL sales include direct sales via the DestinationXL.com website.



# ACCELERATED ROLLOUT OF DXL

#### 2012

- Opened 32 DXL stores / Closed 70 stores
- Operating margins were approximately 3.5%
- Cap Ex was \$32.4M

#### Fiscal 2013 YTD

- Opened 17 DXL stores / Closed 40 stores
- Sales of **\$191.2M**
- Operating margins were approximately breakeven
- Cap Ex was \$21.1M

- Open 65 DXL stores / Close 100-110 stores
- Annual sales growth of ~ 10% 15%
- Expected net borrowing level of \$15 \$20M at year end
- Lease exit and asset impairment charges in the range of \$3-\$4M<sup>1</sup>
- Operating margins of ~ 3% 4%
- Cap Ex expected to be \$45M<sup>2</sup>



- 1. Net of sublease
- 2. Net of expected tenant allowances



# ACCELERATED ROLLOUT OF DXL

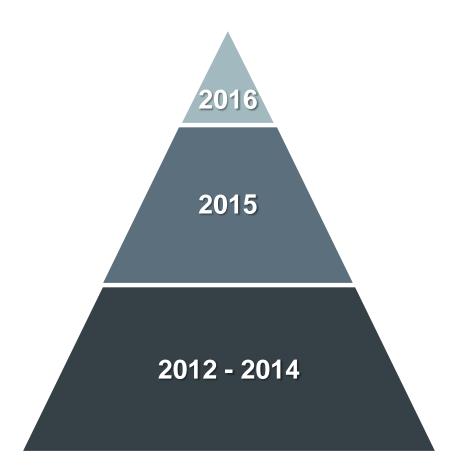
# 2015

- Complete rollout with 215 230 opened DXL stores and Closure of remaining 63 Casual Male XL anchor stores
- Annual sales growth of ~10% 15%
- Operating margins gain traction and increase to ~8% (from 4.2% in '11)
- Expected ending cash balance of \$5 \$10M
- Cap Ex expected to be approximately \$38M<sup>2</sup>
- Lease exit and asset impairment charges in the range of \$2-\$3M¹

- 1. Net of sublease
- 2. Net of expected tenant allowances



# ACCELERATED ROLLOUT OF DXL



#### 2015

- Complete rollout with **215 230** opened DXL stores and Closure of remaining **63** Casual Male XL anchor stores
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- Full benefit of DXL concept drives revenue >\$600M
- Open average of 10 DXL stores per year
- Operating margins >10%
- Generating free cash flow in the range of \$60 \$70M

- 1. Net of sublease
- 2. Net of expected tenant allowances



# INCREASED AWARENESS = OPPORTUNITY

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



# OPPORTUNITY TO GROW MARKET SHARE

Addressable Market = 40M Customers

1.5M Currently Active Customers

**Goal = Grow Customers by 40% Over 3 Years** 

Capture greater wallet share with DXL concept

Attract broader customer audience with one-stop-shop

Target "end-of-rack" customers

Paradigm shift in marketing improves awareness

Grow direct business with new website



# DXL ADVERTISING CAMPAIGN

- Combination of TV, radio & digital support
- Built stronger brand to attract and serve customers
- Results demonstrate ability to grow market share

#### **Spring Flight (May 5 to June 14)**

- Increased market awareness from 13% to 18%
- Transaction size increased 23%
- New customers grew by 26.1%
- Traffic increased 7.5%
- "End-of-rack" customer base grew to 40.5%
- Web traffic increased 80%

#### Fall Flight (Early Sept - Mid Nov)

- Broadening to include network television adbuy to supplement national cable presence
- Eliminating catalog distribution; introducing smaller 16-page brand mailers to announce seasonal offerings
- Reallocating \$2 million of marketing dollars to fall advertising campaign
- Added additional week to duration of campaign

# **DXL ADVERTISING CAMPAIGN**

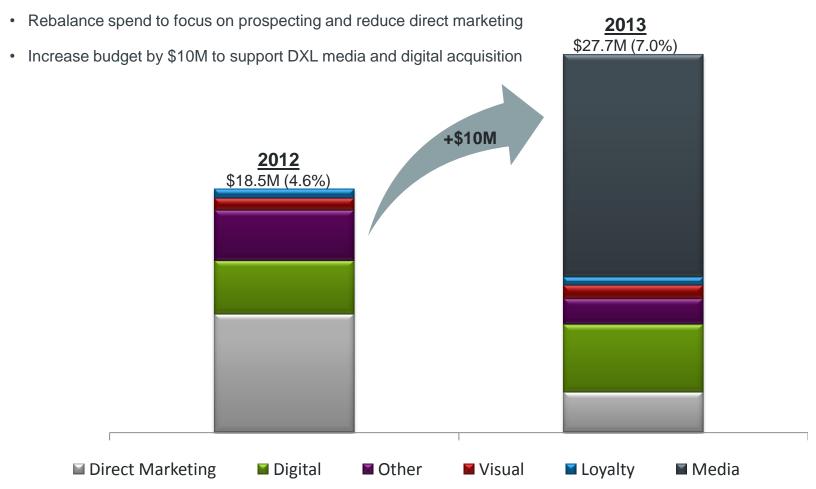
# Marketing to Customers in "No Man's Land"





