



**RAC Rent-A-Center**

**RAC**  
Rent-A-Center  
Call 214-827-4141  
Appliances  
Electronics  
Furniture  
Computers



**INVESTOR PRESENTATION**  
SECOND QUARTER 2014

# Safe Harbor

*This presentation contains forward-looking statements that involve risks and uncertainties. Such forward-looking statements generally can be identified by the use of forward-looking terminology such as "may," "will," "expect," "intend," "could," "estimate," "should," "anticipate," or "believe," or the negative thereof or variations thereon or similar terminology. The Company believes that the expectations reflected in such forward-looking statements are accurate. However, there can be no assurance that such expectations will occur. The Company's actual future performance could differ materially from such statements. Factors that could cause or contribute to such differences include, but are not limited to: the general strength of the economy and other economic conditions affecting consumer preferences and spending; economic pressures, such as high fuel costs, affecting the disposable income available to the Company's current and potential customers; changes in the unemployment rate; difficulties encountered in improving the financial performance of the Core U.S. segment; the Company's ability to develop and successfully execute the competencies and capabilities which are the focus of the Company's multi-year program designed to transform and modernize the Company's operations; costs associated with the Company's multi-year program designed to transform and modernize the Company's operations; the Company's ability to successfully market smartphones and related services to its customers; the Company's ability to develop and successfully implement digital electronic commerce capabilities; our ability to retain the revenue from customer accounts merged into another store location as a result of the store consolidation plan; the Company's ability to execute and the effectiveness of the store consolidation; rapid inflation or deflation in prices of the Company's products; the Company's available cash flow; the Company's ability to identify and successfully market products and services that appeal to its customer demographic; consumer preferences and perceptions of the Company's brand; uncertainties regarding the ability to open new locations; the Company's ability to acquire additional stores or customer accounts on favorable terms; the Company's ability to control costs and increase profitability; the Company's ability to enhance the performance of acquired stores; the Company's ability to retain the revenue associated with acquired customer accounts; the Company's ability to enter into new and collect on its rental or lease purchase agreements; the passage of legislation adversely affecting the rent-to-own industry; the Company's compliance with applicable statutes or regulations governing its transactions; changes in interest rates; adverse changes in the economic conditions of the industries, countries or markets that the Company serves; information technology and data security costs; our ability to protect the integrity and security of individually identifiable data of our customers and employees; the impact of any breaches in data security or other disturbances to our information technology and other networks; changes in the Company's stock price, the number of shares of common stock that it may or may not repurchase, and future dividends, if any; changes in estimates relating to self-insurance liabilities and income tax and litigation reserves; changes in the Company's effective tax rate; fluctuations in foreign currency exchange rates; the Company's ability to maintain an effective system of internal controls; the resolution of the Company's litigation; and the other risks detailed from time to time in the Company's SEC reports, including but not limited to, its annual report on Form 10-K for the year ended December 31, 2013 and its quarterly report on Form 10-Q for the quarters ended March 31, 2014 and June 30, 2014. You are cautioned not to place undue reliance on these forward-looking statements, which speak only as of the date of this press release. Except as required by law, the Company is not obligated to publicly release any revisions to these forward-looking statements to reflect the events or circumstances after the date of this press release or to reflect the occurrence of unanticipated events.*



# Rent-A-Center today is...



The market leader in a growing industry with compelling fundamentals



Focused on providing affordable, high-quality products to our customers which improve their standard of living



Engaging in a multi-year transformation to improve the Core U.S. segment profitability, enable a better customer experience and innovate our digital e-commerce capabilities



Executing on our Acceptance Now and Mexico growth initiatives to drive performance



Continuing its proven track record of returning capital to shareholders



Led by a seasoned management team with deep rent-to-own experience

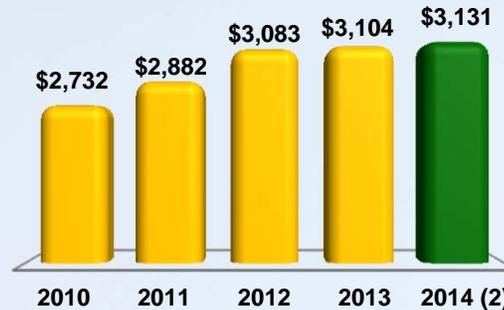


# Rent-A-Center snapshot

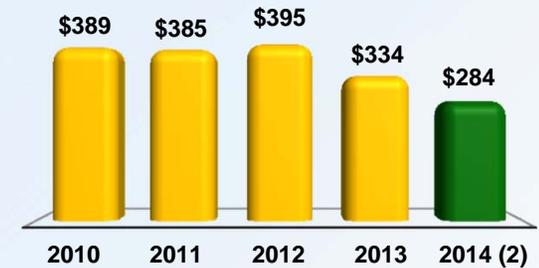
## Rent-A-Center overview

- **Rent-A-Center (NASDAQ: RCII) is the Largest rent-to-own (“RTO”) operator in the U.S.**
  - 45% Market share based on North American store count <sup>(1)</sup>
  - 4,562 locations across the US, Mexico, Canada and Puerto Rico
    - 2,847 Core U.S. locations
    - 1,359 Kiosks at destination retailers
    - 176 Mexico locations
    - 180 Franchised stores
- Offers high quality, durable products such as major consumer electronics, appliances, computers, furniture and accessories, and smartphones
  - Flexible rental purchase agreements
  - Generally allows customers to obtain ownership at the conclusion of an agreed upon rental term

