

# ICR Conference January 2019

#### Safe Harbor Statement

This presentation does not constitute an offer or invitation for the sale or purchase of securities and has been prepared solely for informational purposes. This presentation contains forward-looking statements within the meaning of the U.S. Private Securities Litigation Reform Act of 1995 that are subject to risks and uncertainties. All statements other than statements of historical fact included in this presentation are forward-looking statements. Forward-looking statements give our current expectations and projections relating to our financial condition, results of operations, plans, objectives, future performance and business. You can identify forwardlooking statements by the fact that they do not relate strictly to historical or current facts. These statements may include words such as "aim." "anticipate." "estimate." "expect." "project." "plan." "intend." "believe." "will." "may," "could," "continue," and other words and terms of similar meaning in connection with any discussion of the timing or nature of future operating or financial performance or other events but not all forward-looking statements contain these identifying words. These forward-looking statements are based on assumptions regarding our business, the economy, and other future conditions that we have made in light of our industry experience and on our perceptions of historical trends, current conditions, expected future developments and other factors we believe are appropriate under the circumstances. As you consider this presentation, you should understand that these statements are not guarantees of performance or results. They involve risks, uncertainties (some of which are beyond our control) and assumptions. These risks, uncertainties and assumptions include, but are not limited to, the following: regional, national or global political, economic, business, competitive, market and regulatory conditions including pending tax legislation and the following: our failure to adequately procure and manage our inventory or anticipate consumer demand; changes in consumer confidence and spending; risks associated with intense competition; our failure to open new profitable stores, or successfully enter new markets, on a timely basis or at all; our failure to hire and retain key personnel and other qualified personnel; our inability to obtain favorable lease terms for our properties; the loss of, or disruption in the operations of, our centralized distribution centers; fluctuations in comparable store sales and results of operations, including on a quarterly basis; risks associated with our lack of operations in the growing online retail marketolace; our inability to successfully implement our marketing, advertising and promotional efforts: the seasonal nature of our business: the risks associated with doing business with international manufacturers; risks associated with the timely and effective deployment and protection of computer and electronic systems; changes in government regulations, procedures and requirements; and our ability to service our indebtedness and to comply with our financial covenants together with the other factors set forth under "Risk Factors" in our filings with the United States Securities and Exchange Commission ("SEC"). Any forward-looking statement made by us in this press release speaks only as of the date on which it is made. Factors or events that could cause our actual results to differ may emerge from time to time, and it is not possible for us to predict all of them. Ollie's undertakes no obligation to publicly update or revise any forward-looking statement, whether as a result of new information, future developments or otherwise, except as may be required by law. You are advised, however, to consult any further disclosures we make on related subjects in our public announcements and SEC filings.

Because of these factors, we caution that you should not place undue reliance on any of our forward-looking statements. New risks and uncertainties arise from time to time, and it is impossible for us to predict those events or how they may affect us. Furthermore, any forward-looking statement speaks only as of the date on which it is made.

Market data and industry information used throughout this presentation are based on management's knowledge of the industry and the good faith estimates of management. We also relied, to the extent available, upon management's review of independent industry surveys, forecasts and publications, other publications, other publication prepared by a number of third party sources. All of the market data and industry information used in this presentation involves a number of assumptions and limitations which we believe to be reasonable, and you are cautioned not to give undue weight to such estimates. Although we believe that these sources are reliable, we cannot guarantee the accuracy or completeness of this information, and we have not independently verified this information. While we believe the estimated market position, market opportunity and market size information included in this presentation are generally reliable, such information, which is derived in part from management's estimates and beliefs, is inherently uncertain and imprecise. Projections, assumptions and estimates of our future performance and the future performance of the industry in which we operate are subject to a high degree of uncertainty and risk due to a variety of factors, including those described above. These and other factors could cause results to differ materially from those expressed in our estimates and beliefs and in the estimates prepared by independent parties.

