

# Investor Presentation



## Third Quarter 2016



# Safe Harbor

*This document may 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 and operational performance of the Company's business segments; failure to manage the Company's store labor (including overtime pay) and other store expenses; the Company's ability to develop and successfully execute strategic initiatives; the Company's ability to successfully implement its new store information management system and a new finance/HR enterprise 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; failure to achieve the anticipated profitability enhancements from the changes to the 90 day option pricing program and the development of dedicated commercial sales capabilities; disruptions in the Company's supply chain; limitations of, or disruptions in, the Company's distribution network; rapid inflation or deflation in the prices of the Company's products; the Company's ability to execute and the effectiveness of a store consolidation, including the Company's ability to retain the revenue from customer accounts merged into another store location as a result of a store consolidation; 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 retain the revenue associated with acquired customer accounts and enhance the performance of acquired stores; 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 impact of any breaches in data security or other disturbances to the Company's information technology and other networks and the Company's ability to protect the integrity and security of individually identifiable data of its customers and employees; 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, 2015, and its Quarterly Reports on Form 10-Q for the quarters ended March 31, 2016, and June 30, 2016. 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 hereof or to reflect the occurrence of unanticipated events.*





# Investment Thesis

***Rent-A-Center will return value to shareholders through a strong cash flow generating Core U.S. segment, market leading growth vehicles and consistent capital allocation***

## CORE U.S

- Optimize profitability in a maturing business
- Expand margins through reduced sourcing costs & new pricing capabilities
- Reduce expenses through labor productivity and other opex optimization
- Grow customer base by expanding into e-commerce
- Optimize store footprint

## AcceptanceNOW

- Maximize revenue growth and profit opportunity
- Increase locations via new commercial capabilities and National Accounts teams
- Grow offerings beyond staffed model through virtual technology

## Capital Allocation

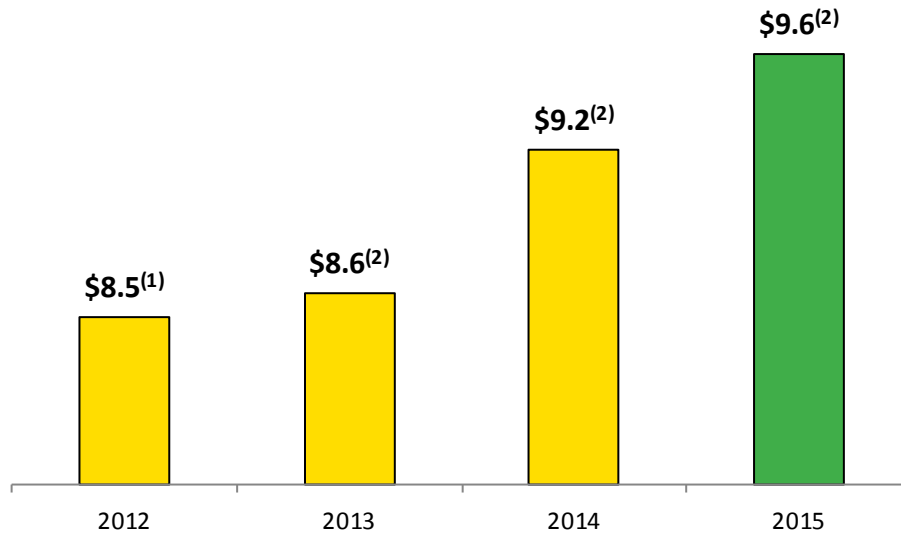
- Disciplined capital allocation
- Balanced approach including debt reduction and dividends
- Target leverage ratio of 2.0 - 2.25x debt to EBITDA



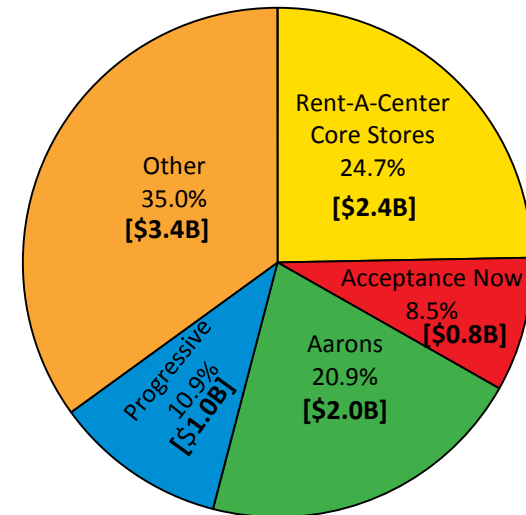
## Industry Leader

***Rent-A-Center is an industry leader serving the sub-prime customer through the flexible rent to own transaction***

RTO industry revenue (\$B)



2015 Total Revenue (Estimated) <sup>(2)</sup>



- Rent-to-own gives customers without access to credit flexible purchase options including returns with no penalties
- RCII represents 33% of \$9+ billion RTO industry

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

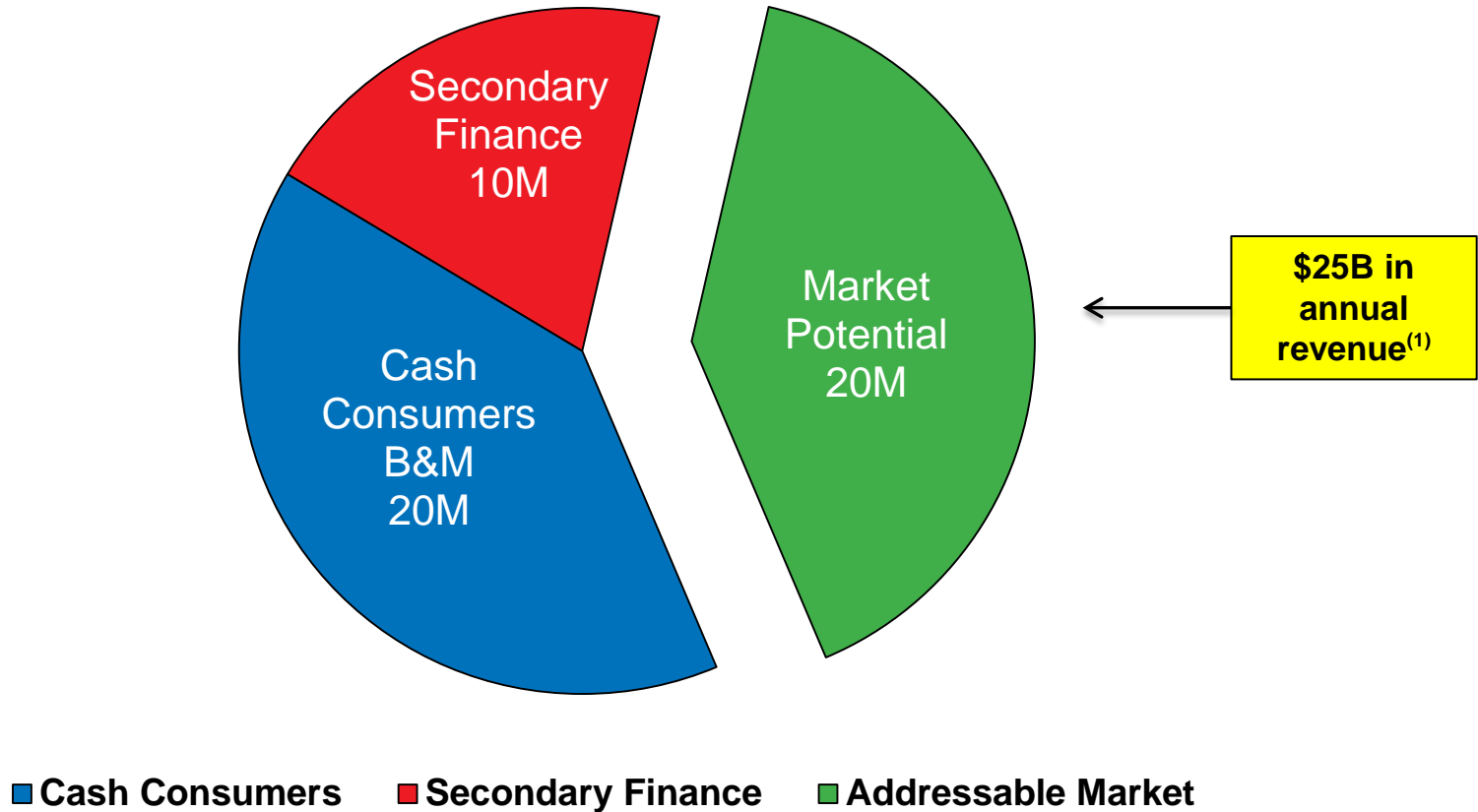
(2) RAC internal estimation, excludes franchise



