



\$470M+
Net Sales

27% CAGR
2014-2017

Growth
Opportunities:

Grow Market with
Omnichannel
Presence

Thoughtfully Expand
Assortment

Build Opportunity in
Women's and Sub-
brands

DULUTH
TRADING
CO




Rapidly Growing
Authentic
Lifestyle Brand

\$1 Billion Net
Sales Target



Store Payback
< 2 years

WATCH OUR TV ADS
Increasing
Brand
Awareness



Women's
40% CAGR
2013-2017

DULUTH
TRADING
CO



100 Store
Potential In
Identified
Markets

William Blair Consumer Growth Conference- June, 13 2018

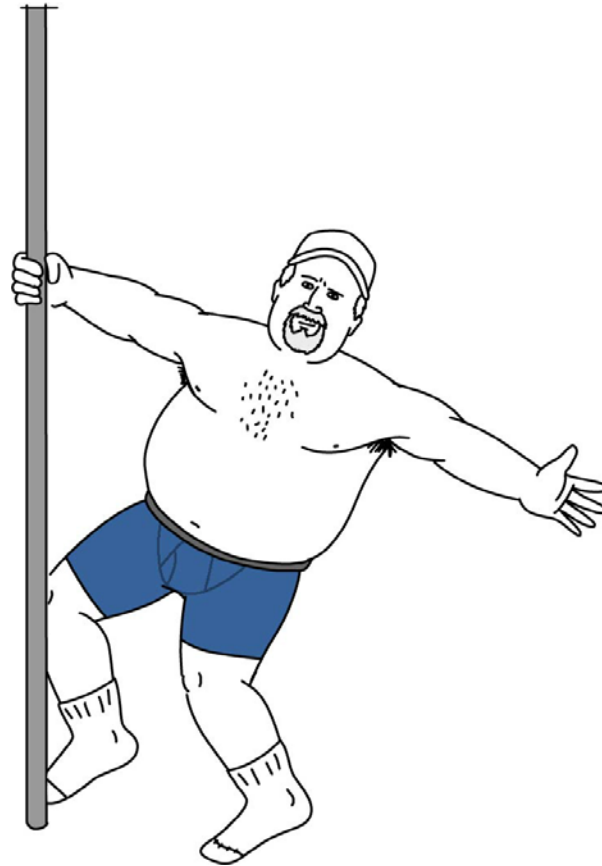
Disclaimer

Forward-Looking Statements

This presentation dated June 13, 2018 includes “forward-looking statements” within the meaning of the Private Securities Litigation Reform Act of 1995. All statements, other than statements of historical facts included in this presentation, including statements concerning Duluth Holdings Inc.'s (dba Duluth Trading Company) (“Duluth Trading” or the “Company”) plans, objectives, goals, beliefs, business strategies, future events, business conditions, its results of operations, financial position and its business outlook, business trends and certain other information herein are forward-looking statements, including its ability to execute on its growth strategies. You can identify forward-looking statements by the use of words such as “may,” “might,” “will,” “should,” “expect,” “plan,” “anticipate,” “could,” “believe,” “estimate,” “project,” “target,” “predict,” “intend,” “future,” “budget,” “goals,” “potential,” “continue,” “design,” “objective,” “would” and other similar expressions. The forward-looking statements are not historical facts, and are based upon Duluth Trading's current expectations, beliefs, estimates, and projections, and various assumptions, many of which, by their nature, are inherently uncertain and beyond Duluth Trading's control. Duluth Trading's expectations, beliefs and projections are expressed in good faith, and Duluth Trading believes there is a reasonable basis for them. However, there can be no assurance that management's expectations, beliefs, estimates, and projections will be achieved and actual results may vary materially from what is expressed in or indicated by the forward-looking statements. Forward-looking statements are subject to risks and uncertainties that could cause actual performance or results to differ materially from those expressed in the forward-looking statements, including, among others, the risks, uncertainties, and factors set forth under Part 1, Item 1A “Risk Factors” in Duluth Trading's Annual Report on Form 10-K filed with the SEC on March 21, 2018, and other factors as may be periodically described in Duluth Trading's subsequent filings with the SEC. Forward-looking statements speak only as of the date the statements are made. Duluth Trading assumes no obligation to update forward-looking statements to reflect actual results, subsequent events or circumstances or other changes affecting forward-looking information except to the extent required by applicable securities laws.

Non-GAAP Measurements

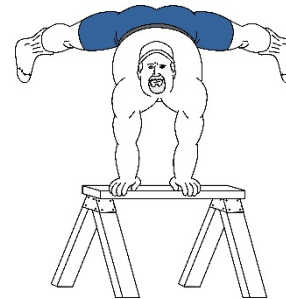
Management believes that non-GAAP financial measures may be useful in certain instances to provide additional meaningful comparisons between current results and results in prior operating periods. Within this presentation, reference is made to adjusted earnings before interest, taxes, depreciation and amortization (EBITDA). See Appendix Table “Reconciliation to Adjusted EBITDA,” for a reconciliation of net income to EBITDA and EBITDA to Adjusted EBITDA. Adjusted EBITDA is a metric used by management and frequently used by the financial community, which provides insight into an organization's operating trends and facilitates comparisons between peer companies, since interest, taxes, depreciation and amortization can differ greatly between organizations as a result of differing capital structures and tax strategies. Adjusted EBITDA excludes certain items, such as stock-based compensation. The Company provides this information to investors to assist in comparisons of past, present and future operating results and to assist in highlighting the results of on-going operations. While the Company's management believes that non-GAAP measurements are useful supplemental information, such adjusted results are not intended to replace the Company's GAAP financial results and should be read in conjunction with those GAAP results.



