



**RAC** Rent-A-Center

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Rent-A-Center  
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Appliances  
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**INVESTOR PRESENTATION**  
THIRD QUARTER 2015



# Safe Harbor

*This press release and the guidance above contain 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; factors 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; failure to manage the Company's labor and benefit rates, advertising and marketing expenses, operating leases, charge-offs due to customer stolen merchandise, other store expenses or indirect spending; the Company's ability to develop and successfully execute the competencies and capabilities which are the focus of the Company's strategic initiatives, including those initiatives that are part of its 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 implement its new store information management system; the Company's ability to successfully market smartphones and related services to its customers; the Company's ability to develop and successfully implement virtual or e-commerce capabilities; the Company's ability to retain the revenue from customer accounts merged into another store location as a result of a store consolidation plan; the Company's ability to execute and the effectiveness of the a 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; the Company's ability to protect the integrity and security of individually identifiable data of its customers and employees; the impact of any breaches in data security or other disturbances to the Company's 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, 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 will continue to return value to shareholders in a number of ways

## Core U.S.

- Optimize profitability in maturing business
- Strategic initiatives such as Flexible Labor and Supply Chain

## Acceptance Now

- Grow units and earnings
- Expand beyond staffed model by expanding sales channels

## Reduce EPS volatility

- Improve leverage and increase transparency of disclosure



# Rent-A-Center snapshot

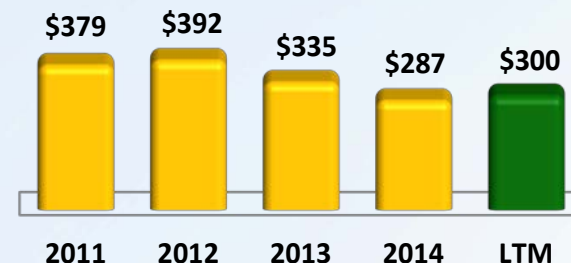
## Rent-A-Center overview

- Rent-A-Center (NASDAQ: RCI) is one of the Largest rent-to-own (“RTO”) operators in the U.S.
  - 4,738 locations across the US, Mexico, Canada and Puerto Rico
    - 2,697 Core U.S. locations
    - 1,691 Kiosks at retailers
    - 143 Mexico locations
    - 207 Franchised stores
- Offers high quality, durable products
  - Flexible rental purchase agreements
  - Generally allows customers to obtain ownership at the conclusion of an agreed upon rental term

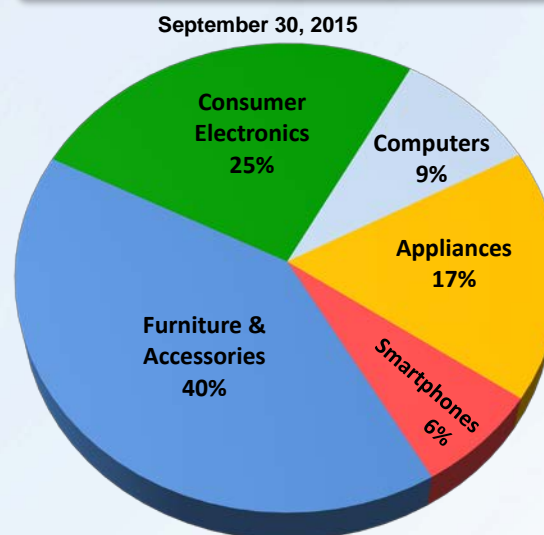
## Revenue (\$mm)



## EBITDA (\$mm)



## Product mix (LTM) <sup>(1)(2)</sup>



- 1) Includes Core U.S. and Acceptance Now stores only  
 2) Percentages based on Total Rental Income