# Industry Potential

*We are in the early innings of serving a 20+ million customer opportunity*

**Domestic Financially Underserved Consumers: 50M+**



Sources: FDIC estimate, Census.gov Retail Trade (NAICS categories); Synchrony (SYF) 2014 10-K; RAC internal data and surveys

(1) Annual revenue calculated using an average ticket price of \$1,250



## Customer Overview

***We will continue to stay true to our core mission of improving the quality of life of our customers***

### Rational Brand Image

- Customers can get name brand products they need, with payment options that fit their budget, credit and life constraints
- Emotional benefits of convenience, immediate access to products they need and not being locked in a contract or debt provide relief from these constraints
- 70% are repeat customers

### Key Customer Groups



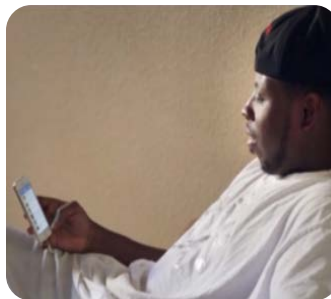
#### **Employed women**

Ages 18 to 65; HH income <\$25K; HS degree or higher education; suburban; in service/sales jobs



#### **Employed moms**

Ages 25 to 45; HH income between \$35-\$75k; HS degree or some college; urban; in clerical or service/sales jobs



#### **Employed men**

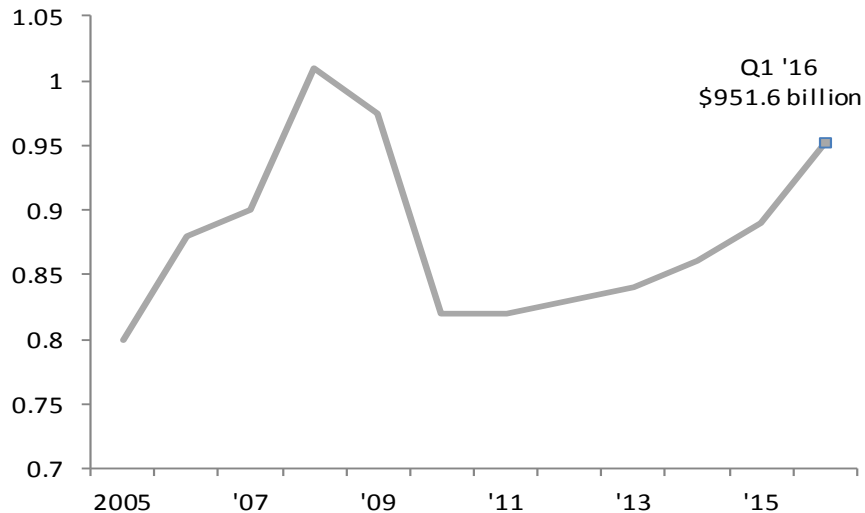
Ages 25 to 54; HH income \$25 to \$75k; HS degree or higher; rural, urban or suburban; in technical, blue collar or service jobs



# The Evolving Credit Market

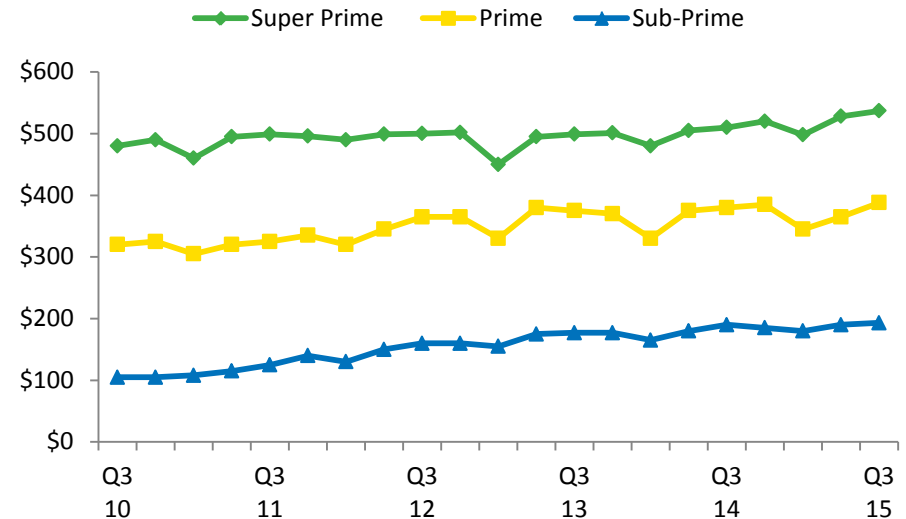
***Sub-prime consumers have been attracted to traditional financing over the last several years in increasing numbers and are utilizing the new found credit at an increasing rate***

## Credit-card outstanding balances <sup>(1)</sup>



- U.S. credit-card balances are on track to hit \$1 trillion in 2016, close to the all-time peak of \$1.02 trillion set in July 2008 (before the financial crisis)
- Lenders continue to aggressively market to the subprime borrowers with subprime credit up 25% from 2014 and at the highest level since 2007

## Monthly Purchase Volume <sup>(2)</sup>



- Purchase volumes continue to grow with subprime growing at the fastest clip over 6% increase in recent quarters
- Lenders are increasingly dipping down the credit spectrum with yields near post recession lows spurring an increase in purchase power

<sup>(1)</sup>WSJ

<sup>(2)</sup>Data from American Bankers Association



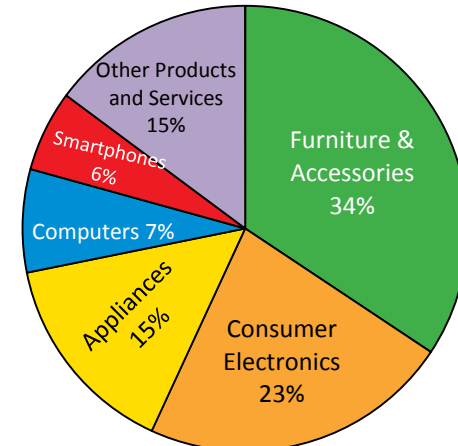
# Consolidated Overview

***Rent-A-Center has a \$3.3B revenue stream with a strong earnings and cash flow profile***

## Overview

- Diversified revenue mix
- Revenue growth from AcceptanceNOW business
- Strong cash flow profile