We present EBITDA, Adjusted EBITDA, Adjusted Net Income and Adjusted Net Income per Diluted Share to help us describe our operating and financial performance. These are non-GAAP financial measures commonly used in our industry and have certain limitations and should not be construed as alternatives to net income and other income data measures (as determined in accordance with generally accepted accounting principles in the United States, or GAAP), or as better indicators of operating performance. We have included these non-GAAP measures because they are key measure used by management and the board of directors to evaluate operating performance and the effectiveness of our business strategies and make budgeting decisions. Management believes it is useful to investors and analysts to evaluate this non-GAAP measure on the same basis as management uses to evaluate our operating results. We believe that excluding items that may not be indicative of, or are unrelated to, its core operating results and that may vary in frequency or magnitude from Net income per diluted share, enhances the comparability of our results and provides a better baseline for analyzing trends in our business. Non-GAAP financial measures should be viewed as supplementing, and not as an alternative or substitute for, our financial results prepared in accordance with GAAP. EBITDA, Adjusted BEITDA, Adjusted Net Income, and Adjusted Net Income per Diluted share as defined by unsmay not be comparable to similar non-GAAP measures presented by other companies. Our presentation of such measures should not be construed as an inference that our future results will be unaffected by unusual or non-recurring items. See the footnotes on pages 17 and 18 of this presentation for a discussion of actual and forecast Adjusted Net Income and Adjusted Net Income per diluted share as well as our Financial results press release issued on September 5, 2018 and filed with the SEC on Form 8-K for a reconciliation of actual Adjusted Net Income and Adjusted Net Income pe

We operate on a fiscal calendar used in the retail industry which results in a given fiscal year consisting of a 52- or 53-week period ending on the Saturday closest to January 31 of the following year. Prior to fiscal year 2012, we operated on a fiscal calendar which resulted in a given fiscal year consisting of a 52- or 53-week period ending on the Saturday closest to December 31 of that year. In addition, due to our acquisition by affiliates of CCMP Capital Advisors LP (collectively referred to as "CCMP") in 2012, we report the period from January 1, 2012 through September 28, 2012 as the "predecessor period 2012" and the period from September 29, 2012 through February 2, 2013 as the "successor period 2012". Except as otherwise indicated, references to years or fiscal years for our Company refer to the reported fiscal year end date for that period.

As of July 30, 2016, the market value of our common stock that was held by non-affiliates exceeded \$700 million and, therefore, we no longer qualified as an emerging growth company ("EGC") within the meaning of Jumpstart Our Business Startups Act of 2012 for such status commencing January 28, 2017. As a large accelerated filer, we are now subject to certain disclosure requirements that are applicable to other public companies that were not applicable to us as an EGC, beginning with our Annual Report for the fiscal year ending January 28, 2017.

## **Management Presenters**

#### **Mark Butler**

Co-Founder, Chairman, President and Chief Executive Officer

## **John Swygert**

Executive Vice President and Chief Operating Officer

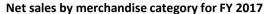
#### **Jay Stasz**

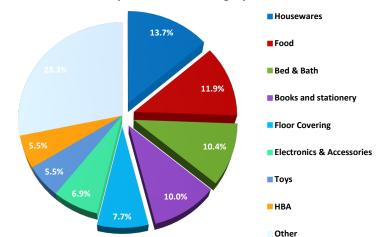
Senior Vice President and Chief Financial Officer

## **Company Overview**

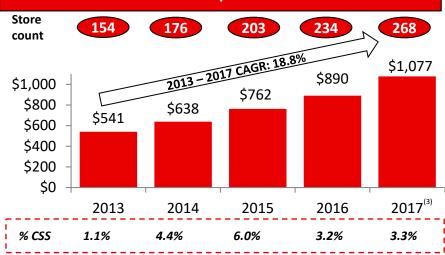
- □ Fast growing, extreme value retailer offering a broad selection of "Good Stuff Cheap"
- Founder-led management team with deeprooted company culture
- Treasure-hunt shopping experience
- Something for everyone, universal customer appeal
- □ 303<sup>(1)</sup> stores in 23 states
- Significant white space opportunity
  - 950<sup>(2)</sup> store national opportunity
- Infrastructure investments made to support growth