## Key vendor relationships





# RTO industry offers attractive fundamentals and Rent-A-Center is one of the largest operators

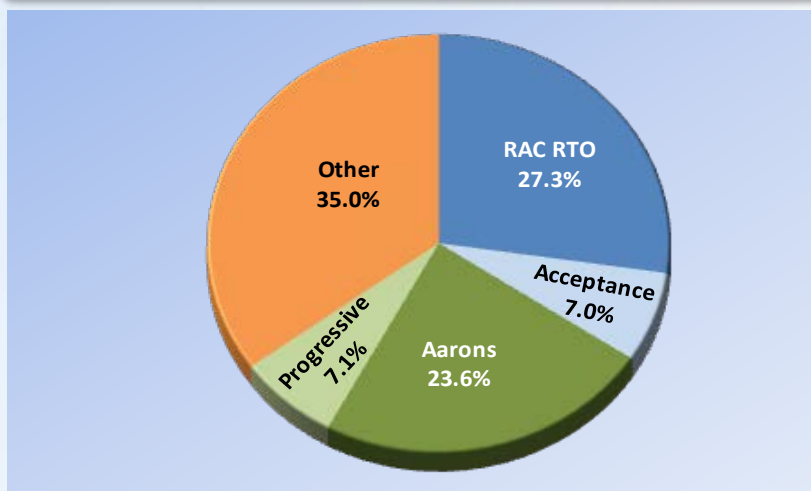
## Key industry facts

- ~\$9.0 billion industry (2014 estimate)
- 18,000+ stores across the United States, Mexico and Canada
- Serves an estimated 4.8 million households
- Revenue increased by a 6.2% CAGR from 2007-2012
- National industry with established, constructive regulatory environment

## RTO industry revenue (billions) <sup>(1)</sup>



## 2014 Total Revenue (Estimated) <sup>(2)</sup>



(1) APRO (Association of Progressive Rental Organizations) as October 2013; Industry numbers were not updated in 2011 or 2013

(2) RAC internal estimation



# Strategic Priorities



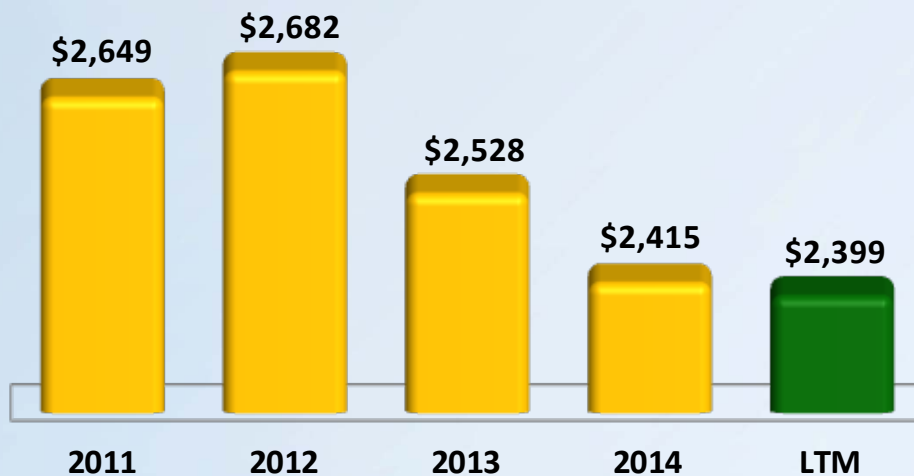


# Core U.S. Segment overview

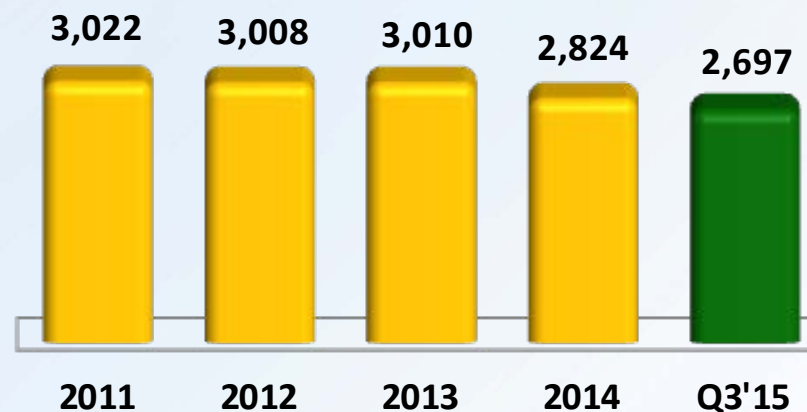
## Domestic company-owned RTO operations:

- Offering high-quality products to consumers under flexible rental-purchase agreements
- Largest segment with 73% of 2015 LTM revenues

### Revenue (\$mm)



### Locations



### Brands





# Core U.S. Strategic Initiatives

## Strategic Initiatives

### Smart Phones

- Name-brand smart phones with no credit needed and no-contract plans
- Smartphones were over 9% of Core U.S. total store revenue in Q3'15
- Smartphone device protection locking feature became available starting in April
- As of September, 65% of our smartphones currently on rent have locking software installed, and virtually all of our new phones feature the software

### Pricing

- Transitioning from our historical, cost-based pricing model to a data-driven, market-responsive model
- Continue to optimize pricing strategies and take opportunistic actions based on test results







# Core U.S. Strategic Initiatives (Contd.)

## Strategic Initiatives

### Flexible Labor Model

- Replacing fixed overtime hours with part-time hours
- \$20-\$25mm of annual labor savings opportunity related to overtime premium
- Ability to flex hours up or down based on store activity levels
- Since the national rollout in June, the new flex labor model has been introduced in approximately 2,100 locations

### Supply Chain

- Product cost savings from a more efficient supply chain using 3rd party logistics provider; Improve in-stock rates by reducing shipping lead times from 17 days to 4-5 days
- All products are flowing through the new supply chain, all DCs have been fully sourced with product
- Initiative remains on track to fully realize \$25-35mm of annual run-rate income statement benefits by the end of 2016





# Acceptance NOW overview

## Description

- Kiosks inside traditional retailers
  - Customers turned down for credit are referred to Acceptance NOW
  - Retailers “save the sale” (~50% conversion rate)
  - Developing Acceptance NOW Direct technology for lower volume locations
- Low initial investment since inventory is not purchased until the sale is made
- Growing customer base and increase market penetration
  - Same Store Sales (Q3'15): 24.5%

## Capturing a new customer base

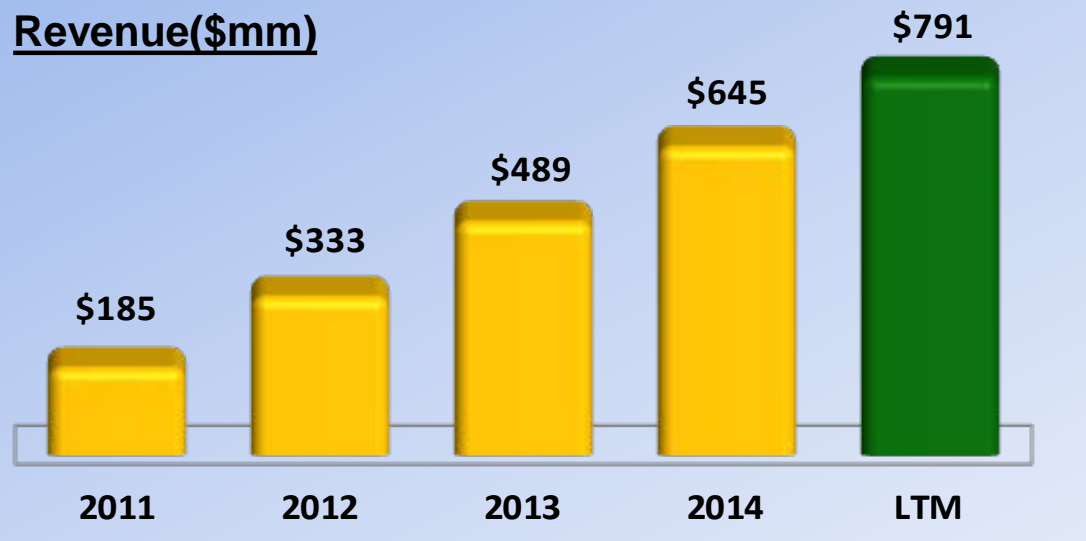
Credit scores:	< 520	521–580	> 581
	50%	27%	23%
	41%	29%	30%