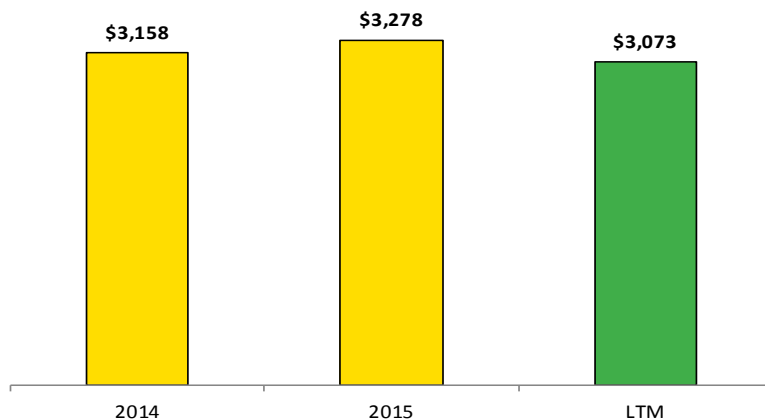
## Revenue Mix <sup>(1)</sup> <sup>(2)</sup>



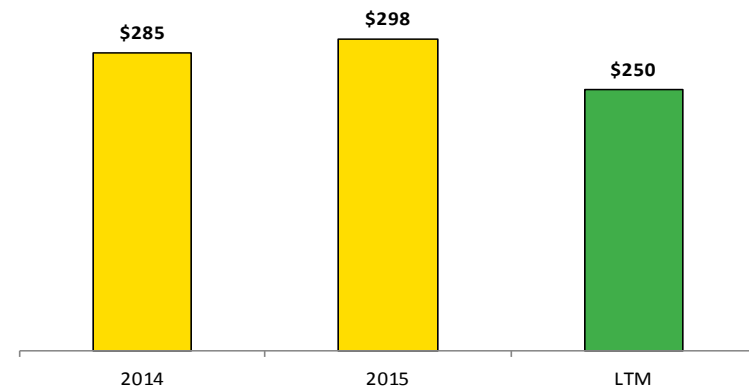
<sup>(1)</sup> Based on mix of consolidated Rental and Fees revenue only as of FY15

<sup>(2)</sup> "Other Products and Services" includes revenue from jewelry, wheels & tires etc.

## Revenue



## EBITDA

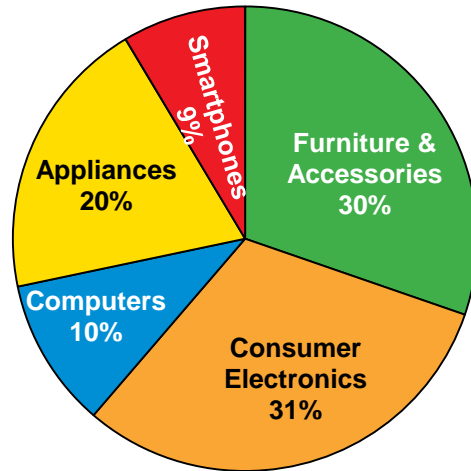




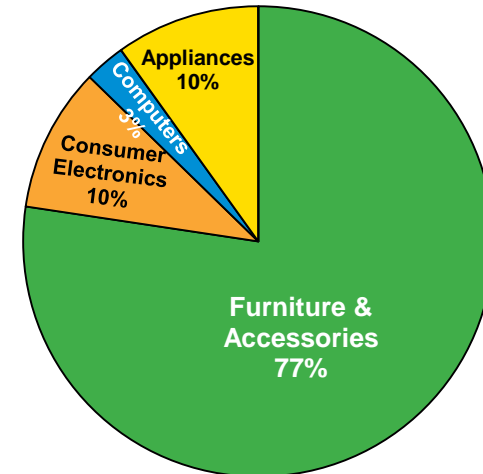
## Product Mix & Key Vendor Relationships

*The Core U.S. segment carries a broad offering of leading products while Rent-A-Center also partners with many successful and trusted retailers under the AcceptanceNOW name*

Core U.S. <sup>(1)</sup>



AcceptanceNow <sup>(1)</sup>



Key Vendor Relationships

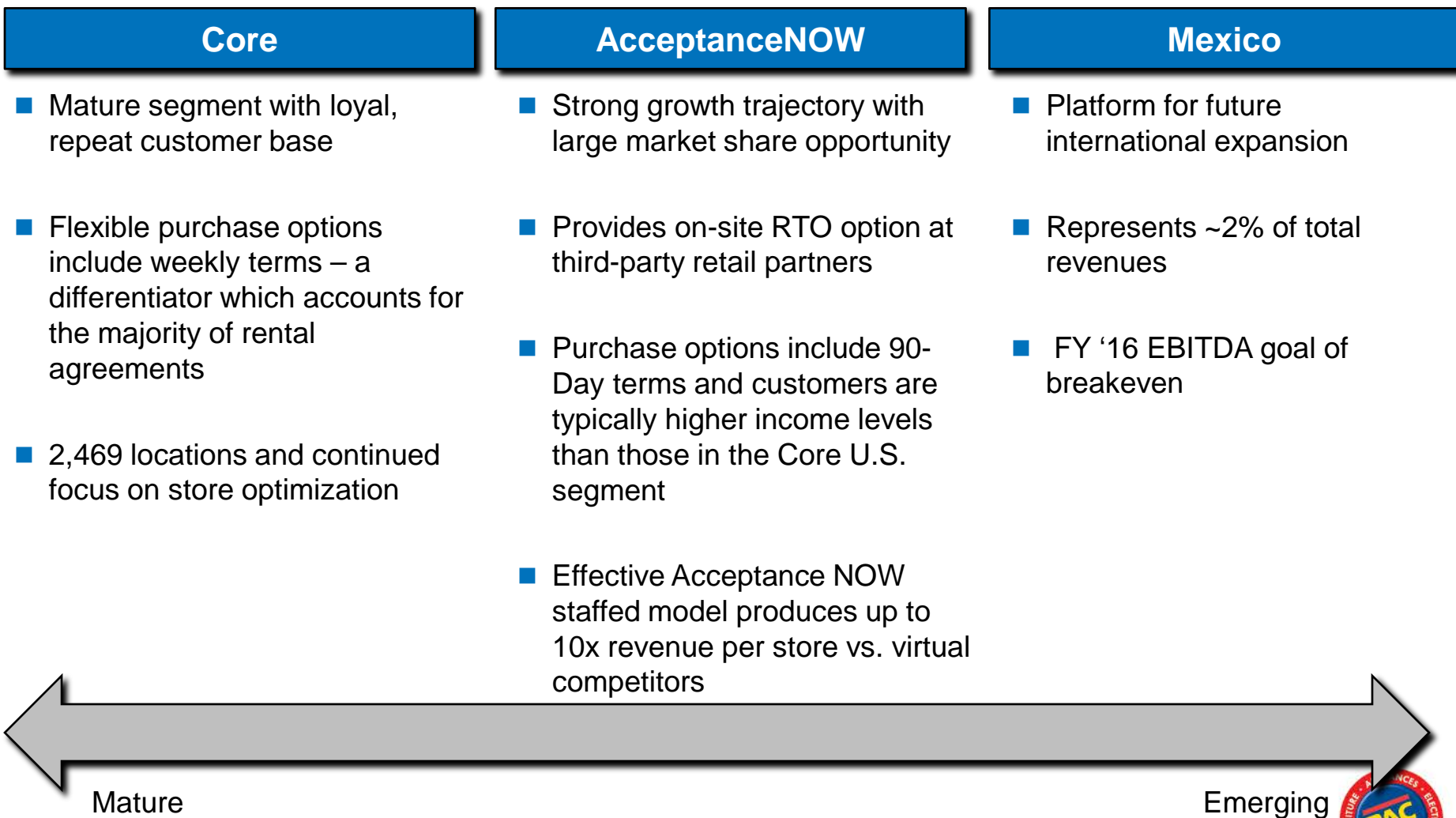
Key Retail Partner Relationships



(1) Based on Rental Revenue mix for FY15

## Segment overview

***We have successfully diversified our portfolio with each of our segments operating at different points in the business lifecycle***