## Revenue (\$mm)

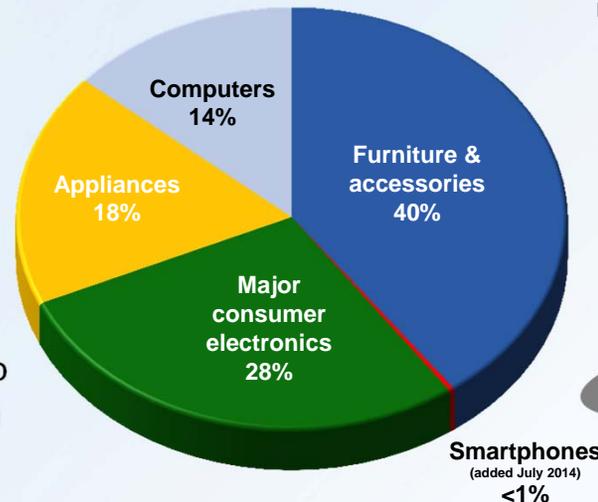


## EBITDA (\$mm)



## Product mix (LTM) <sup>(3)</sup>

June 30, 2014



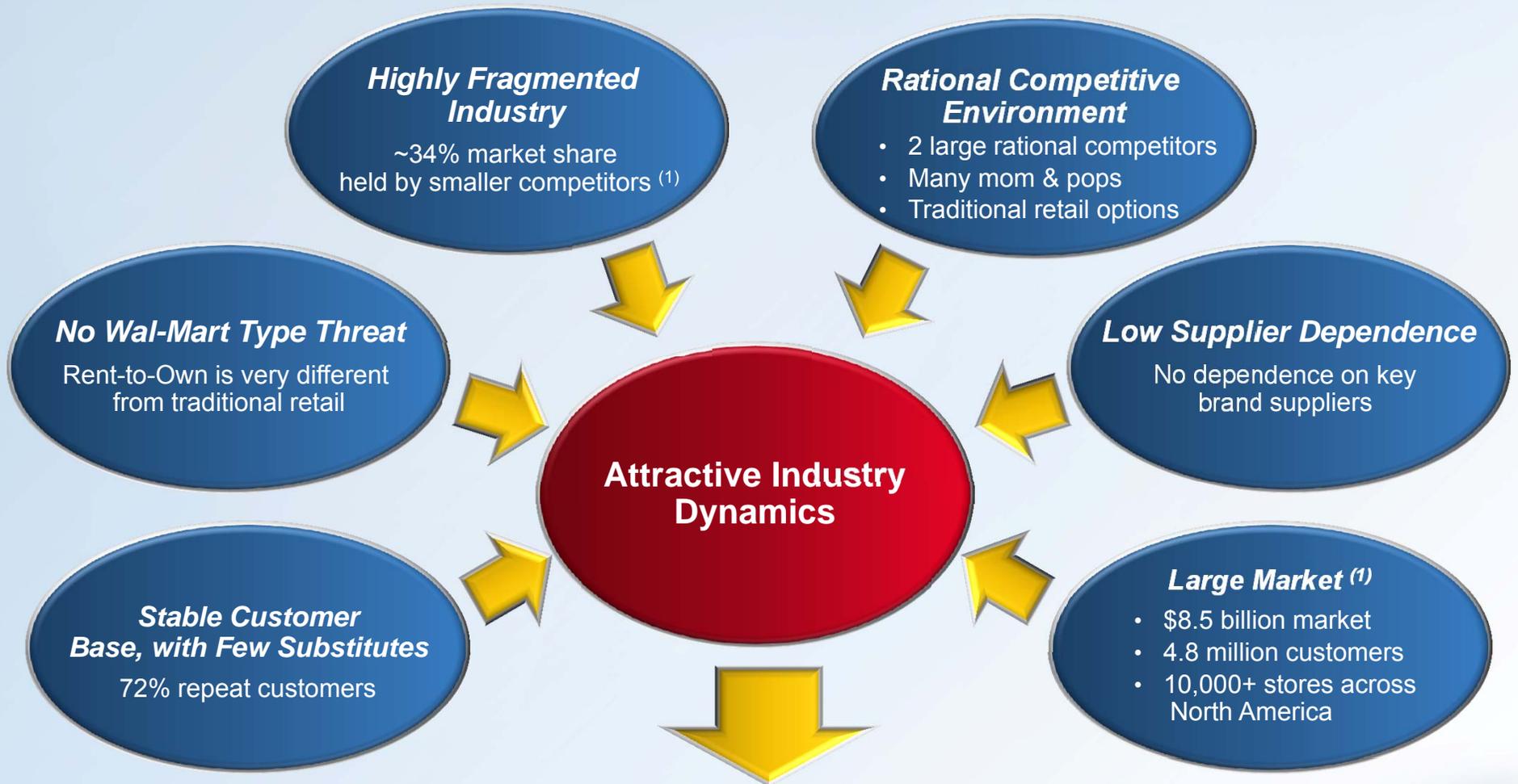
## Key vendor relationships



1) APRO (Association of Progressive Rental Organizations) as of October 2013  
 2) LTM as of June 30, 2014  
 3) Includes Core U.S. and Acceptance Now stores only