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

## Status

- As of Q3 '15, 1,468 Acceptance NOW staffed and 223 Acceptance NOW direct locations open
- 30 staffed locations opened and 18 closed in Q3'15
- 208 direct locations opened in Q3 '15
- Began implementing online approvals via several third-party retail partners

## Revenue(\$mm)



Despite growth to date, tremendous untapped market potential for Acceptance NOW



# Acceptance NOW continues to expand



## RTO kiosks inside traditional retail stores:

- Alternative transaction for customers of retail partners who cannot buy on credit
- Rapidly growing segment with 24% of 2015 LTM revenues

### Revenue (\$mm)



### Locations



### Strategic Initiatives

- Acceptance NOW Direct technology for lower volume locations
  - 500 locations by the end of 2015
  - 223 Acceptance Now Direct locations as of September 2015
- Doubled the penetration of online approval via retailer websites as well as the technology to support the seamless application process. Each of these technologies are available in about a third of our staffed locations
- Piloting different pricing options



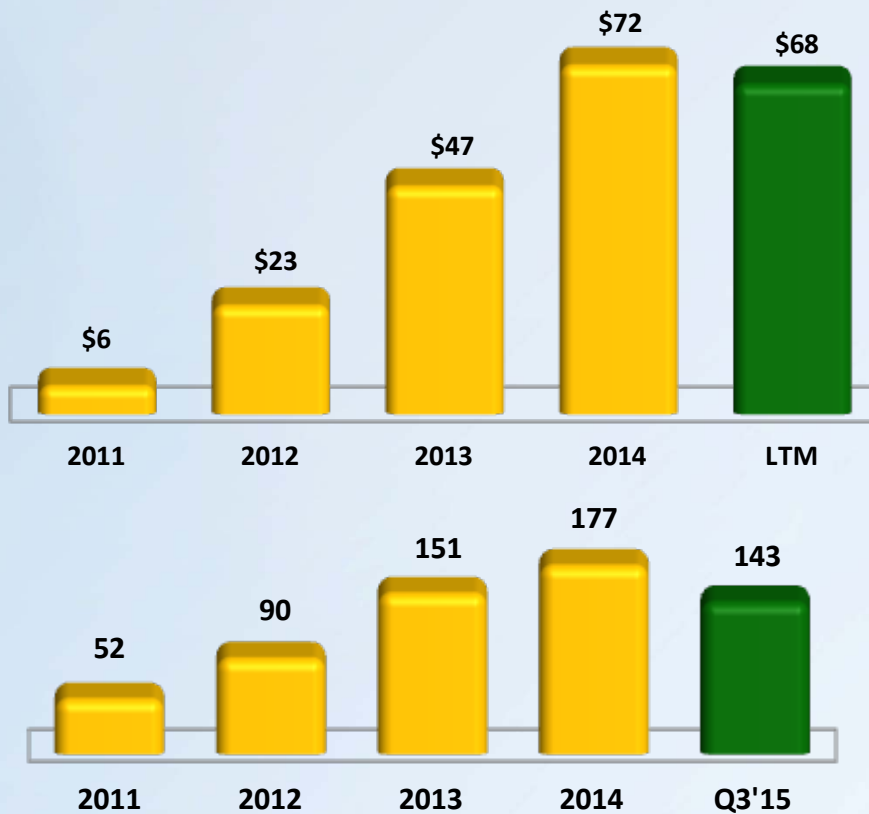


# Mexico and Franchise Segment overview

## Mexico

### Mexico company-owned RTO operations:

- Potential platform for future international expansion
- Segment with 2% of 2015 LTM revenues