#### **Broad Selection of "Good Stuff Cheap"**





#### **Net Sales and Comparable Store Sales**



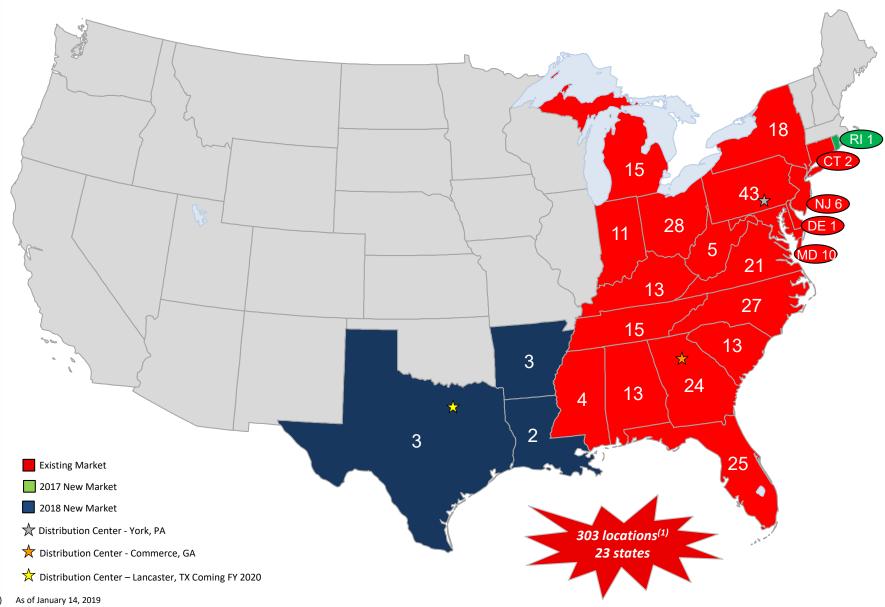
Note: Calculations of compound annual growth rate ("CAGR") from fiscal year 2013 to fiscal year 2017 presented herein are calculated beginning on February 1, 2014, the last day of fiscal year 2013, and ending on February 3, 2018, the last day of fiscal year 2017; % CSS reflects comparable store sales growth

As of January 14, 2019

<sup>2)</sup> Based on internal estimates and third party research conducted by Jeff Green Partners, a retail real estate feasibility consultant that provides market analysis and strategic planning and consulting services

<sup>) 2017</sup> includes a 53<sup>rd</sup> week

# **Store Count by State**



# **Significant Accomplishments**

- Positive comparable store sales delivered for the last 18 consecutive quarters
- Adjusted Net Income per diluted share has exceeded expectations each quarter since going public
- Added 117 new stores since IPO and opened 300<sup>th</sup> store
- ☐ Paid off term loan debt of \$200 million
- ☐ Obtained 18 former Toys R Us store locations
- Continue to build team:
  - Larry Kraus, CIO
  - Hired Ray Daugherty , SVP of Supply Chain
  - ☐ Hired several key buyers

		FY 2018 Outlook	FY 2017 <sup>(1)</sup>		
1	Net Sales	~ \$1,245 million (+17.5% vs FY 2017 on 52 week basis)	\$1,077 million (+19.1% on 52 week basis)		
	omparable tore Sales	~4.4% (against a +6.5% 2-year stack)	+3.3% (against a +9.2% 2-year stack)		

## **Formula For Success**

Highly experienced and disciplined teams

Tremendous white space opportunity

Strong and consistent store model built for growth



Extremely loyal "Ollie's Army" customer base

"Good Stuff Cheap"—Ever changing product assortment at drastically reduced prices