## Core U.S. Value Proposition

***Core U.S. business provides freedom, flexibility and buying power to credit challenged customers***

### Core U.S. Differentiators

- ① **No credit needed**
- ② **Flexibility**
- ③ **Value added services**
- ④ **Easy payment process**
- ⑤ **Low loss rates**
- ⑥ **High repeat business**

### How We Deliver Value

- ① Serves nearly everyone; No credit needed; Never goes on credit report
- ② No binding contract; pay off, cancel or reinstate anytime and early payoff discounts
- ③ Delivery and costs to service products are included at no extra cost
- ④ Flexible payment options include cash, ACH, credit/debit, in-person, or by phone
- ⑤ Low loss rate of ~3%; More experience in successfully managing sub prime customer risk than anyone in the industry
- ⑥ 70% repeat customers

## AcceptanceNOW Value Proposition

***AcceptanceNOW delivers value by “saving the sale” for the retail partner and approving the financially constrained customer***

### AcceptanceNow Differentiators

- ① Attractive location economics
- ② Higher approval rates
- ③ Growth in retailer partner business
- ④ Easy payment process
- ⑤ Leading Operating margins
- ⑥ Helps rebuild customer credit

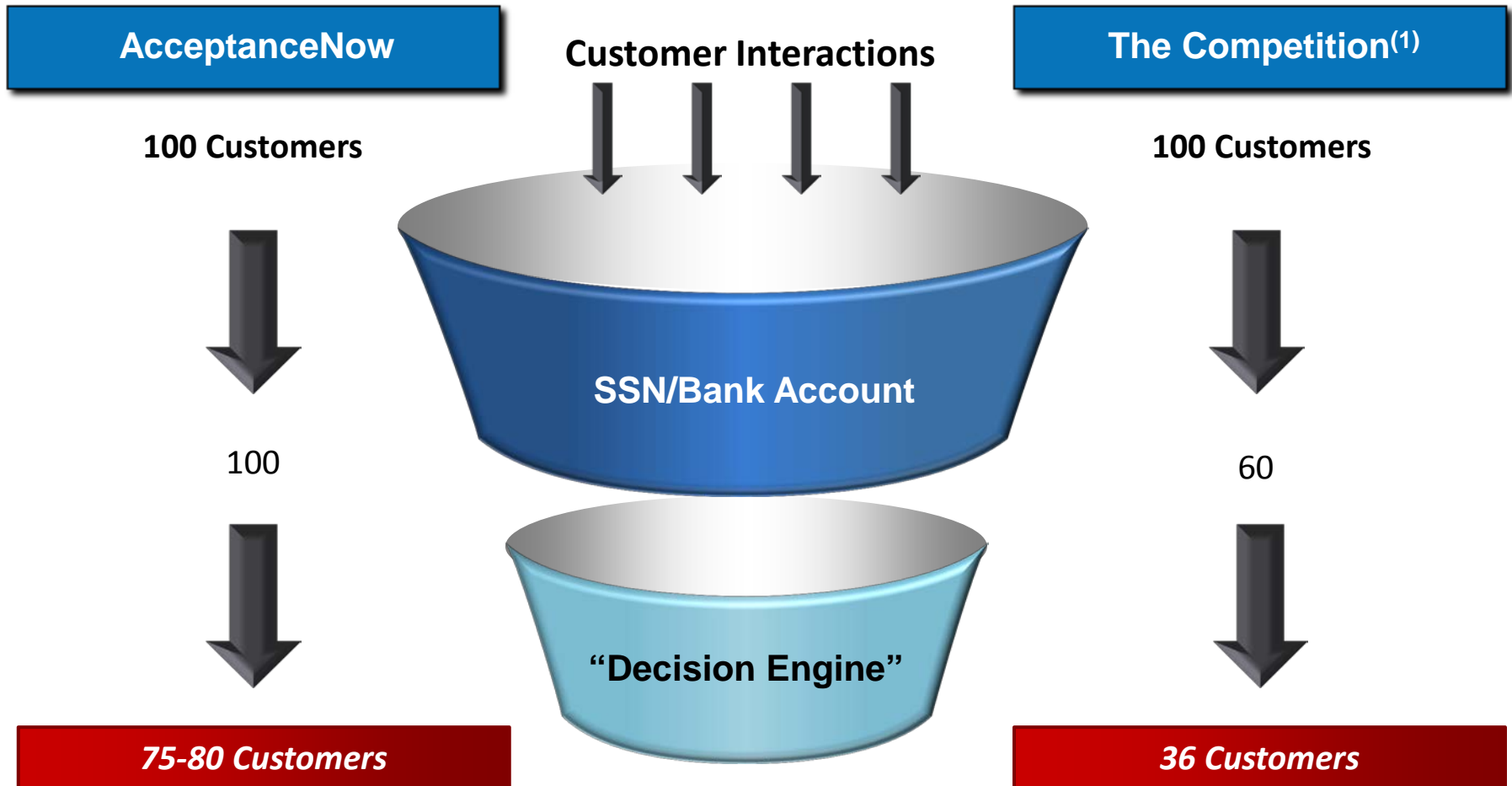
### How We Deliver More Value

- ① \$600K per location in annual revenue, **8-10x the largest competitor**; Low capital investment
- ② Save the sale for retailer for unapproved customers; **Industry leading approval rates**, instant approval with average amount of \$1,700
- ③ Revenue penetration has reached as high as **mid to high teens of partner sales**
- ④ Customer pays a 1x processing fee and average monthly payment of \$135-\$140; Early pay off discounts and 90 day options
- ⑤ Favorable operating margins in the **mid to high teens**
- ⑥ Only industry player that reports to credit industry



## More Approvals

***Unlike the competition, AcceptanceNow does not require customers to pass through prescreens before rendering an approval decision***



<sup>(1)</sup> Based on claimed approval rates and data from co-located facilities



# Key Focus Areas



## Key Focus Areas

***We have narrowed our focus to a handful of key levers as we look to manage the business in a more balanced and predictable fashion***

### 1) CORE U.S.

- Revenue
- Margin Expansion
- Middle of the P&L

### 2) ACCEPTANCE NOW

- Revenue
- Margin Expansion
- Losses

### 3) INTERNATIONAL

- Mexico

### 4) CAPITAL ALLOCATION

- Debt Pay Down
- Share Repurchase





# Core U.S. Segment – Progress Made

## Revenue

- Continue to optimize pricing strategies leveraging new store information management system
- Ecommerce pilot debuted in Q2 2016, with a full rollout slated for Q4 2016
- Smartphone assortment recast
- Strong growth in furniture category
- Improved merchandizing, e.g., premium laundry, brand-name computers

## Margin Expansion

- Product cost savings from a more efficient supply chain using 3rd party logistics provider; Improve in-stock rates by reducing shipping lead times
- Initiative remains on track to fully realize \$25-35mm of annual run-rate income statement benefits by the end of 2016