# The RTO industry offers attractive fundamentals...



**RTO agreements yield recurring revenue streams**

(1) APRO (Association of Progressive Rental Organizations) as of October 2013



# ...including stable, robust market growth

## Key industry facts

- \$8.5 billion industry
- 10,000+ stores across the United States, Mexico and Canada
- Serves an estimated 4.8 million households
- Revenue increased by a 4.2% CAGR from 1999-2012
- National industry with established, constructive regulatory environment

## RTO industry revenue (billions)

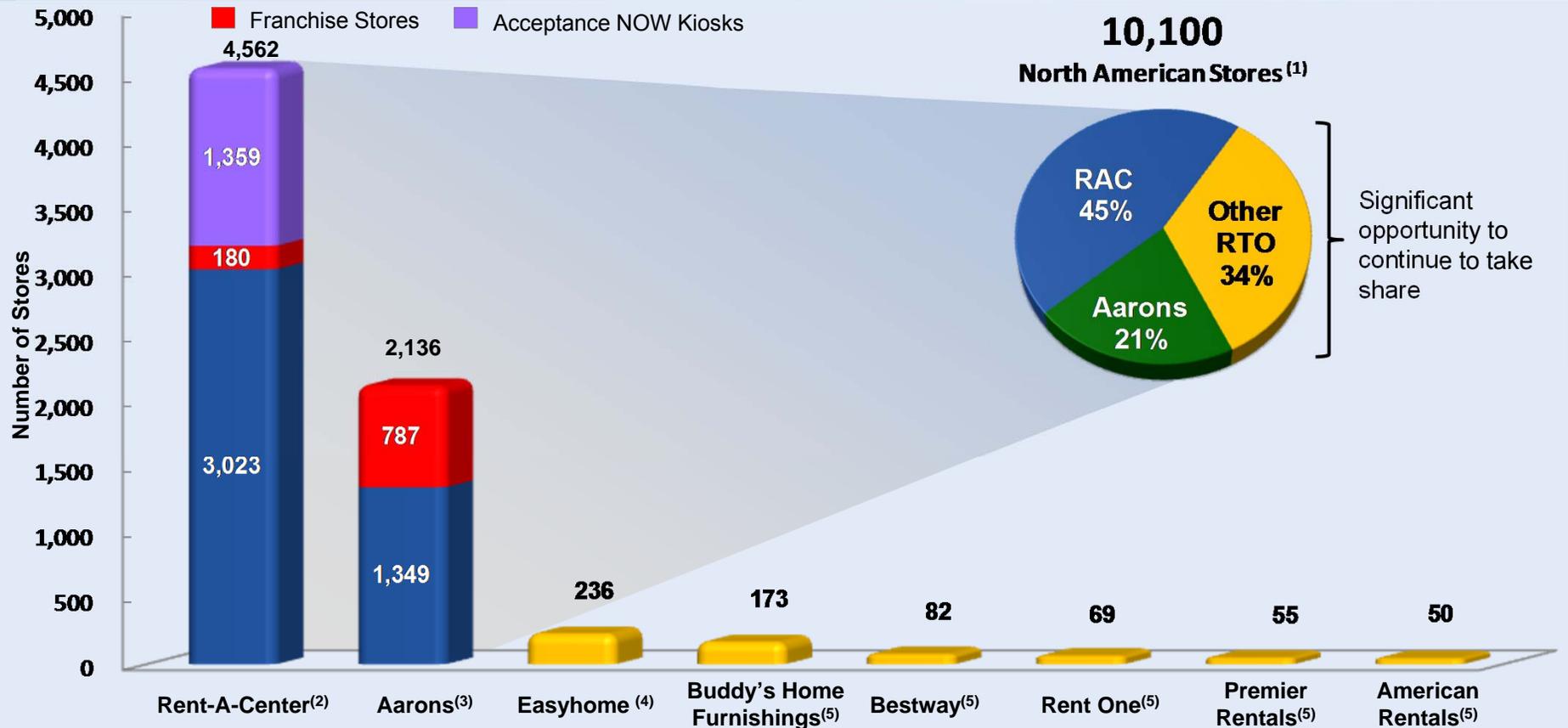


(1) APRO (Association of Progressive Rental Organizations) as October 2013



# Rent-A-Center is the market leader

Rent-A-Center's current store base is ~ 7x the #3-8 competitors combined...