Distinctive brand and engaging shopping experience

Proven, fast growing extreme value retailer with strong and consistent financial performance and attractive new store return on investment

# Highly Experienced and Passionate Founder-led Management Team

Name	Title	Retail Experience	Ollie's Experience	Prior Experience
Mark Butler	Co-Founder, Chairman, President & Chief Executive Officer	41 Years	36 Years	CLUES Bargain "GOOD STUFF CHEAP"
John Swygert	EVP, Chief Operating Officer	26 Years	15 Years	Petco. Business Development
Jay Stasz	SVP, Chief Financial Officer	19 Years	3 Years	SPORTS AUTHORITY  SVP Finance & Accounting  Deloitte & Touche LLP Audit
Omar Segura	SVP of Store Operations	31 Years	5 Years	SPORTS AUTHORITY  Regional VP-Store Ops  Regional VP-Store Ops
Kevin McLain	SVP of Merchandising, General Merchandise Manager	30 Years	5 Years	WHOLESALES LINENS SVP-GMM/Hardlines Vice President
Howard Freedman	VP of Merchandising	43 Years	18 Years	Pfaltzgraff, President of Retail Division
Jerry Altland	VP of Real Estate	41 Years	33 Years	JORDACHE
Andre Dickemann	Chief Logistics Officer	27 Years	13 Years	SVP Director
Dan Haines	VP of Marketing & Advertising	12 Years	12 Years	Campbelli Marketing  HERSHEYS Brand Management
Rob Bertram	VP & General Counsel	5 Years	5 Years	SEAWANS  ATTORNEYS AT LAW Attorney  Attorney  STEVENS & LEE LAWFERS & CONSULTANTS  Wollace & Nurickate  Attorney  Attorney  Attorney
Kelly Costanza	SVP of Human Resources	17 Years	4 Years M	rue 21, EDMC VP Talent VP Talent VP Talent Management and HR VP of Recruiting and HR
Larry Kraus	Chief Information Officer	23 Years	2 Years	BONTON Manager Technical Systems  VP of Technology Services Engineer
Ray Daugherty	SVP of Supply Chain	20 Years	1 Year	VP Global Logistics Director of US Operations 8

## **Highly Experienced and Disciplined Merchant Team**

- Highly experienced team
  - □ 203<sup>(1)</sup> combined years of experience at Ollie's
  - □ Approximately 13<sup>(1)</sup> years of average experience at Ollie's
- Strong, well-established relationships
  - First call for available deals
- Strive to hit internal margin goals



Howard Freedman VP of Merchandising 18 Years at Ollie's



Kevin
McLain
SVP – General
Merchandise
Manager
5 Years at
Ollie's



Jeff
Anderson
DMM
Hardware,
Patio, Lawn &
Garden
24 Years at
Ollie's



Scott
Feinstein
DMM
Toys & Pets
22 Years at
Ollie's



Shane
Thornton
DMM
Sporting Goods,
Electronics,
Hardware &
Automotive
8 Years at
Ollie's



Megan Lindsay DMM HBA, Food & Candy 6 Years at Ollie's



Robert Sanders Floor Coverings 27 Years at Ollie's



Jennifer Nickel Food & Candy 16 Years at Ollie's



Mark Cochran Housewares 12 Years at Ollie's



Mema Sollberger Clothing & Domestics 14 Years at Ollie's



Doug Kraft
Books
8 Years at
Ollie's



Furniture &
Summer
Furniture
3 Years at
Ollie's

**Brian Hass** 



Ken Smith

Pets
2 Year at
Ollie's



Timothy
Maglowski
Housewares
1 Year at
Ollie's



Shelly
Trosclair
Clothing,
Luggage &
Seasonal
<1 Year at
Ollie's

# "Good Stuff Cheap" - Ever Changing Product Assortment at Drastically Reduced Prices

- Frequently changing assortment of famous brand name products
  - There is something for everyone
- Prices up to 70% below department and specialty stores (the "fancy stores") and up to 20-50% below mass market retailers
- Deal-driven buying philosophy creates newness and "shop now" sense of urgency
- Growing availability of product with enhanced scale

#### **Broad Selection of Brand Name Products Across Merchandise Departments**

Housewares







**Floor Coverings** 

Toys

**Hardware** 

Other































































FRUIT OF THE LOOM.