Introduction to Duluth Trading Co.

Duluth Trading Co. at a Glance

- Workwear Heritage is the Foundation of our Authentic, Everyday Lifestyle Brand
- Long History of Product Innovation and Solution-Based Design
- Humorous and Distinctive Marketing
- Outstanding and Engaging Customer Experience
- Nationwide Omnichannel Presence with Controlled Distribution



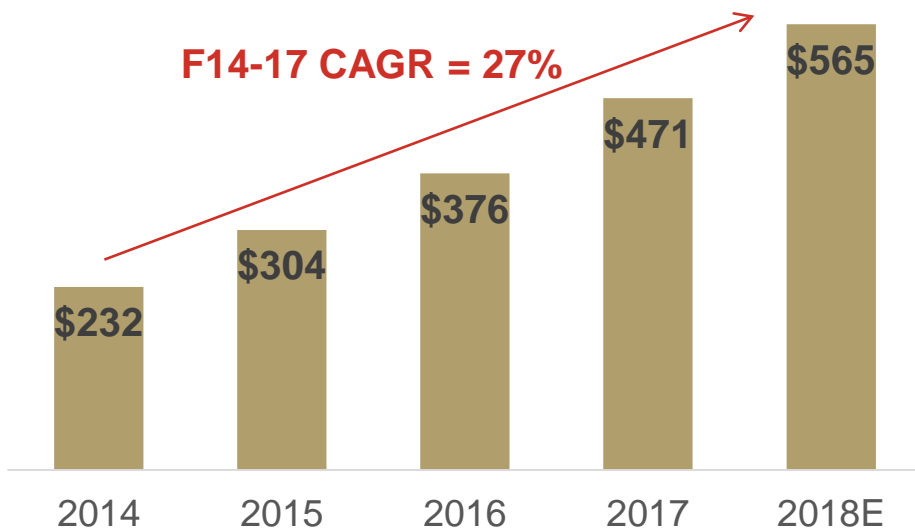
Investment Highlights

- Rapidly growing lifestyle brand with well-established direct business
- Multiple revenue growth opportunities
 - Build brand awareness to expand customer base
 - Expand retail presence with attractive unit economics
 - Grow women's business
 - Broaden men's assortment
- Strategic investments support long term EBITDA margin expansion
- Strong balance sheet
- Seasoned and passionate management team with equity stake