# **2013 MARKETING SPEND**

• Strategically increase marketing spend as percent of sales from 4.5% to 7.0%







# FINANCIAL PERFORMANCE

# YTD 2013 RESULTS THROUGH Q2

- DXL stores comparable sales increased 23.7% and represented 24.3% of total comparable retail sales
- Comp sales for Casual Male XL and Rochester Clothing stores increased 1.2%
- Overall comparable retail sales increased 1.7% and total sales were \$191.2M
- U.S. direct e-commerce sales decreased 1.1%
- Loss from continuing operations was (\$0.5) million, or (\$0.01) per diluted share



# **SALES & GROSS MARGIN**

#### Revenue (\$MM)



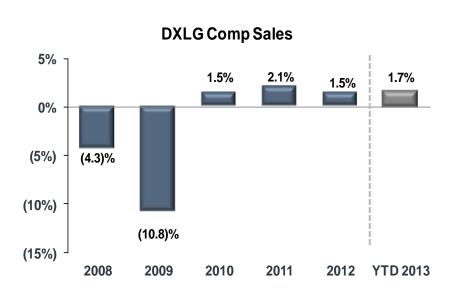
Strong gross margins provide opportunity for significant sales leverage



## **OPERATING MARGIN & COMPARABLE SALES**

(continuing operations)





Focus on improving operating margins through greater DXL sales



<sup>\*</sup> Before impairment charge of \$23.1M

# STRICT EXPENSE MANAGEMENT

(\$ mm) \$200 45% \$177.3 \$156.4 42% \$149.2 \$148.4 \$152.0 \$150 42.7% 39% 39.9% 39.1% \$81.6 \$100 38.4% 37.9% 37.9% 36% \$50 33% \$34.1 \$19.1 \$19.6 \$19.0 \$18.5 \$12.6 \$0 30% 2008 2009 2010 2011 2012 YTD 2013 Marketing Expense Total SG&A SG&A as a Percentage of Sales

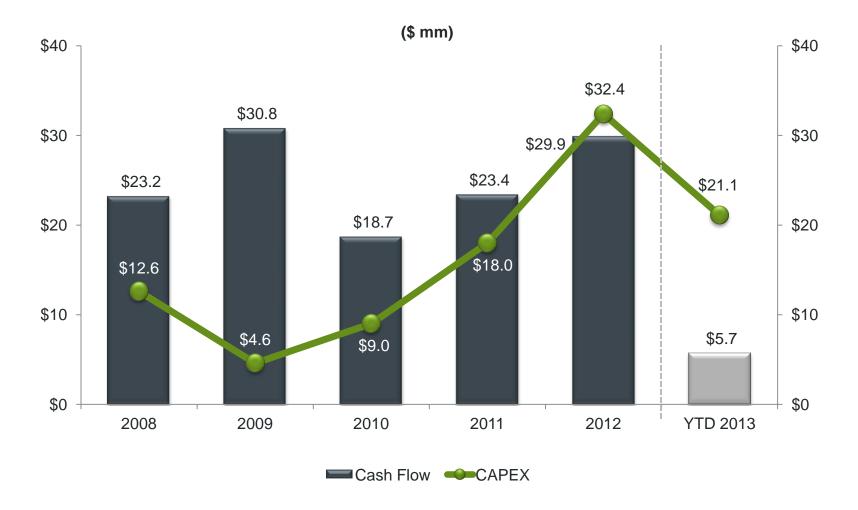


# STRONG BALANCE SHEET

	2008	2009	2010	2011	2012	FY 2013 Forecast
Inventory	\$98.6M	\$90.0M	\$92.9M	\$104.2M	\$104.2M	\$102M
Net borrowings under revolver	\$38.7M	\$3.5M	\$0	\$0	\$0	\$10 - \$15M
Cash on hand	\$5.0	\$4.3	\$4.1M	\$10.4M	\$8.2M	<i>\$0</i>
Fixed term loan	\$12.5M	\$7.6M	\$0	\$0	\$0	<i>\$0</i>



# **CASH FLOW & CAPITAL EXPENDITURES**





## WHY INVEST IN DXLG?

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 primarily by free cash flow and deferred tax benefits

Significant market share/sales growth opportunity

Strong balance sheet with borrowing capacity



# FOR ADDITIONAL INFORMATION:

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