## **Distinctive Brand and Engaging Shopping Experience**

#### **Engaging Shopping Experience**

- Unique, fun and engaging treasure hunt shopping experience
- No frills, semi-lovely warehouse style stores featuring a broad selection of "Good Stuff Cheap" and "Real Brands! Real Bargains!"
- We display products on accessible fixtures to make it easy for customers to browse our stores
- We aim to disarm our customer with humor, allowing them to see our products for what they are—extremely great bargains

#### **Distinctive Brand**

Witty Signage











**Shopping Environment** 



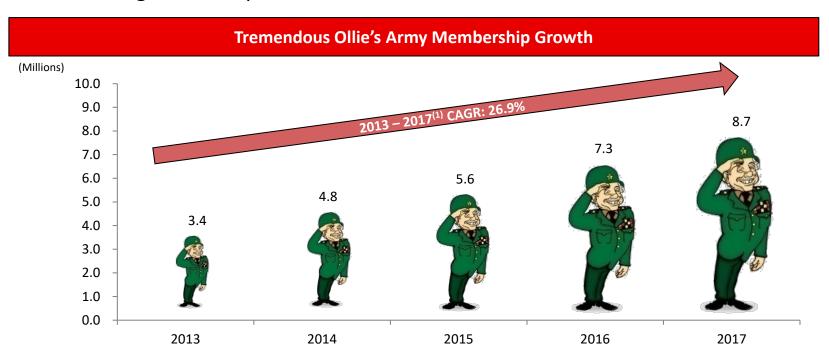




Humorous brand image, compelling values and welcoming stores define Ollie's as a unique and compelling destination shopping location

## **Extremely Loyal "Ollie's Army" Customer Base**

- Members shop more and spend more than non-members
  - Spend approximately 40% more than non-members per shopping trip
- Active members have demonstrated strong loyalty to Ollie's
  - Accounted for ~ 70% of our net sales in fiscal year 2017
  - Willing to drive upwards of 25 minutes to our destination locations



## **Strong and Consistent Store Model Built for Growth**

- Portable, predictable, flexible, low-cost new store model
  - Generates strong, consistent cash flow and attractive return on investment
- Real estate site selection capitalizes on ample supply of low-cost second generation real estate
- Disciplined approach to real estate selection
  - Strict lease criteria
  - Contiguous states
  - Cash-on-cash return
- New store model proven successful:
  - Across vintages
  - Geographic regions
  - Population densities
  - Demographic groups
  - Real estate formats
  - Regardless of any co-tenant or economic environment



Note: Four-wall EBITDA for our stores reflects store net income before depreciation and amortization expense and excluding any impact for interest expense, income tax expense and general and administrative expenses

Four-wall EBITDA divided by net sale

Net cash investment for the New Unit Model includes store fixtures and equipment of ~\$250,000, store-level and distribution center inventory (net of payables) of ~\$550,000 and pre-opening expenses of ~\$200,000

Store-level cash-on-cash returns, as described herein, are calculated by dividing Four-wall EBITDA for a store by our net cash investment in that store



# **GROWTH STRATEGIES**

## **Significant Opportunity for Growth**



- Grow our store base
  - Opportunity to expand our store base by ~650 units to 950 units, ~3.1x current store base