...giving us the scale to address an ever-expanding sub prime core customer base which makes up 34% of the U.S. population<sup>(6)</sup>

Notes:

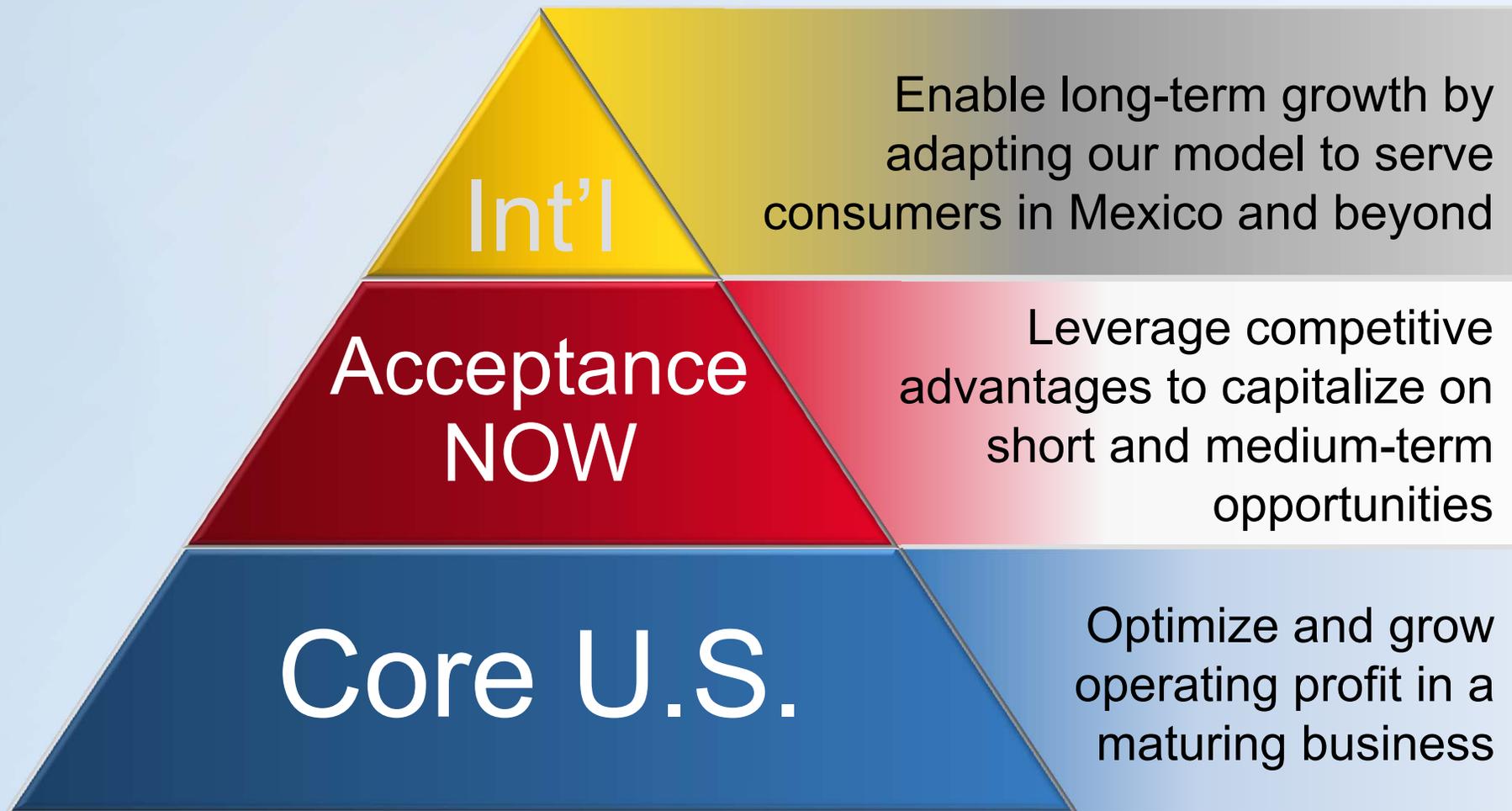
- (1) APRO (Association of Progressive Rental Organizations) as of October 2013
- (2) Company data as of June 30, 2014
- (3) Company press release as of July 25, 2014
- (4) Company press release as of May 7, 2014
- (5) Website data as of July 25, 2014
- (6) FICO, October 2013; subprime defined as FICO score < 649



# Strategic Priorities



# Strategic priorities: Three-tiered strategy



# Segment overview

Segment Overview

Revenues (\$mm)

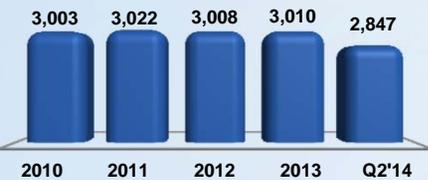
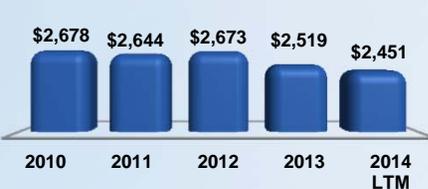
Locations