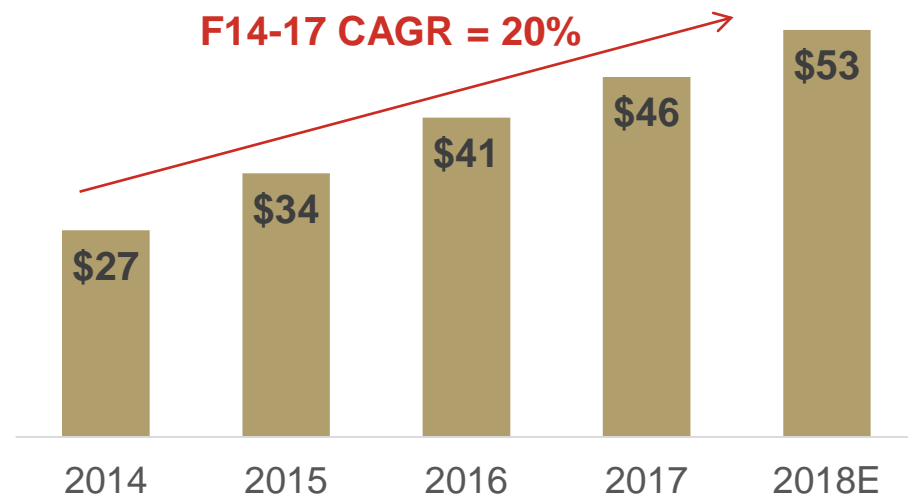
Sales and Adjusted EBITDA

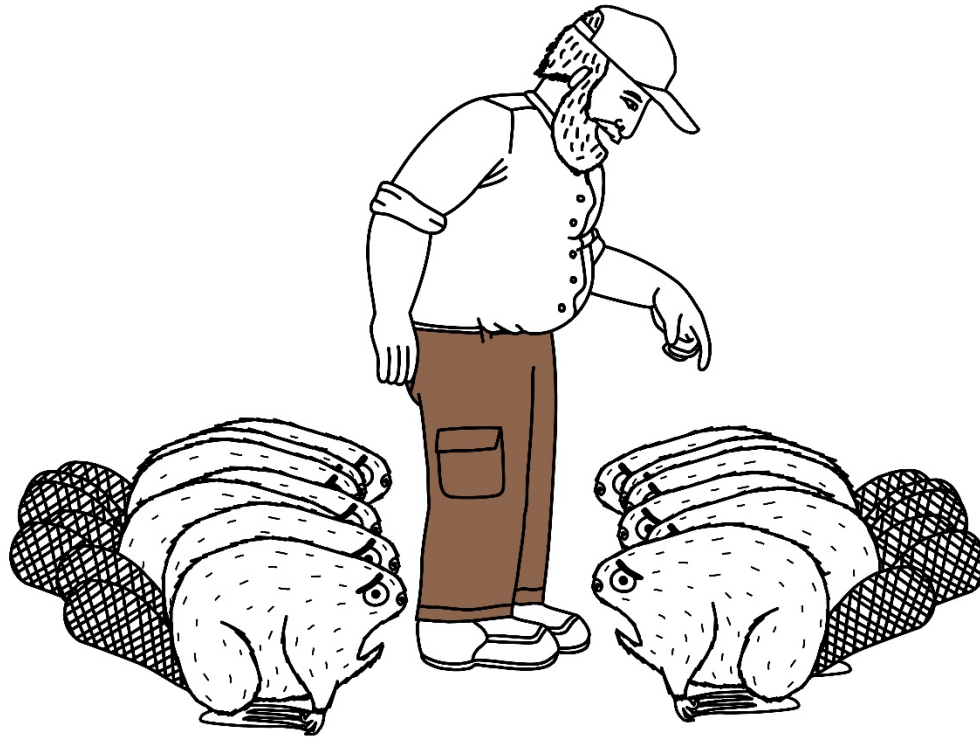
- Strong track record of 20%+ revenue and EBITDA growth
- Strategic investments support long term objectives

Net Sales (\$Mils)



Adjusted EBITDA (\$Mils) ⁽¹⁾





Growth Strategy

Growth Strategies

1

Build
Brand
Awareness

2

Expand
Retail
Presence

3

Grow
Women's
Business

4

Broaden
Assortment in
Select Men's
Product Categories

DULUTH TRADING STORES
← NOW →
Coast to Coast

★★★★★
850+
CUSTOMERS GIVE THORNTON, COLORADO
4.7 OUT OF 5 STARS!

STORE #25:
THORNTON, COLORADO *Thornton, CO*

"Excellent service! I wanted to buy a product that my husband loves and didn't remember the exact style or size. The sales associate was able to look up our purchase history and assisted me in finding the correct style and size. Thank you!"
-Colorado Lady, CO

FOR MORE INFO AND A FULL LIST OF OUR 5-STAR RATED STORES, VISIT:
DULUTHTRADING.COM



WHEN IT'S YOU VS. HYPOTHERMIA BLUE

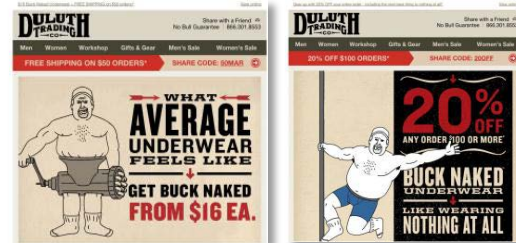
ICE CAVE PROOF:
The Ice Cave Proofs are made of 100% recycled materials and are designed to keep you warm and dry in the harshest conditions. The Ice Cave Proofs are made of 100% recycled materials and are designed to keep you warm and dry in the harshest conditions.

A photograph of a man with a beard, wearing an orange puffer jacket and a beanie, standing outdoors.

Build Brand Awareness

■ Digital Advertising

- Paid-for search and banner ads
- Social media (organic and sponsored)
- Targeted emails