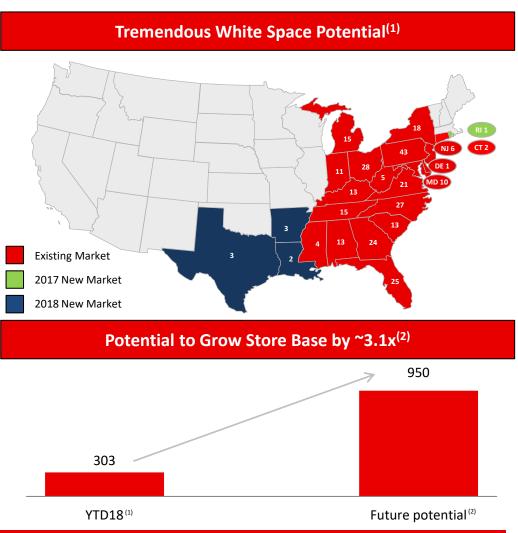
- Increase our offerings of great bargains
  - Enhance product offerings with expanded access to bargains as we grow



- 3 Leverage and expand Ollie's Army
  - Rollout of Ollie's Army Ranks and Mobile App
  - Utilize targeted and digital marketing to drive traffic and repeat purchases

# 1 Tremendous White Space Opportunity

- Proven portability of new store model
  - Entered 7<sup>(1)</sup> new states since IPO and opened 117 net new stores<sup>(3)</sup>
  - Expanded contiguously to leverage brand awareness and marketing investments
- Our stores are supported by two distribution centers in York, PA and Commerce, GA, which we believe can support between 350 to 400 stores
- Adding third distribution center in Dallas area in FY 2020
- 59% return on investment target for new stores
- Opportunity for more than 950<sup>(2)</sup> Ollie's stores nationally
  - Opened 35 net new stores in fiscal year
     2018 and ended fiscal year with 303
     stores
  - Real Estate pipeline robust given retail disruption



We have invested in our associates, infrastructure, distribution network and information systems to allow us to continue to rapidly grow our store footprint

As of January 14, 2019

<sup>2)</sup> Based on internal estimates and third party research conducted by Jeff Green Partners, a retail real estate feasibility consultant that provides market analysis and strategic planning and consulting services

One of our store locations was closed in 2011 due to a significant flood, re-opened in fiscal year 2012 and is included in the new store count for fiscal year 2012. One store location was closed in July 2015 and October 2018

# 2 Increase Our Offerings of Great Bargains

- Increased visibility from IPO and geographic expansion
  - Increased inbound calls on deals
- Increased buying power and scale from growth
  - Increased ability to buy directly from vendors
  - Strict internal margin goals and deal criteria
- Continued focus on building and developing the merchant team











# 3 Leverage and Expand Ollie's Army

- Recruit new members to Ollie's Army, Reward existing members and build brand awareness
  - Army ranks and mobile app initiated Q3 of 2018
  - Increase frequency of store visits and spending
  - Utilize data driven targeted marketing
  - Embark on integrated social media strategy
  - Build long, lasting customer relationships