Brands

## Core U.S.

### Domestic company-owned RTO operations:

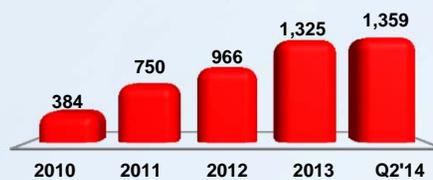
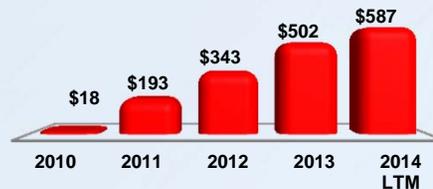
- Offering high-quality products to consumers under flexible rental-purchase agreements
- 2,847 stores in the US, Canada, and Puerto Rico
- Largest segment with 76% of total 2014 YTD revenues



## AcceptanceNOW

### RTO kiosks placed inside traditional retail stores:

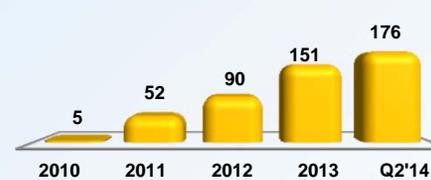
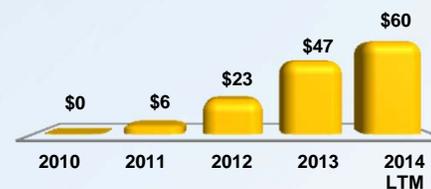
- Alternative transaction for retail partners' customers who can't buy on credit
- 1,359 kiosks located within retail partners' locations
- Rapidly growing segment with 21% of total 2014 YTD revenues



## Mexico

### Mexico company-owned RTO operations:

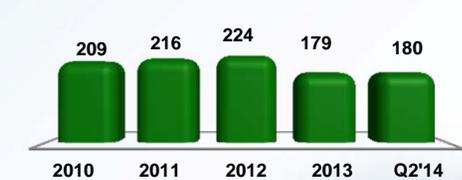
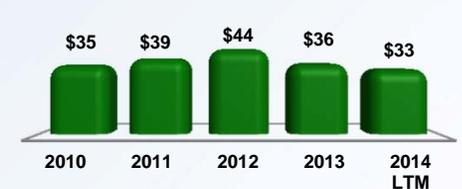
- 176 stores in Mexico
- Expanding into Mexico City and other Latin America countries
- Rapidly growing segment with 2% of total 2014 YTD revenues



## Franchising

### Franchisor of RTO stores:

- Sells merchandise to franchisors who in turn rent it out to public
- Earn royalties of approx. 2-6% of revenues
- 180 stores in U.S.
- 1% of total 2014 YTD revenues





# Core Overview

## Business Imperatives

- **Develop a culture focused on quality sales**
  - Intend to increase ticket compared to Q4 2013
  - Expect number of agreements to be down low single digits versus 2013
  - Expect flat to slightly positive same store sales in Q4 2014
- **A rent-to-own industry first: nationwide name-brand smartphones and no-contract plans - expected to provide as much as 10% of the Core segment future revenue stream**
- **Drive improvements in store operational excellence**
  - Reduce free time and price overrides
  - Increased focus on maximizing collections
- **Improve our operations talent**
  - Upgrade store coworker training through the utilization of the Centers of Excellence
  - Upgrade multi-unit leadership talent
- **Focus on margin improvements and four-wall efficiencies**



# Optimize and grow operating profit in a maturing Core U.S. Rent-to-Own business



## Customers

## Differentiated Positioning

**Meet Customers where they are**

- Physical
- Online
  - Direct
  - Indirect

*RAC E-Commerce*

**Get them exactly what they want**

- Right product
- Right place
- Right price

*Supply Chain Optimization  
Pricing Strategy*

**Provide world-class service**

- Talent
- Training

*Acquire & develop the best talent in the industry*





# Acceptance NOW continues to expand

## Description

- **RAC Kiosks inside traditional retailers**
  - Customers turned down for credit are referred to Acceptance NOW
  - Retailers “save the sale” (~50% conversion rate)
  - Customers likely outside our traditional customer base
- Low initial investment as inventory is not purchased until the sale is made
- Grow customer base and increase market penetration
  - Same Store Sales (Q2'14) – 25.1%
  - 1,359 locations as of June 30, 2014
- Keep rate 70% to 80%
- Expect to open 190 manned locations in 2014
- Implementing new virtual technology in ~600 existing manned kiosks in back half of 2014

## Capturing a new customer base

Credit scores:	< 520	521–580	> 581
RTO	50%	27%	23%
	41%	29%	30%

(1) Random sample of 1,000 RTO & 1,000 Acceptance NOW customer's credit scores provided by TransUnion

## Illustrative new store economics summary

### New Store Economics

- Year 1 Investment of \$350K (80% for inventory)
- Profitable within ~7 months
- Break even within year 2
- IRR of ~85% (~50% after allocations)



Despite growth to date, Acceptance NOW remains relatively under penetrated





# International represents significant, untapped growth

## Mexico

- 111 million total population with over 50% falling into our core customer demographic
- Potential market of 1,000 stores
- Opened all 30 planned locations for this year in the first half of 2014.