■ TV Advertising

- Strategically placed national ads
- Memorable, humorous ads



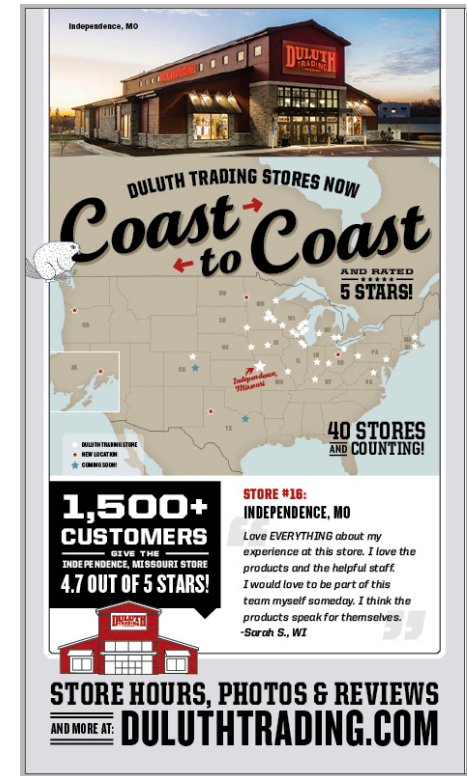
■ Catalog

- Captivating storytelling
- Product layouts



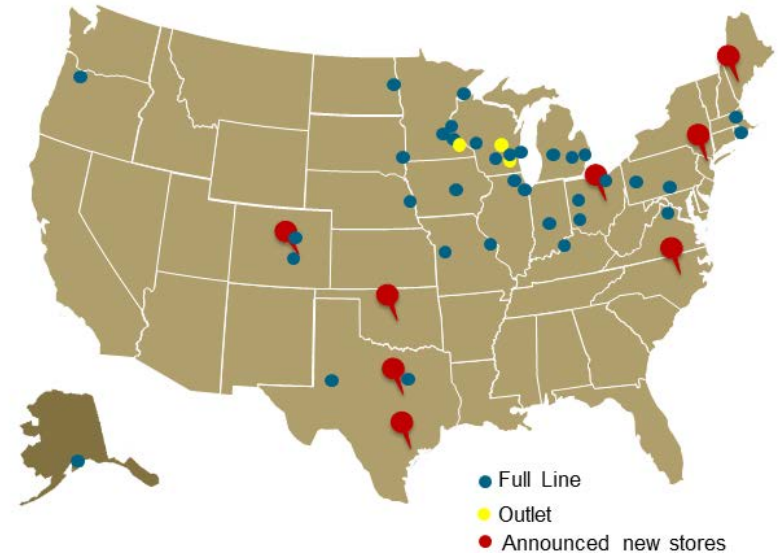
■ Local marketing

- Radio and Cinema
- In-store events



Expand Retail Presence

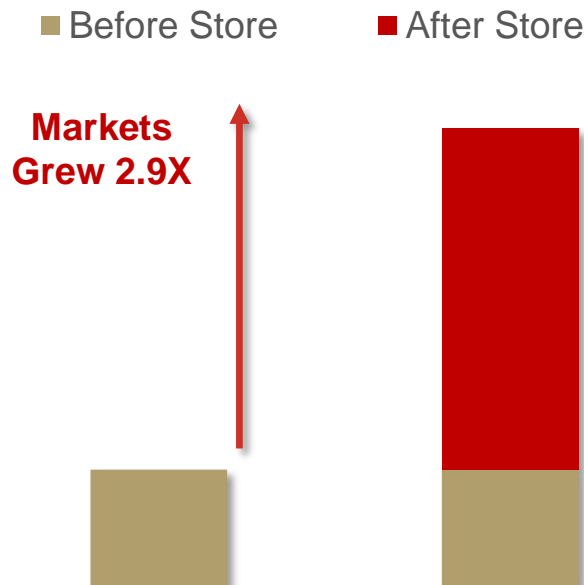
- Identified markets with ~100 potential store locations
 - Utilize direct segment data to determine markets with existing customer base
 - Focus on regions with demographic that aligns with target customer
 - Geographic diversity indicates significant white space opportunity
- Highly attractive unit economics
 - \$450 net sales per selling square feet in Year 1
 - Average 4-wall margin in mid-20's percent
 - Average payback < 2 years
- Top 3 Markets: New York, California, Texas



Markets Grow with New Stores & Improve Over Time

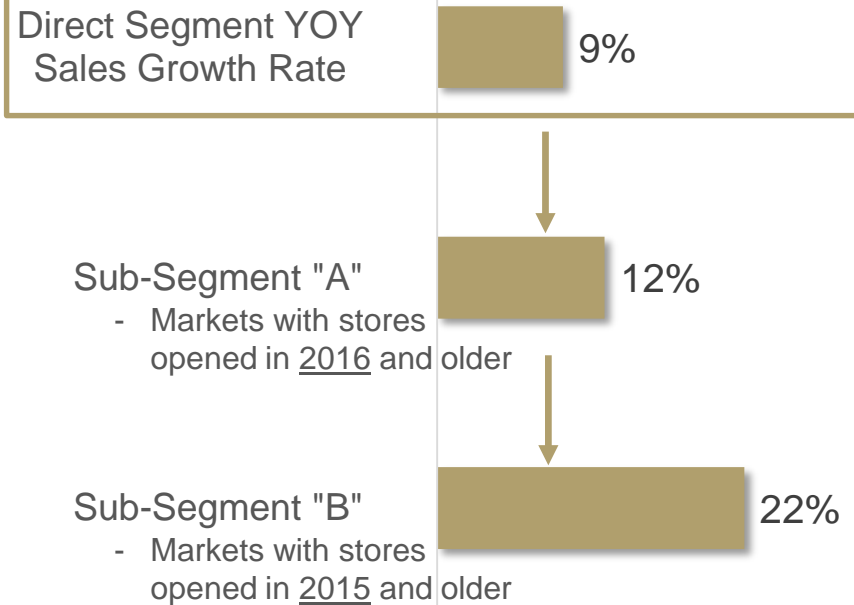
Total Sales in a store market grow up to 3X with the presence of retail

Average Increase in Total Sales in
New Store Markets
(2013 – 2016) (1)



Direct sales growth accelerates in store markets 18 to 24 months after opening, as evidenced by the higher growth rates in older store markets

FY17 vs FY16 (2)



(1) Represents combined retail and direct sales in the store market. Excludes shipping revenues.