#### **Signup**



#### **Mailers / Promotions**



#### **Flyer Emails**



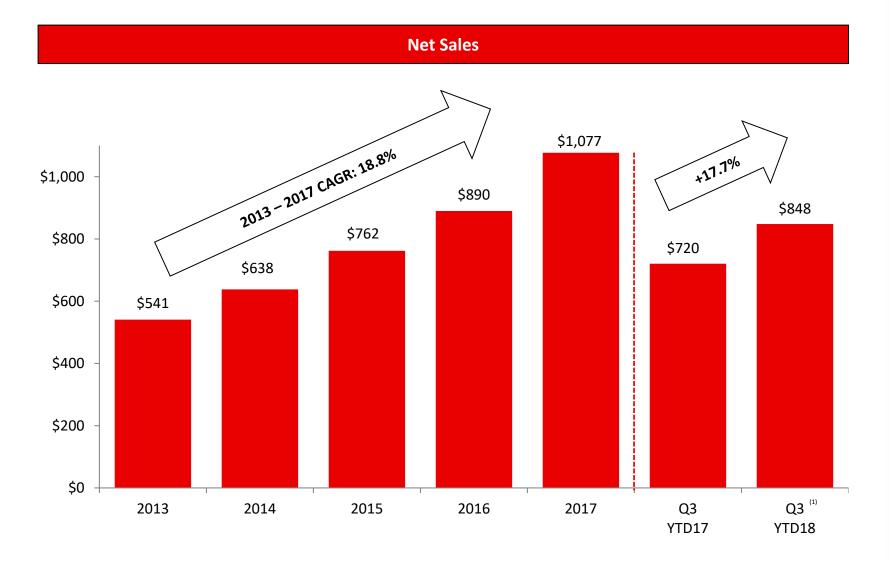




# **FINANCIAL REVIEW**

# **Compelling Sales Growth**

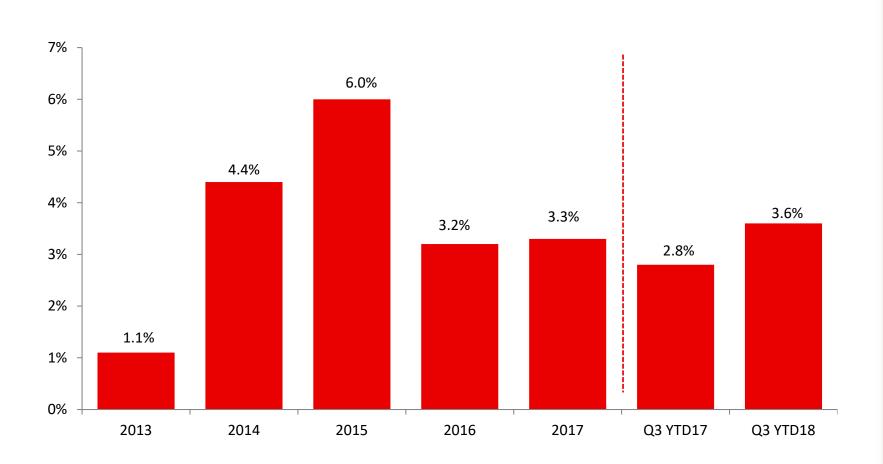
(\$ Millions)



Note: Calculations of compound annual growth rate ("CAGR") from fiscal year 2013 to fiscal year 2017 presented herein are calculated beginning on February 1, 2014, the last day of fiscal year 2013, and ending on February 3, 2018, the last day of fiscal year 2017; % CSS reflects comparable store sales growth

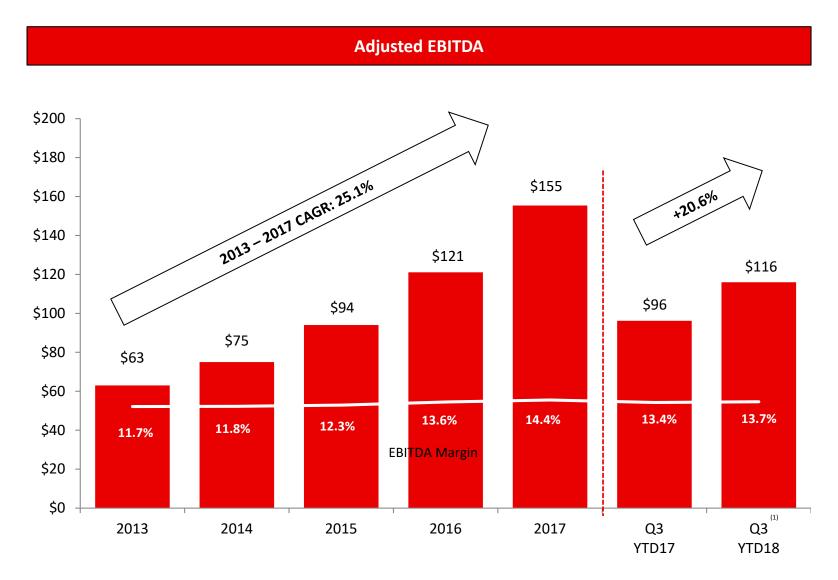
# **Compelling Comp Sales Growth**





# **Compelling EBITDA Growth**

(\$ Millions)