## Middle of the P&L

- 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

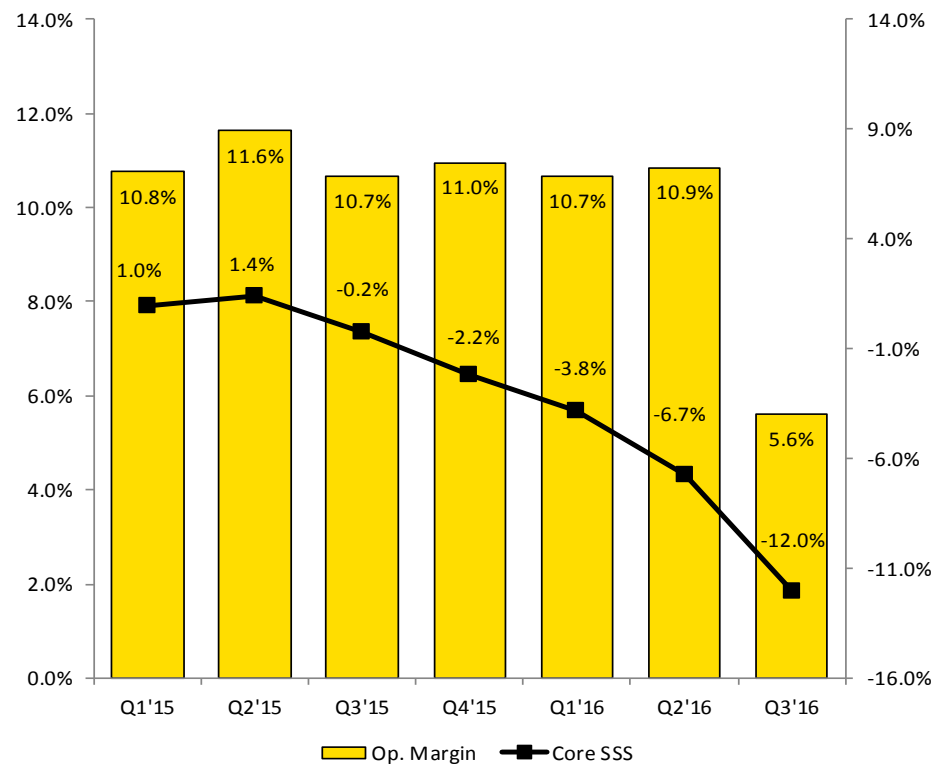




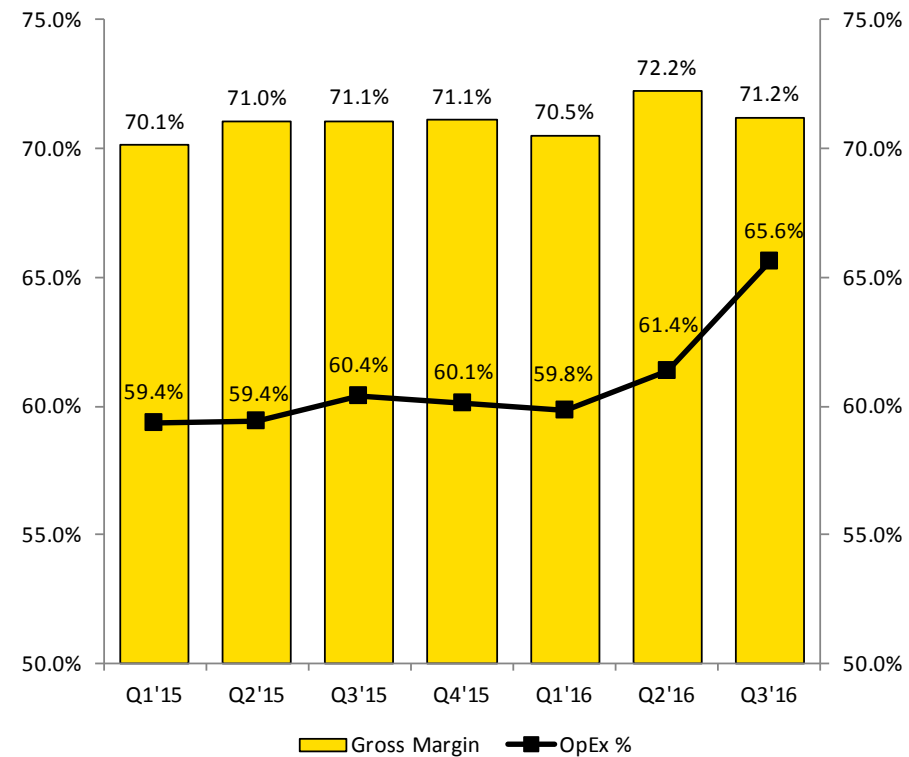
## Core U.S. Segment – Margin Overview

***Despite our negative top line trends, operating margins have remained relatively steady***

### Operating Margin & Same-Store Sales



### Gross Margin% and OpEx%



## Key Focus Areas

***We have narrowed our focus to a handful of key levers as we look to manage the business in a more balanced and predictable fashion***

1) CORE U.S.

- Revenue
- Margin Expansion
- Middle of the P&L

2) **ACCEPTANCE NOW**

- Revenue
- Margin Expansion
- Losses

3) INTERNATIONAL

- Mexico

4) CAPITAL ALLOCATION

- Debt Pay Down
- Share Repurchase



# AcceptanceNOW – Progress Made

## Revenue

- Strong pipeline of potential retailer partners
- Established a dedicated National Accounts organization to grow Acceptance Now's national footprint via the differentiated high-service staffed model
- Offer online approval, seamless application process, POS integration to retailers and eCommerce on retailer websites

## Margin Expansion

- Improving the profitability of 90 day cash option transactions
- Gross Margin increased 110 bps YoY in Q3 2016

## Losses

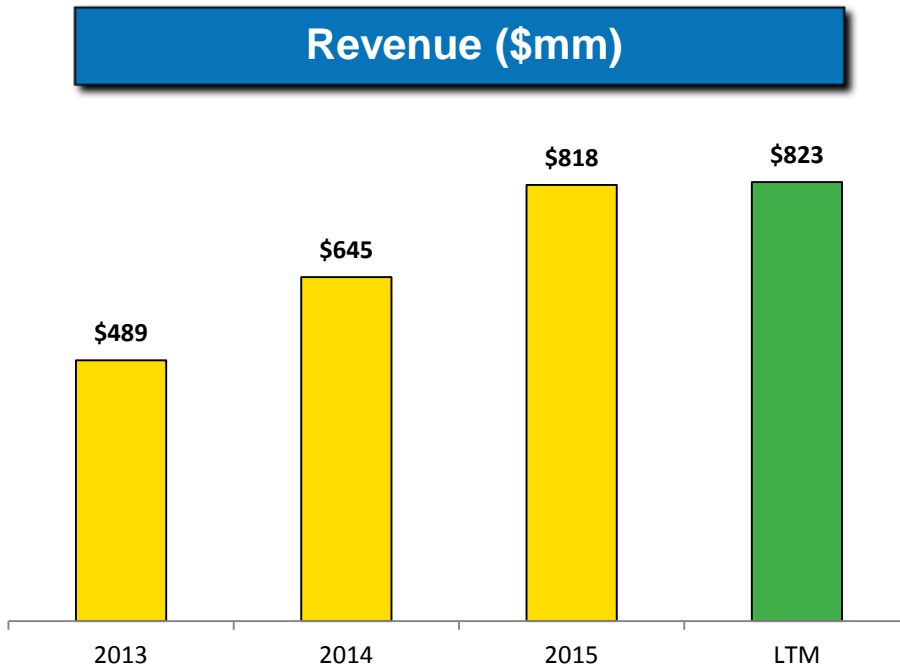
- Centralized collection to improve account management capabilities
- Decision engine optimization to manage initial agreement risk