(2) Excludes shipping revenues

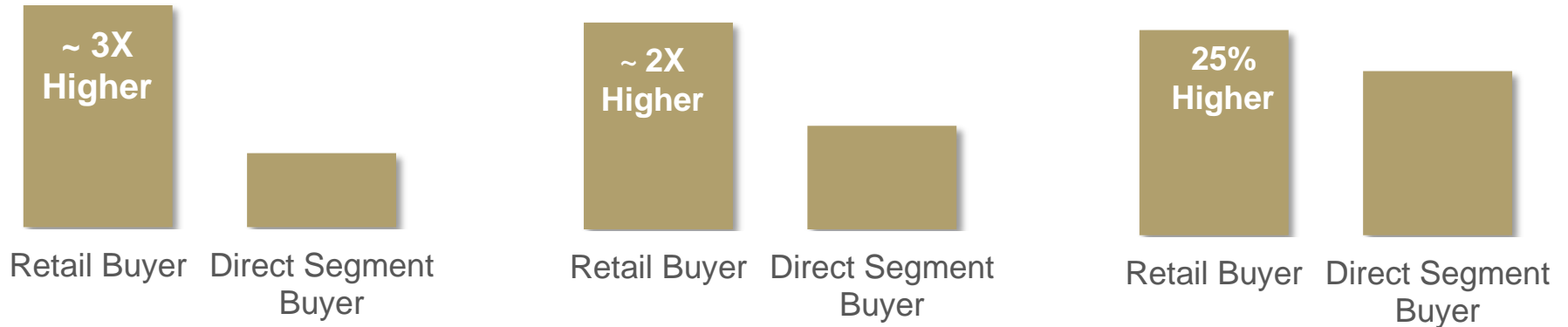
Retail Stores Attract New, More Valuable Customers

Retail customers more likely to shop across channels, categories, and spend more

Multi-Channel Buyers




Multi-Category Buyers

Sales Per Customer



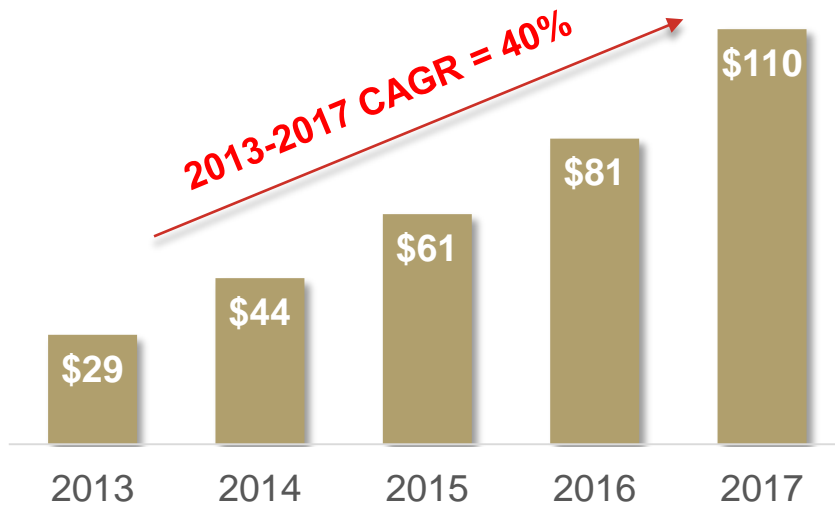
Note: Data based on internal 12 month active buyer file

2018 Omni Program Scope

	What it is	What the benefits are	Scope
 <p>1. Buy Online, Pick-up in Store</p>	<p>Offer customer items for immediate pickup at a local store</p>	<ul style="list-style-type: none"> ▪ Immediacy and trip assurance for customers ▪ Extend last minute orders during peak ▪ Incentivize store traffic and attachment sales ▪ Reduce shipping costs 	<p>All Stores 2018</p>
 <p>2. Ship-from-Store</p>	<p>Leverage our store fleet as a local, low volume fulfillment center</p>	<ul style="list-style-type: none"> ▪ Lower shipping costs through proximity ▪ Faster shipping times ▪ Decrease peak demand on distribution centers ▪ Improve online inventory positioning 	<p>7 Stores 2018</p>
 <p>3. Omni Returns</p>	<p>Seamlessly process omni returns and exchanges in-store</p>	<ul style="list-style-type: none"> ▪ Improve customer experience ▪ Reduced labor task time ▪ Add return items to store inventory instead of distribution center 	<p>All Stores 2018</p>

Grow Women's Business

- Net sales increased 37% in 2017
- Continued customer acquisition through marketing investments and retail presence
- Expand product offering to address more of her lifestyle
- Introduce plus sizes in Fall 2018



Broaden Assortments in Select Men's Categories

- Net sales increased 22% in 2017
- Extend core products through color, fabric and size
- Increase penetration in spring and transitional product (rain, mid-weight jackets, etc.)
- Continue to introduce products that expand occasions for wear
- Expansion of closet share in sub-brands
 - Duluth-Built Business Wear
 - Alaskan Hardgear brand