Note: Calculations of compound annual growth rate ("CAGR") from fiscal year 2013 to fiscal year 2017 presented herein are calculated beginning on February 1, 2014, the last day of fiscal year 2013, and ending on February 3, 2018, the last day of fiscal year 2017; % CSS reflects comparable store sales growth

# **Holiday Sales Results and Annual Outlook Update**

Sales increase +16.6% and Comparable store sales increase of +7.1% for Holiday Period (1)

Fiscal year 2018 outlook:	<b>Updated Outlook</b>	Prior		
Net Sales	~ \$1,245M	\$1,226M - \$1,231M		
Comp Sales	~ 4.4%	3.0% to 3.5%		
Adjusted Net Income Per Diluted Share (2)	~ \$1.81	\$1.74 to \$1.77		

<sup>(1)</sup> Nine Weeks ended January 5, 2019

<sup>(2)</sup> The guidance ranges as provided for Adjusted net income per diluted share excludes the after tax loss on extinguishment of debt and excess tax benefits related to stock-based compensation reported for the thirty-nine weeks ended November 3, 2018 as well as any future related estimates as the Company cannot predict such estimates without unreasonable effort.

## **Formula For Success**

Highly experienced and disciplined teams

Tremendous white space opportunity

Strong and consistent store model built for growth



"Good Stuff Cheap"—Ever changing product assortment at drastically reduced prices

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Proven, fast growing extreme value retailer with strong and consistent financial performance and attractive new store return on investment



# **APPENDIX**

# **Adjusted EBITDA Reconciliation**

(\$ Thousands)

#### **Reconciliation of Net Income to Adjusted EBITDA**

	Q3 YT	Q3 YTD		Fiscal Year				
	2018	2017	2017	2016	2015	2014	2013	
Net Income	\$85,119	\$57,540	\$127,594	\$59,764	\$35,839	\$26,915	\$19,541	
Interest Expense, Net	\$1,188	\$3,601	\$4,471	\$5,935	\$15,416	\$18,432	\$17,493	
Loss on Extinguishment of Debt	\$100	\$397	\$798	\$0	\$6,710	\$671	\$1,848	
Depreciation and Amortization Expenses <sup>(1)</sup>	\$10,458	\$8,961	\$12,261	\$10,668	\$9,342	\$8,785	\$9,491	
Income Tax Expense	\$13,730	\$19,824	\$2,893	\$36,495	\$21,607	\$16,763	\$11,277	
EBITDA	\$110,595	\$90,323	\$148,017	\$112,862	\$88,914	\$71,566	\$59,650	
% Margin	13.1%	12.5%	13.7%	12.7%	11.7%	11.2%	11.0%	
Non-Cash Stock Based Compensation Expense	\$5,392	\$5,932	\$7,413	\$6,685	\$5,035	\$3,761	\$3,440	
Purchase Accounting <sup>(1)</sup>	(\$1)	(\$59)	(\$64)	(\$134)	(\$284)	(\$383)	(\$208)	
Debt Financing Expenses <sup>(2)</sup>	-	-	-	-	\$89	\$446	\$510	
Transaction Related Expense <sup>(3)</sup>		-	-	\$1,736	\$322		<u>-</u>	
Adjusted EBITDA	\$115,986	\$96,196	\$155,366	\$121,149	\$94,076	\$75,390	\$63,392	
% Margin	13.7%	13.4%	14.4%	13.6%	12.3%	11.8%	11.7%	

<sup>(1)</sup> Includes purchase accounting impact from the inventory fair value step-up and unfavorable lease liabilities related to the CCMP Acquisition

Represents fees and expenses related to amendments to our Senior Secured Credit Facilities

Represents professional services and one-time compensation expenses related to the IPO



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