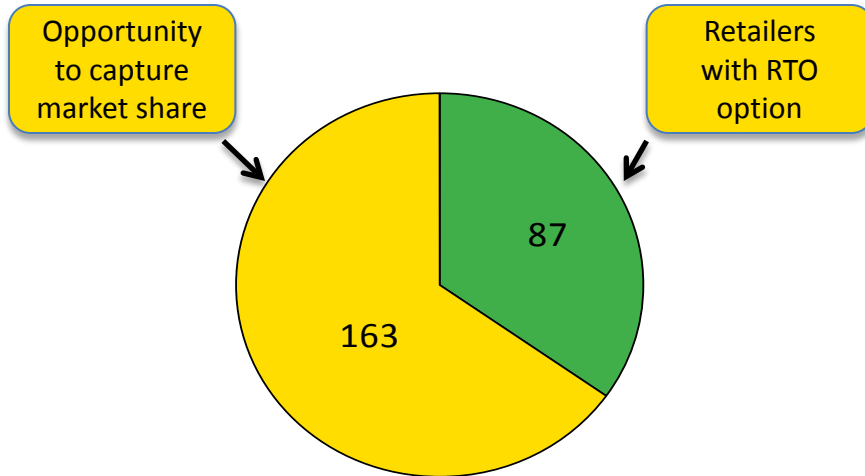
## AcceptanceNOW Segment

***While AcceptanceNOW has experienced rapid top line growth, we believe there remains significant opportunity to capture market share and optimize the business model***

### Revenue (\$mm)



### Top 250 Retailers with RTO Option <sup>(1)</sup>



<sup>(1)</sup> KeyBanc Capital Markets: Home Furnishing Retail Industry Update (2014). Represents top 250 CE, furniture and appliance retailers

### Retail Partners





## Key Focus Areas

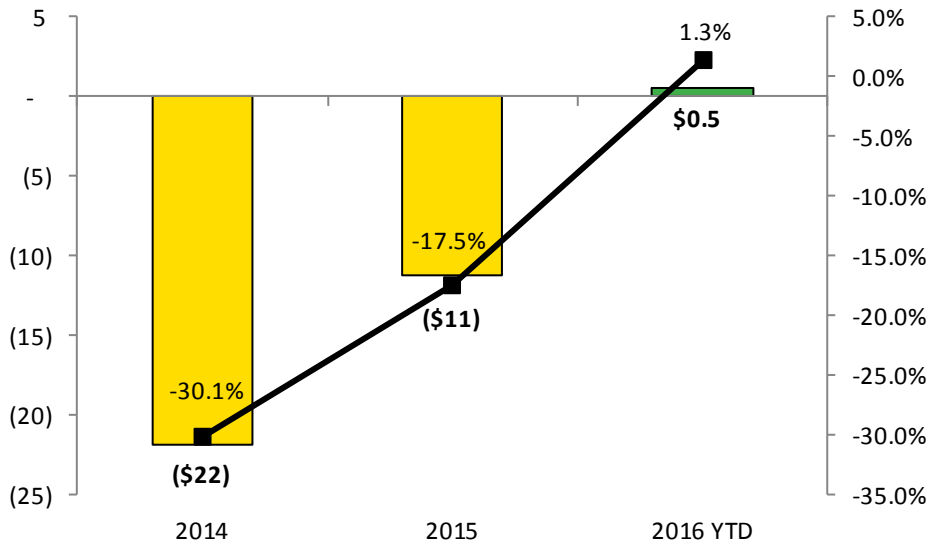
***We have narrowed our focus to a handful of key levers as we look to manage the business in a more balanced and predictable fashion***

- 1) CORE U.S.
  - Revenue
  - Margin Expansion
  - Middle of the P&L
- 2) ACCEPTANCE NOW
  - AcceptanceNOW Comps
  - Margin Expansion
  - AcceptanceNOW Losses
- 3) **INTERNATIONAL**
  - **Mexico**
- 4) CAPITAL ALLOCATION
  - Debt Pay Down
  - Share Repurchase

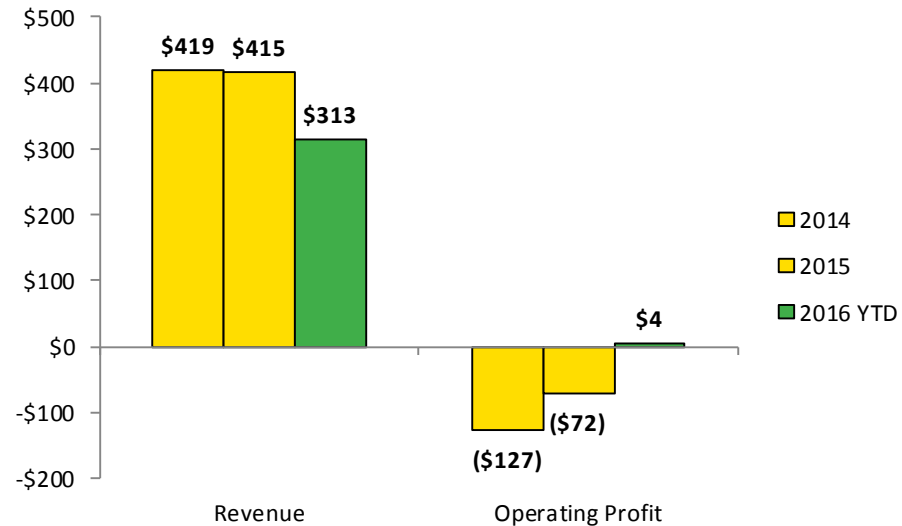
## Mexico Segment

***Our Mexico segment will continue to adapt the rent to own transaction, on track to become profitable for the full year in 2016 and provide a platform for future growth***

### Operating Profit and Margin (\$mm)



### Per Store (\$ in 000's)



### Consumer Alternatives



## Key Focus Areas

***We have narrowed our focus to a handful of key levers as we look to manage the business in a more balanced and predictable fashion***

- 1) CORE U.S.
  - Revenue
  - Margin Expansion
  - Middle of the P&L
- 2) ACCEPTANCE NOW
  - AcceptanceNOW Comps
  - Margin Expansion
  - AcceptanceNOW Losses
- 3) INTERNATIONAL
  - Mexico
- 4) **CAPITAL ALLOCATION**
  - Debt Pay Down
  - Share Repurchase

# Capital Framework and Allocation

***Rent-A-Center is committed to disciplined capital allocation by improving leverage and providing balanced returns to shareholders***

1

## Business Reinvestments

- Continue to improve free cash flow
- Invest in business with high returning Strategic Projects



2

## Dividends

- Return value to the shareholders with consistent dividends



3

## Debt Reduction

- Target Leverage Ratio 2.0 - 2.25x debt to EBITDA



4

## Share Repurchase

- Consistent and predictable Share Repurchase program upon achieving Target Leverage Ratio





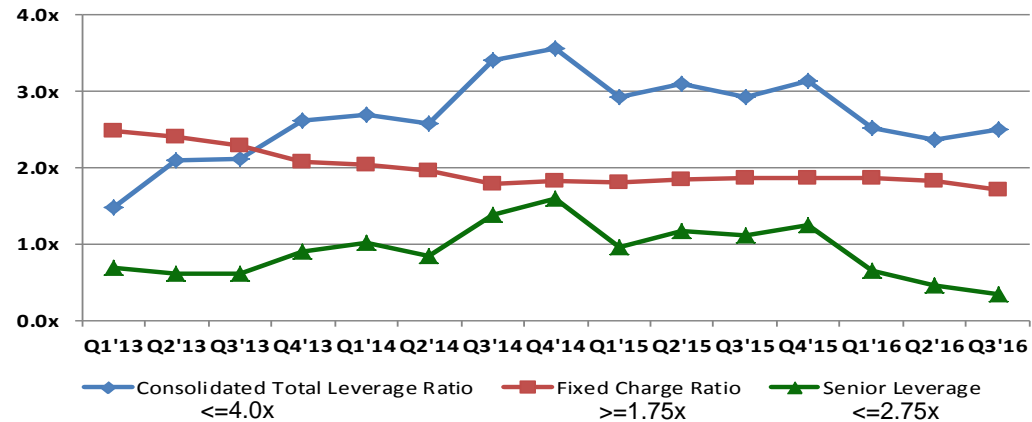
# Returning Value to Shareholders

**Industry leading liquidity position and lower leverage ratios allow us to continue to optimize our capital allocation strategy**