Strategic Investments Support Long-Term Objectives

Project	Benefits	Target Date
Order Management System	<ul style="list-style-type: none"> Real-time inventory visibility across the chain Stabilize system platform 	Conversion completed
Point of Sale Upgrade	<ul style="list-style-type: none"> Integration with OMS, Chip & Pin, Gift Card enhancement Streamline customer returns Centralization adds data security and expedites fixes 	<p>In Progress</p> <p>Complete 2018</p>
Forecasting & Planning	<ul style="list-style-type: none"> Store replenishment to right-size individual store inventory Merchandise planning tools to improve fill rates & turns Assortment planning to localize mix and reduce markdowns 	<p>Phase 1 - 2018</p> <p>Phase 2 - 2019</p> <p>Phase 3 - 2019</p>
Logistics & Warehouse Operations	<ul style="list-style-type: none"> Expedite fulfillment of orders and improve DC productivity Test ship-from-store to shorten delivery times 	<p>In Progress</p> <p>2nd Half of 2018</p>
Data and Customer Analytics	<ul style="list-style-type: none"> Media Mix Modeling to optimize advertising spend Email personalization to increase digital conversion Add analytic resources to improve predictability and use of data 	<p>Investment in 2018</p> <p>Benefits realized in 2019 and beyond</p>

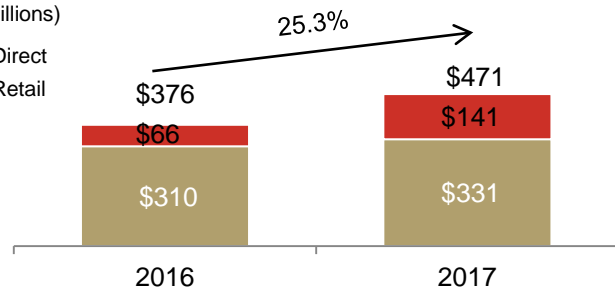
Financial Review

Year Ended January 28, 2018

Net Sales

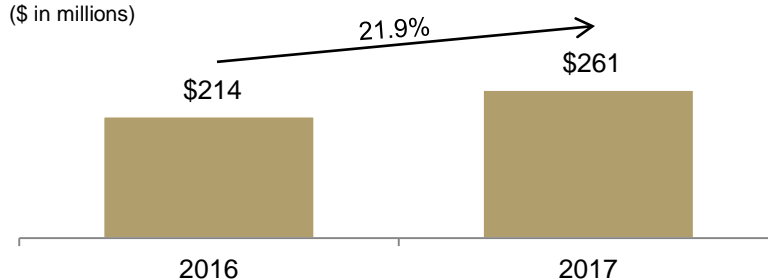
(\$ in millions)

■ Direct
■ Retail



Gross Profit

(\$ in millions)

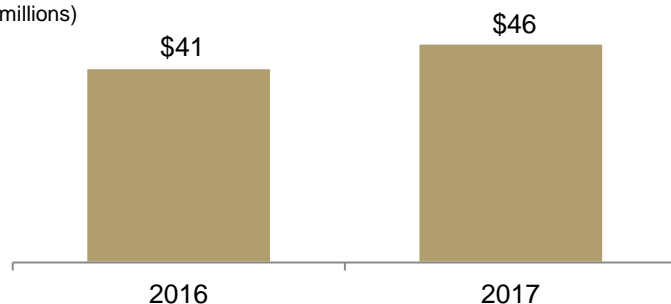


Margin 56.9%

55.4%

Adjusted EBITDA⁽¹⁾

(\$ in millions)



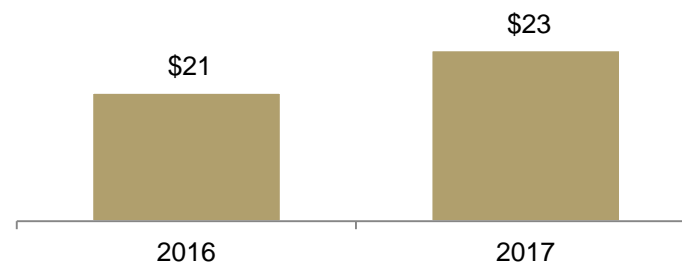
Margin

10.9%

9.8%

Net Income⁽²⁾

(\$ in millions)



Margin

5.7%

5.0%



(1) Adjusted to reflect the add-back of stock compensation expense.

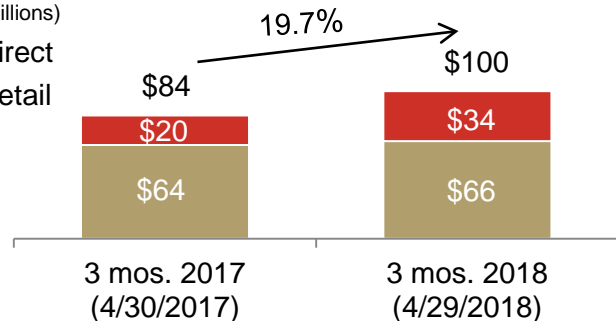
(2) Excludes net income attributable to noncontrolling interest.