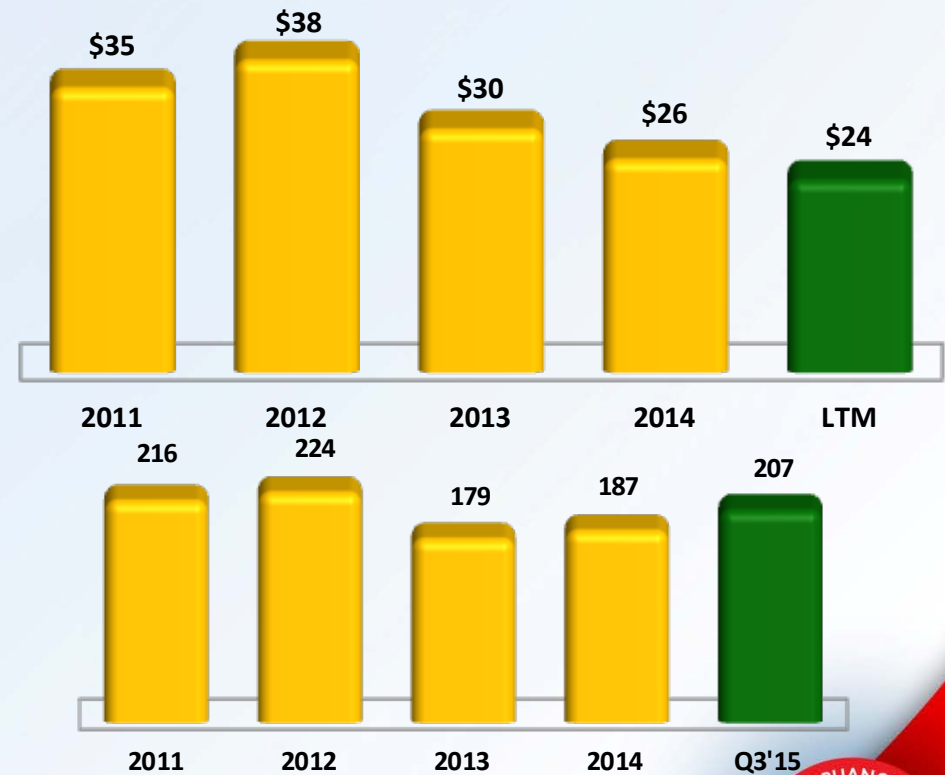


La mejor forma  
de comprar

## 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
- 1% of 2015 LTM revenues



Franchising  
International, Inc.



# Financial Highlights



# Q3 2015 Rent-A-Center operating results

## Q3 2015 Financial Metrics (Non-GAAP)

(\$ in mm)	Q3'15	Q3'14	Δ YoY
Core US	\$575	\$584	(1.4%)
Acceptance NOW	\$197	\$155	26.6%
Mexico	\$15	\$19	(24.1%)
Franchising	\$5	\$6	(20.0%)
<b>Total Revenue</b>	<b>\$792</b>	<b>\$764</b>	<b>3.6%</b>
<b>Same Store Sales</b>	<b>5.2%</b>	<b>1.9%</b>	<b>+ 330 bps</b>
Core US	\$409	\$425	(3.7%)
Acceptance NOW	\$102	\$92	10.6%
Mexico	\$10	\$14	(29.9%)
Franchising	\$3	\$2	29.3%
<b>Total Gross Profit</b>	<b>\$523</b>	<b>\$533</b>	<b>(1.8%)</b>
<b>Gross Profit Margin</b>	<b>66.1%</b>	<b>69.7%</b>	<b>(360 bps)</b>
Core US	\$61	\$57	8.1%
Acceptance NOW	\$29	\$30	(3.5%)
Mexico	(\$2)	(\$5)	47.2%
Franchising	\$2	\$1	53.7%
Corporate	(\$37)	(\$37)	(2.0%)
<b>Operating Profit</b>	<b>\$52</b>	<b>\$47</b>	<b>12.0%</b>
<b>Operating Profit Margin</b>	<b>6.6%</b>	<b>6.1%</b>	<b>+ 50 bps</b>
<b>EBITDA</b>	<b>\$72</b>	<b>\$67</b>	<b>8.5%</b>
<b>EBITDA Margin</b>	<b>9.1%</b>	<b>8.7%</b>	<b>+ 30 bps</b>
<b>CapEx</b>	<b>\$18</b>	<b>\$20</b>	<b>(10.0%)</b>