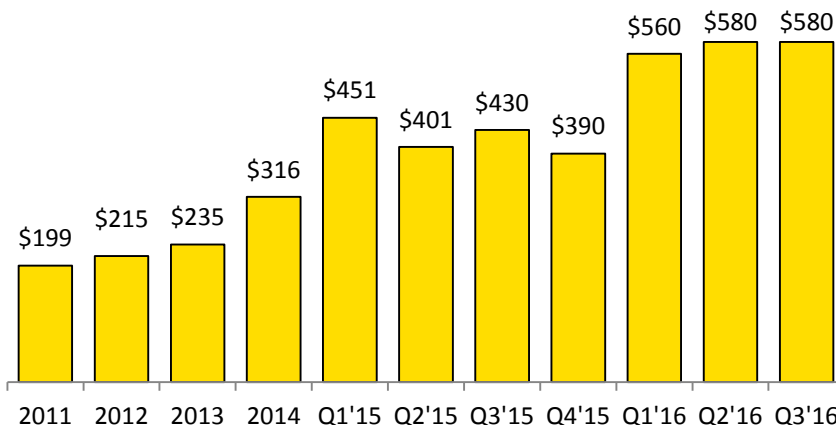
## Summary

- Strong Liquidity Position
- Strong balance sheet with leverage ratios well below covenants
- Return value to shareholders with consistent dividends

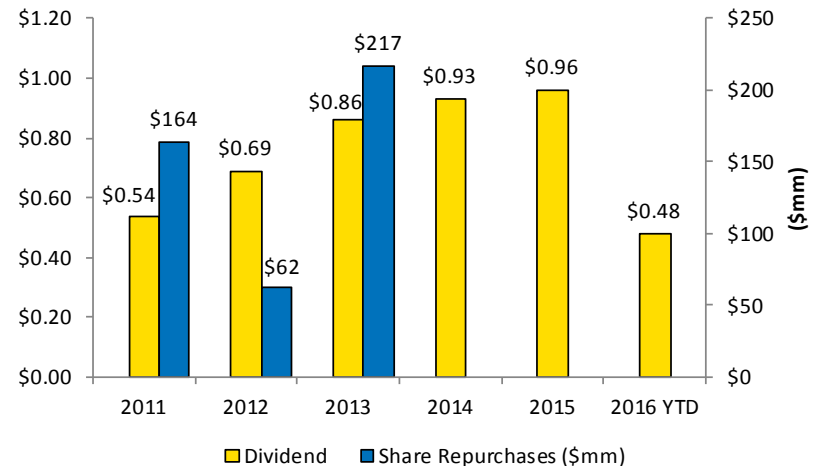
## Leverage Ratios



## Unused Revolver



## Returning Value to Shareholders



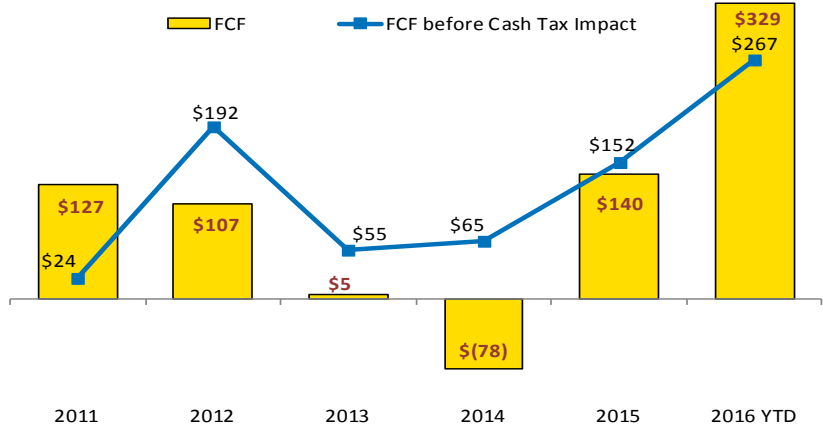
# Returning Value to Shareholders (Cont'd)

***Capital Allocation strategy is enabling us to generate strong free cash flows while improving our returns profile***

## Summary

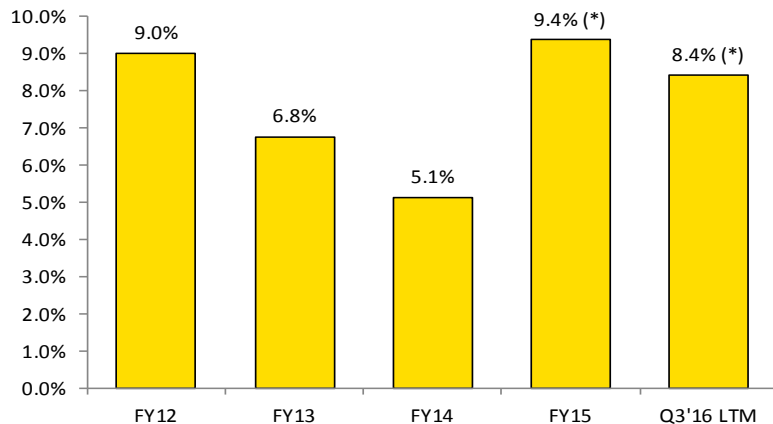
- Strong free cash flow generation
- Profitable and consistent capital investments
- Improving returns on investments

## Free Cash Flow <sup>(1)</sup>



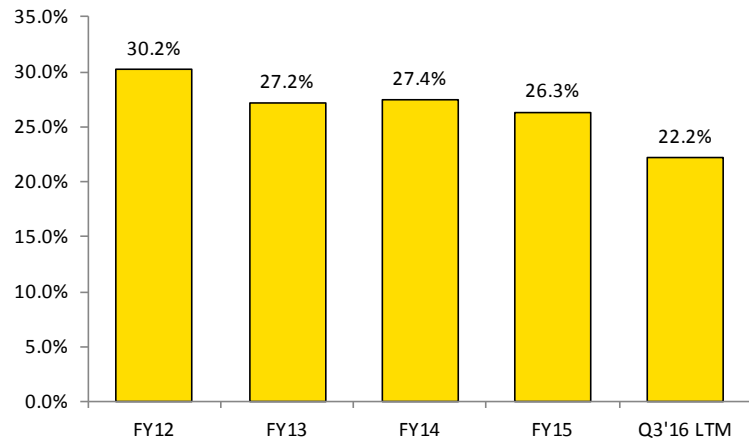
(1) Free Cash Flow Adjusted for Cash Tax Benefits/Charges

## Return on Invested Capital <sup>(2)</sup>



(2) ROIC = After Tax LTM EBIT/(Total Debt + Total Equity) \* Includes impact from Goodwill write-off in Q4'15

## Return on Gross Investment <sup>(3)</sup>



(3) ROGI = After Tax EBITDAR / (5xRent+CAPEX+WorkingCap)



# Investment Thesis

***Rent-A-Center will return value to shareholders through a strong cash flow generating Core U.S. segment, market leading growth vehicles and consistent capital allocation***

## CORE U.S

- Optimize profitability in a maturing business
- Expand margins through reduced sourcing costs & new pricing capabilities
- Reduce expenses through labor productivity and other opex optimization
- Grow customer base by expanding into e-commerce
- Optimize store footprint