Three Months Ended April 29, 2018

Net Sales

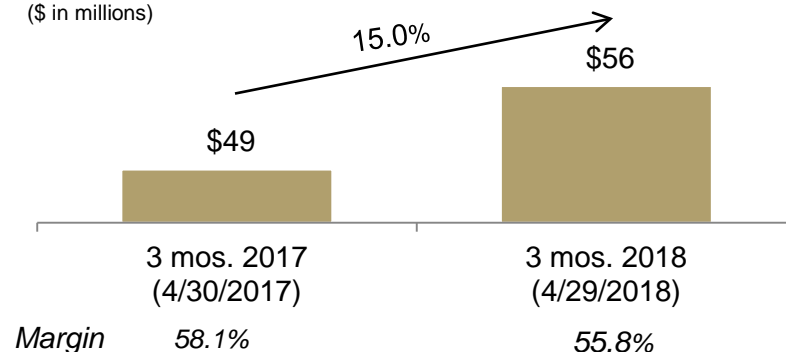
(\$ in millions)

■ Direct
■ Retail



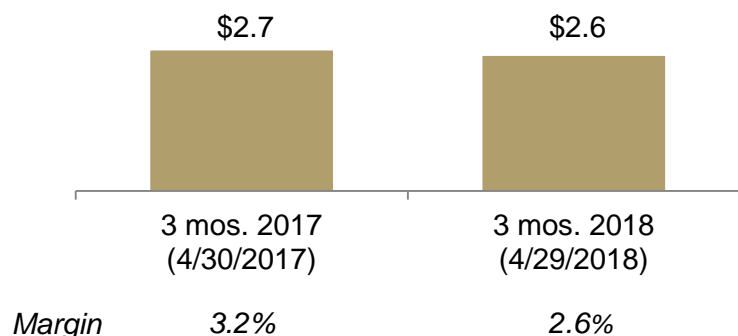
Gross Profit

(\$ in millions)



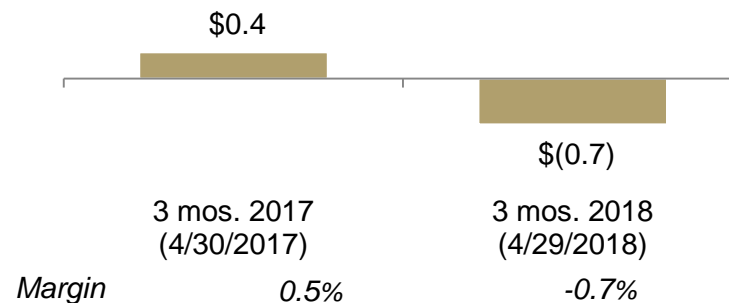
Adjusted EBITDA⁽¹⁾

(\$ in millions)



Net Income⁽²⁾

(\$ in millions)



(1) Adjusted to reflect the add-back of stock compensation expense.

(2) Excludes net income attributable to noncontrolling interest.

Strong Balance Sheet and Liquidity

(\$ in millions)	As of April 29, 2018
Cash	\$ 1.2
Debt:	
Term Loan	1.5
Line of Credit	21.3
Total Debt	22.7
Total Shareholders' Equity	138.4
Total Capitalization	\$ 161.1
Debt to Capital ratio	14.1%

Commentary

- \$1.2 million of cash with \$22.7 million of debt outstanding⁽¹⁾
- Terminated \$60 million revolver and entered into new \$130 million credit facility (\$80 million revolver with \$50 million of term loan capacity) effective May 17, 2018
- Fiscal 2018 expected capital expenditures, net of proceeds from finance lease obligations, of \$45 million to \$55 million⁽²⁾

FY 2018 Guidance

	2017 Actual	2018 Guidance	Assumptions
Net Sales	\$471.4M	\$555M to \$575M	Direct mid-single digit growth; Retail \$215M-\$225M
Adjusted EBITDA	\$46.4M	\$51M to \$54M	10% to 16% YOY Growth
EPS	\$0.72	\$0.79 to \$0.84	26% tax rate and 32.4 million shares o/s
CAPEX	\$42.8M	\$45M to \$55M	15 new store openings in FY 2018

Long-Term Targets

	2017 Actual	Long-term Goal	Assumptions
Net Sales	\$471.4M	~\$1 Billion	Open ~15 stores per year 50-60% retail stores / 40-50% direct
Adjusted EBITDA Margin Rate	9.8%	Low double digits	Stable gross margin Leverage expenses Benefits from IT / omnichannel investments
CAPEX	\$42.8M	\$220M Over 5 years	New stores and remodels Technology and Infrastructure Investments