(1) Includes restated financials

## Q3 2015 Key Results

- Total revenues increased ~ \$27mm, or 3.6%
  - Revenue increase primarily driven by the Acceptance NOW segment, partially offset by decreases in Core U.S. & Mexico segments
- Consolidated same store sales grew by 3.3% and Core U.S. same store sales decreased by 0.2%. Since Q1 2014, the two-year same store sales comp in Core U.S. improved by 1,100 bps
- While gross profit margins decreased 360 bps, gross profit dollars decreased ~\$9mm, or 1.8%
  - Gross margin decline primarily driven by growth of our 90 day option pricing in Acceptance NOW as well as the introduction of smartphones
- Operating profit increased ~\$6mm, or 12.0%





# Rent-A-Center balance sheet

## 2015 Balance Sheet

(\$mm)	Q3'15	% of Book Capital	Q3'14	% of Book Capital
<b>Cash</b>	\$60		\$62	
<b>Senior Credit Facilities</b>	\$372	15.9%	\$419	17.8%
<b>Unsecured Revolver</b>	\$0	0.0%	\$6	0.27%
<b>Senior Unsecured Notes</b>	\$543	23.4%	\$550	23.4%
<b>Total Debt</b>	\$914	39.5%	\$975	41.5%
<b>Shareholder's Equity</b>	\$1,402	60.5%	\$1,377 <sup>(1)</sup>	58.5%
<b>Total Capitalization</b>	\$2,317	100.0%	\$2,352	100.0%
<b>Net Debt/Total Capitalization</b>		36.9%		38.8%

Q3'15 Consolidated Total Leverage Ratio 2.93x

Per bank covenant, 4.25x in December 2015; 4.00x in December 2016 and thereafter

Notes:

(1) Includes restated financials



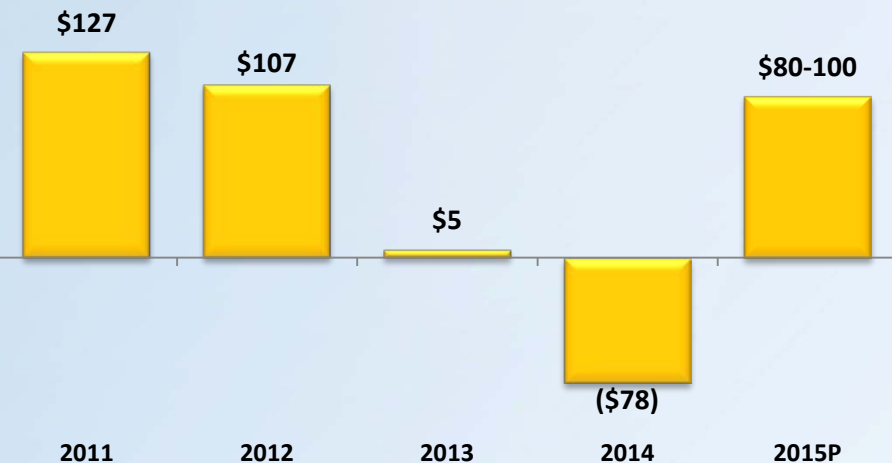
# Rent-A-Center Leverage

## Unused Revolver (\$mm)



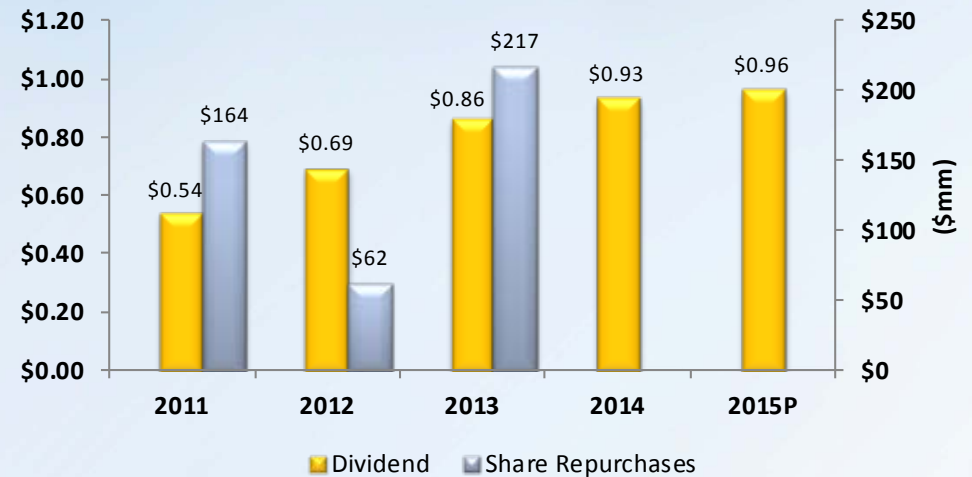
❖ Strong liquidity position

## Free Cash Flow (\$mm)

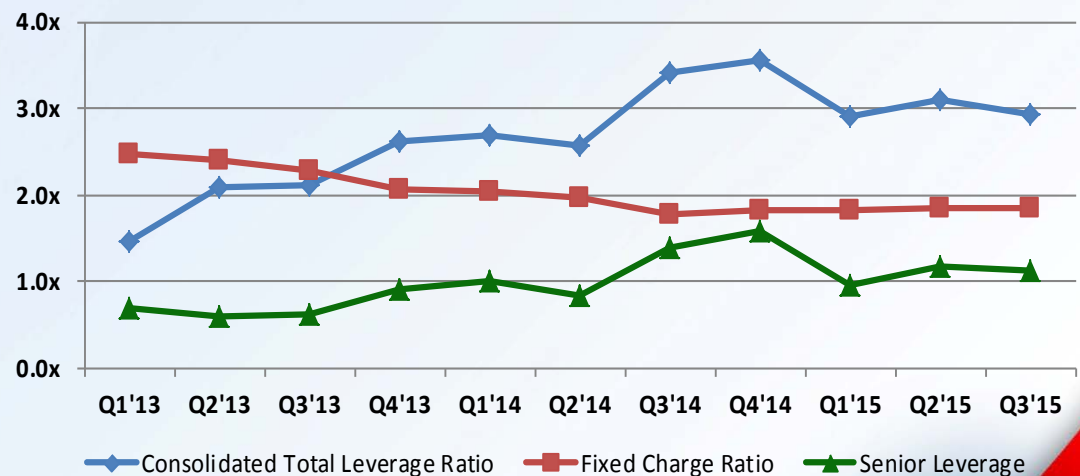


❖ '14 FCF impacted by tax deferral reversal

## Returning Value to Shareholders



## Leverage Ratios



❖ Ratios below covenants



## Longer Term Guidance

### REVENUE GROWTH

Annual target of  
3% – 5%

### OPERATING PROFIT MARGIN

Improvement of 400 basis  
points by 2017

### LEVERAGE

Target leverage ratio of 2.2x  
on a debt to EBITDA basis





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