## Highlights

- Mexico stores achieved four-wall breakeven for the first time in December 2013
- \$1 billion revenue opportunity
- Same Store Sales
  - Q2 2014 – 17.0%
  - 2014 YTD – 18.5%

## Illustrative new store economics summary

### New Store Economics

- Year 1 Investment of \$610K (50% for inventory)
- Profitable within ~12 months
- Break even within year 3
- IRR of ~45% (~30% after allocations)



*We are assessing markets across the world for additional international growth*





# Our growth initiatives will drive our performance

Our growth initiatives are meaningful contributors today...



...and well positioned for sustained, profitable growth in the future



- ✓ Virtual technology within manned or stand-alone locations
- ✓ Expanded footprint
- ✓ Improved sales conversion



- ✓ 1,000 store opportunity
- ✓ Mexico City
- ✓ Platform for broader Latin America exposure



# Financial Highlights



# Q2 2014 Rent-A-Center operating results

## Q2 2014 Financial Metrics

(\$ in MM)	Q2'14	Q2'13 <sup>(1)</sup>	Δ YoY
Core US	\$592	\$622	(4.9%)
Acceptance NOW	156	117	32.6%
Mexico	18	11	56.4%
Franchising	8	9	(16.8%)
<b>Total Revenue</b>	<b>\$773</b>	<b>\$761</b>	<b>1.7%</b>
<b>Same Store Sales</b>	<b>0.6%</b>	<b>(1.6%)</b>	<b>+ 220 bps</b>
Core US	\$432	\$452	(4.4%)
Acceptance NOW	90	69	30.7%
Mexico	13	8	55.4%
Franchising	2	2	13.1%
<b>Total Gross Profit</b>	<b>\$536</b>	<b>\$531</b>	<b>1.1%</b>
<b>Gross Profit Margin</b>	<b>69.4%</b>	<b>69.8%</b>	<b>(40 bps)</b>
Core US	\$33	\$66	(50.5%)
Acceptance NOW	18	17	5.8%
Mexico	(7)	(6)	(35.1%)
Franchising	0	1	(23.2%)
<b>Operating Profit</b>	<b>\$45</b>	<b>\$77</b>	<b>(42.3%)</b>
<b>Operating Profit Margin</b>	<b>5.8%</b>	<b>10.2%</b>	<b>(440 bps)</b>
<b>EBITDA</b>	<b>\$65</b>	<b>\$97</b>	<b>(32.9%)</b>
<b>EBITDA Margin</b>	<b>8.4%</b>	<b>12.8%</b>	<b>(440 bps)</b>
CapEx	\$18	\$25	(27.2%)

(1) Includes on-rent reserve adjustment

## Q2 2014 Key Results

- Total revenues for the year increased ~ \$13mm, or 1.7%
  - Revenue increase primarily driven by both the Acceptance NOW and Mexico segments, partially offset by a decrease in Core U.S. segment
- Same store sales increase primarily attributable to increases in both the Acceptance NOW and Mexico segments, partially offset by a decrease in Core U.S. segment
- While gross profit margins decreased 40 bps, gross profit dollars increased over \$5mm, or 1.1%
- Operating profit decreased approximately \$32mm, or 42.3%, driven by lower revenues and sales deleverage in our store and field support center labor costs.
- Opened an additional 25 Acceptance NOW kiosks in the U.S. and eight rent-to-own stores in Mexico



# Maintain a sound balance sheet as a result of our prudent approach to leverage

## Q2 2014 Balance Sheet

(\$ in millions)	Q2 2014	% of Book Capital	Q2 2013	% of Book Capital
<b>Cash</b>	\$68		\$78	
<b>Senior Credit Facilities</b>	\$384	16.6%	\$309	14.1%
<b>Unsecured Revolver</b>	\$9	0.4%	\$15	0.7%
<b>Senior Unsecured Notes</b>	\$550	23.8%	\$550	25.0%
<b>Total Debt</b>	\$943	40.8%	\$874	39.8%
<b>Shareholder's Equity</b>	\$1,371	59.2%	\$1,320 <sup>(1)</sup>	60.2%
<b>Total Capitalization</b>	\$2,314	100.0%	\$2,194	100.0%
<b>Net Debt/Total Capitalization</b>		37.8%		36.3%

Q2'14 Consolidated Total Leverage Ratio 3.17x (per bank covenant, maximum leverage of 4.5x)

Notes:

(1) Includes on-rent reserve adjustment



**Despite challenging times, we believe that our plan will show significant financial results from 2014 to 2018**

**Revenue Growth**

**4 - 7%**

**EBITDA Growth**

**7 - 10%**

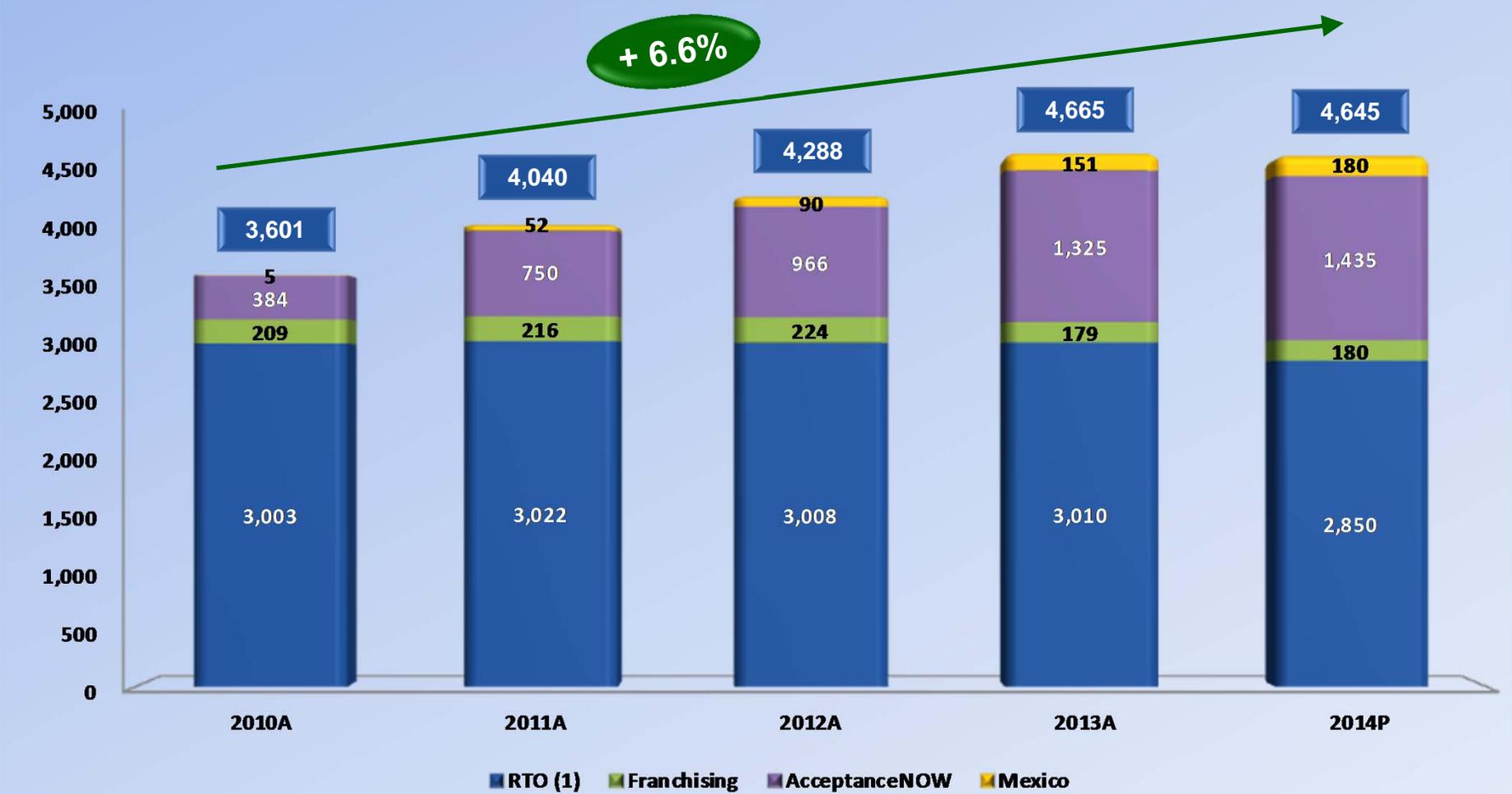
**Free Cash Flow**

**\$100mm+**



# Continuing strong store growth will increase our already substantial customer base

## Store Counts



Note: (1) Includes Canada and Get-It-Now / Home Choice stores



# Our 2014 forecast includes low single-digit revenue growth

## 2014 Guidance <sup>(1)</sup>

(\$ in millions, except EPS)	2011 <b>Actual<sup>(2)</sup></b>	2012 <b>Actuals<sup>(2)</sup></b>	2013 <b>Actuals<sup>(2)</sup></b>	2014 <b>Midpoint</b>
<b>Total Revenue</b>	\$2,882	\$3,083	\$3,104	\$3,205
<b>YoY Growth %</b>	5.5%	7.0%	0.7%	3.3%
<b>Same Store Sales</b>	0.8%	1.4%	(2.0%)	2.0%
<b>Total Gross Profit</b>	\$2,053	\$2,134	\$2,149	\$2,205
<b>Gross Profit Margin</b>	71.2%	69.2%	69.2%	68.8%
<b>Operating Profit</b>	\$315	\$316	\$246	\$225
<b>Operating Profit Margin</b>	10.9%	10.2%	7.9%	7.0%
<b>Diluted EPS</b>	\$2.89	\$3.06	\$2.32	\$2.08
<b>YoY Growth %</b>	3.6%	5.9%	(24.2%)	(10.3%)
<b>EBITDA<sup>(3)</sup></b>	\$385	\$395	\$334	\$305
<b>EBITDA Margin</b>	13.4%	12.8%	10.8%	9.5%
<b>CapEx</b>	\$133	\$102	\$108	\$95