Investment Highlights

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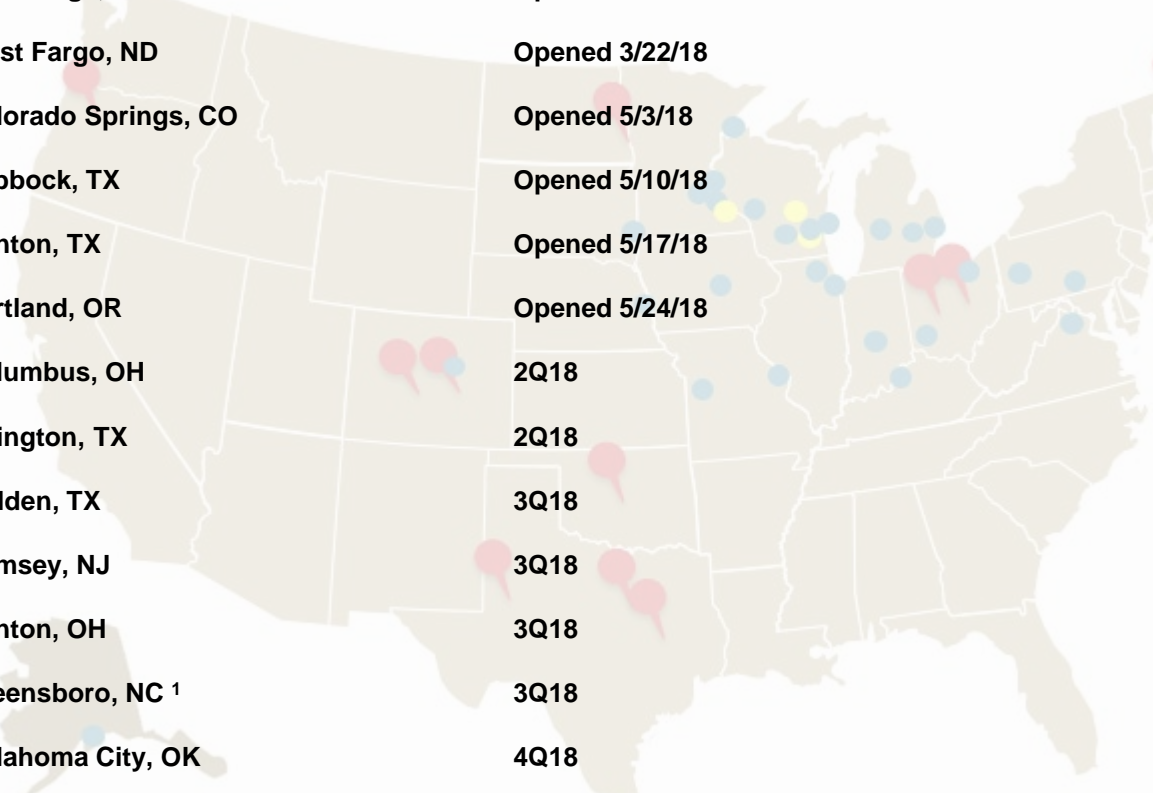
Appendix

Reconciliation to Adjusted EBITDA

(\$ in millions)	<u>3 Months Ended</u>		<u>Fiscal Year Ended</u>	
	April 29, 2018	April 30, 2017	January 28, 2018	January 29, 2017
Net Income	\$ (0.7)	\$ 0.4	\$ 23.6	\$ 21.5
(+) Depreciation & Amortization	2.3	1.6	7.3	4.7
(+) Interest Expense, net	0.8	0.2	2.0	0.2
(+) Income Tax Expense	(0.2)	0.2	11.9	13.5
EBITDA	\$ 2.2	\$ 2.4	\$ 44.8	\$ 39.9
<i>Adjustments</i>				
(+) Non-Cash Stock Based Compensation Expense	0.4	0.3	1.6	1.2
Adjusted EBITDA	\$ 2.6	\$ 2.7	\$ 46.4	\$ 41.2

(\$ in millions)	<u>Fiscal Year ended</u>	
	<u>February 3, 2019</u>	
	Low	High
<i>Forecasted</i>		
Net Income	\$ 26.0	\$ 27.5
(+) Depreciation & Amortization	10.6	11.0
(+) Interest Expense, net	4.0	4.5
(+) Income Tax Expense	9.0	10.0
EBITDA	\$ 49.6	\$ 52.5
<i>Adjustments</i>		
(+) Non-Cash Stock Based Compensation Expense	1.5	1.5
Adjusted EBITDA	\$ 51.0	\$ 54.0

Announced Store Openings



<u>Location</u>	<u>Timing</u>	<u>Gross Sq Ft</u>
Anchorage, AK ¹	Opened 3/1/18	25,409
West Fargo, ND	Opened 3/22/18	14,557
Colorado Springs, CO	Opened 5/3/18	12,410
Lubbock, TX	Opened 5/10/18	15,536
Denton, TX	Opened 5/17/18	14,557
Portland, OR	Opened 5/24/18	19,075
Columbus, OH	2Q18	14,749
Arlington, TX	2Q18	15,536
Golden, TX	3Q18	20,415
Ramsey, NJ	3Q18	13,300
Canton, OH	3Q18	14,557
Greensboro, NC ¹	3Q18	30,508
Oklahoma City, OK	4Q18	15,536
Friendswood, TX	4Q18	16,026
South Portland, ME	4Q18	12,964

¹Gross square footage includes space used for direct-to-customer fulfillment