## AcceptanceNOW

- Maximize revenue growth and profit opportunity
- Increase locations via new commercial capabilities and National Accounts teams
- Grow offerings beyond staffed model through virtual technology

## Capital Allocation

- Disciplined capital allocation
- Balanced approach including debt reduction and dividends
- Target leverage ratio of 2.0 - 2.25x debt to EBITDA







# FINANCIAL HIGHLIGHTS



# Quarterly Results Summary

## Financial Metrics (Non-GAAP)

(\$ in mm)	Q3'16	Q3'15	Δ YoY
Core US	\$482	\$575	(16.3%)
Acceptance NOW	194	197	(1.1%)
Mexico	12	15	(14.3%)
Franchising	5	5	3.0%
<b>Total Revenue</b>	<b>\$694</b>	<b>\$792</b>	<b>(12.3%)</b>
<b>Same Store Sales</b>	<b>(8.4%)</b>	<b>5.2%</b>	<b>(1360 bps)</b>
Core US	\$343	\$409	(16.1%)
Acceptance NOW	103	102	0.8%
Mexico	9	10	(6.3%)
Franchising	2	3	(18.3%)
<b>Total Gross Profit</b>	<b>\$457</b>	<b>\$523</b>	<b>(12.6%)</b>
<b>Gross Profit Margin</b>	<b>65.9%</b>	<b>66.1%</b>	<b>(20 bps)</b>
Core US	\$27	\$61	(55.9%)
Acceptance NOW	30	29	2.4%
Mexico	0	(2)	109.1%
Franchising	1	2	(20.4%)
Corporate	(41)	(37)	(8.4%)
<b>Operating Profit</b>	<b>\$18</b>	<b>\$52</b>	<b>(66.2%)</b>
<b>Operating Profit Margin</b>	<b>2.5%</b>	<b>6.6%</b>	<b>(400 bps)</b>
<b>EBITDA</b>	<b>\$38</b>	<b>\$72</b>	<b>(47.8%)</b>
<b>EBITDA Margin</b>	<b>5.4%</b>	<b>9.1%</b>	<b>(380 bps)</b>
<b>CapEx</b>	<b>\$19</b>	<b>\$18</b>	<b>2.2%</b>

## Key Results

- Total revenues decreased \$98mm, or (12.3%)
  - U.S. same-store sales, combining the Acceptance Now and Core U.S. segments, decreased 8.7% versus a year ago
- Core U.S. revenue was down \$93mm, or (16.3%)
  - Revenue decline was driven by a same store sales decline of 12.0% and an 8.5% reduction in store count from previous year.
- Consolidated gross profit decreased \$66mm, or (12.6%)
  - Gross profit decrease was driven by a higher mix of business in Acceptance NOW.
- Operating profit decreased \$34mm or (66.2%)





# Year to Date Results Summary

## Financial Metrics (Non-GAAP)

(\$ in mm)	Q3'16 YTD	Q3'15 YTD	ΔYoY
Core US	\$1,597	\$1,798	(11.2%)
Acceptance NOW	624	621	0.5%
Mexico	40	49	(19.0%)
Franchising	19	16	13.5%
<b>Total Revenue</b>	<b>\$2,279</b>	<b>\$2,485</b>	<b>(8.3%)</b>
<b>Same Store Sales</b>	<b>(5.0%)</b>	<b>7.0% (1200 bps)</b>	
Core US	\$1,138	\$1,272	(10.5%)
Acceptance NOW	319	315	1.4%
Mexico	27	33	(15.5%)
Franchising	7	7	3.0%
<b>Total Gross Profit</b>	<b>\$1,492</b>	<b>\$1,626</b>	<b>(8.2%)</b>
<b>Gross Profit Margin</b>	<b>65.5%</b>	<b>65.5%</b>	<b>+ 0 bps</b>
Core US	\$147	\$198	(25.8%)
Acceptance NOW	87	95	(9.1%)
Mexico	1	(10)	105.2%
Franchising	4	4	6.6%
Corporate	(123)	(123)	(0.0%)
<b>Operating Profit</b>	<b>\$115</b>	<b>\$164</b>	<b>(29.9%)</b>
<b>Operating Profit Margin</b>	<b>5.0%</b>	<b>6.6%</b>	<b>(160 bps)</b>
<b>EBITDA</b>	<b>\$176</b>	<b>\$224</b>	<b>(21.8%)</b>
<b>EBITDA Margin</b>	<b>7.7%</b>	<b>9.0%</b>	<b>(130 bps)</b>
<b>CapEx</b>	<b>\$47</b>	<b>\$61</b>	<b>(23.4%)</b>

## Key Results

- Total revenues decreased \$206mm, or (8.3%)
  - Revenue decreased in Core U.S. partially due to store optimization, but grew in the Acceptance NOW segment by 0.5%
- Core U.S. same store sales decreased by ~12% as the company was adversely affected by the rollout of the new point of sale system, our recast of the Smartphone category and pressured oil affected markets
- Gross profit margins remained flat YoY, and gross profit dollars decreased \$134mm, or (8.2%)
  - Gross margin improvement primarily driven by supply chain initiatives, pricing and the focus on profitable sales coupled with the lap of our 90 day pricing option rollout
- Operating profit decreased \$49mm, or (29.9%)





# Rent-A-Center Balance Sheet and Capital Structure

## Key Metrics

(\$ in mm)	Q3'16	Q3'15	ΔYoY
<b>Core U.S.</b>			
On-Rent Inventory	\$414	\$497	(16.6%)
Idle Inventory	203	261	(22.2%)
<b>Total</b>	<b>\$617</b>	<b>\$757</b>	<b>(18.5%)</b>
Idle % of Total	33%	34%	(4.5%)
<b>AcceptanceNow</b>			
On-Rent Inventory	\$327	\$334	(2.3%)
Idle Inventory	7	6	5.3%
<b>Total</b>	<b>\$333</b>	<b>\$341</b>	<b>(2.1%)</b>
Idle % of Total	2%	2%	7.6%
<b>Mexico</b>			
On-Rent Inventory	\$14	\$19	(24.4%)
Idle Inventory	6	5	22.0%
<b>Total</b>	<b>\$20</b>	<b>\$24</b>	<b>(14.1%)</b>
Idle % of Total	32%	22%	41.9%
<b>Consolidated</b>			
On-Rent Inventory	\$755	\$849	(11.2%)
Idle Inventory	\$216	\$272	(20.7%)
<b>Total</b>	<b>\$970</b>	<b>\$1,121</b>	<b>(13.5%)</b>
Idle % of Total	22%	24%	(8.3%)
<b>Cash on Balance Sheet</b>	<b>\$130</b>	<b>\$60</b>	<b>116.9%</b>
Revolver	\$0	\$150	(100.0%)
Senior Credit Facilities	192	372	(48.2%)
Senior Unsecured Notes	543	543	0.0%
<b>Total Debt</b>	<b>\$735</b>	<b>\$1,064</b>	<b>(30.9%)</b>

## Key Results

- Consolidated total inventory decreased by ~\$151mm, or (13.5%)
  - On-rent inventory decreased by ~\$94mm, or (11.2%)
- Core U.S. inventory decreased by ~\$140mm, or (18.5%)
  - Key drivers to this reduction were an 3.8% reduction in store count, reduction in smart phone inventory and the lower purchase costs brought about by our supply chain initiative
- Total inventory in the Acceptance NOW segment decreased by ~\$8mm, or (2.1%)
  - However, this improved sequentially 330bps due to refinements in our decision engine
- Total Debt decreased by ~\$329mm, or (30.9%)



## Rent-A-Center Cash Flow Walk Forward

### Reconciliation of EBITDA to Free Cash Flow Q3 YTD (\$MM)