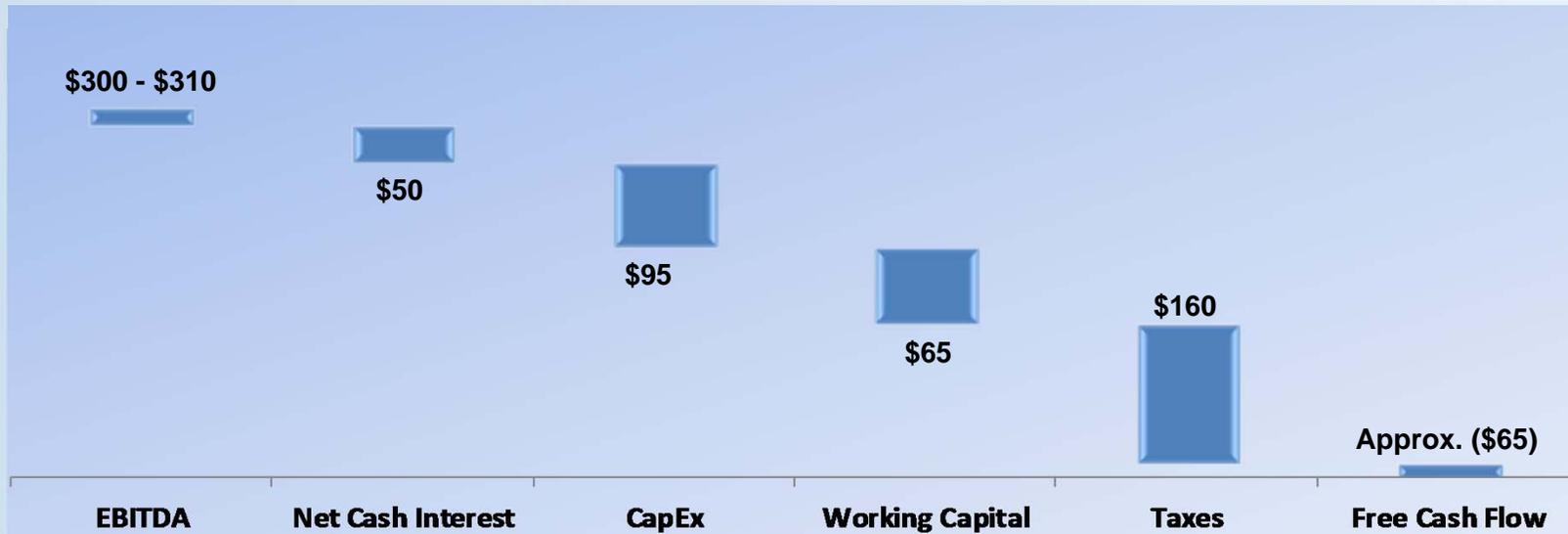
Notes:

- 1) Per 07/21/2014 press release
- 2) Includes on-rent reserve adjustment
- 3) Reconciliation is available in the appendix at the end of the presentation



# Free Cash Flow will be temporarily negative in 2014 due to the reversal of our deferred tax liability

## Reconciliation of EBITDA to Free Cash Flow 2014 Estimate (\$mm)



## Reconciliation of Operating Cash to Free Cash Flow 2014 Estimate (\$mm)



# We will continue to return value to shareholders in a number of ways

**Re-invest in our business**

Opened 1,000+ new RTO touch points since 2010

**Continue our history of dividend payments**

Paid our 17<sup>th</sup> straight quarterly dividend

**Be opportunistic with share repurchases**

~37mm shares repurchased to date

**Examine and adjust our capital structure when appropriate**

Refinanced \$900mm in senior debt (March 2014)



# Rent-A-Center represents an attractive opportunity



Leader of an established and growing industry



In 2013, launched a multi-year transformation to improve the Core U.S. segment profitability, enable a better customer experience and innovate our digital e-commerce capabilities



Clearly defined opportunities for accelerated growth



A proven track record of returning capital to shareholders



Seasoned management team with a track record for growth and innovation



# Appendix



# Adjusted EBITDA Reconciliation

## Reconciliation of Adjusted EBITDA to Earnings Before Income Taxes

(\$ in millions)	FYE 2011A <sup>(1)</sup>	FYE 2012A <sup>(1)</sup>	FYE 2013A <sup>(1)</sup>	YTD 2014A
<b>GAAP EBIT</b>	<b>\$254.7</b>	<b>\$284.4</b>	<b>\$207.4</b>	<b>\$75.3</b>
Plus: Litigation Expense (Credit)	2.8	-	-	-
Plus: Impairment Charge	7.3	-	-	-
Plus: Restructuring Charge	13.9	-	-	4.4
Plus: Finance Charges from Refinancing	-	-	-	1.9
Plus: Interest Expense, net	36.6	31.2	38.8	22.7
Plus: Amortization	4.7	5.9	11.5	2.8
Plus: Depreciation	65.2	73.4	76.5	37.7
<b>Adjusted EBITDA</b>	<b>\$385.2</b>	<b>\$394.9</b>	<b>\$334.1</b>	<b>\$144.8</b>

Notes:

(1) Includes on-rent reserve adjustment



# Company Information

For quarterly press releases, conference call transcripts, investor presentations, annual report and other company information, please access our investor relations web site at:

[investor.rentacenter.com](http://investor.rentacenter.com)

