



**RAC** Rent-A-Center

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Rent-A-Center  
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Appliances  
Electronics  
Furniture  
Computers



**INVESTOR PRESENTATION**  
FIRST 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 through Acceptance NOW Direct locations

## Reduce EPS volatility

- Improve leverage and increase transparency of disclosure



# Rent-A-Center snapshot

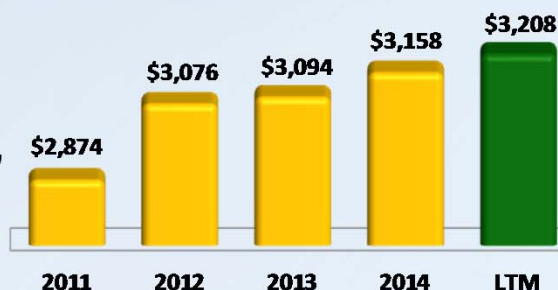
## Rent-A-Center overview

- Rent-A-Center (NASDAQ: RCI) is one of the Largest rent-to-own (“RTO”) operators in the U.S.

- 4,606 locations across the US, Mexico, Canada and Puerto Rico
  - 2,820 Core U.S. locations
  - 1,433 Kiosks at retailers
  - 169 Mexico locations
  - 184 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

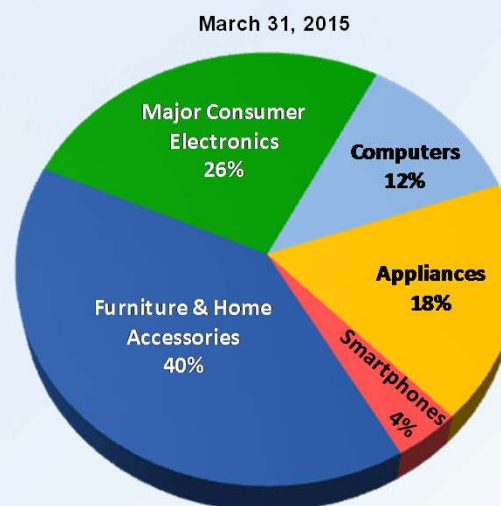
## Revenue (\$mm)



## 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



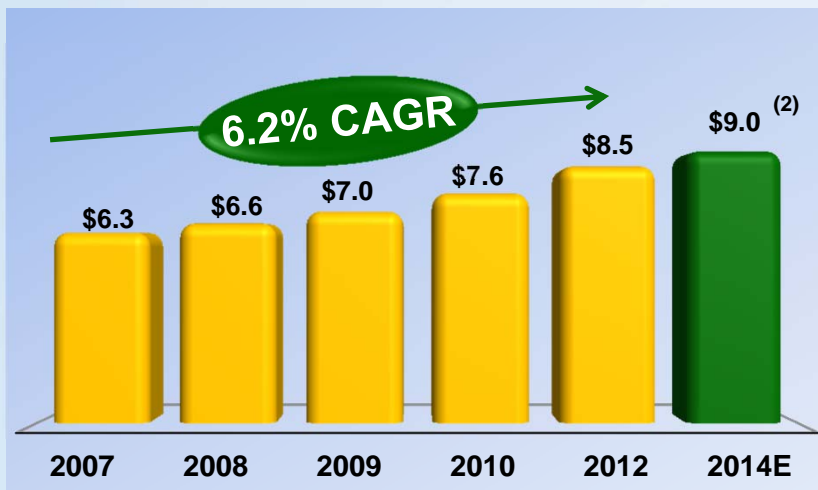


# RTO industry offers attractive fundamentals and Rent-A-Center is one of the largest operators

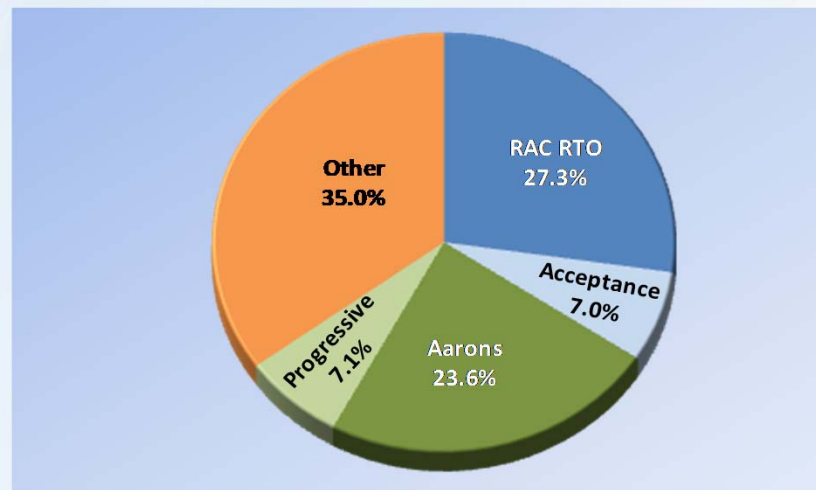
## Key industry facts

- ~\$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



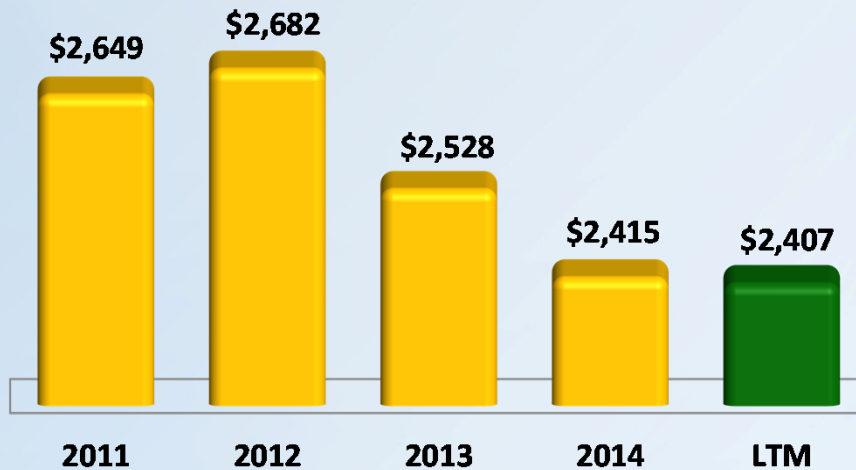


# Core U.S. Segment overview

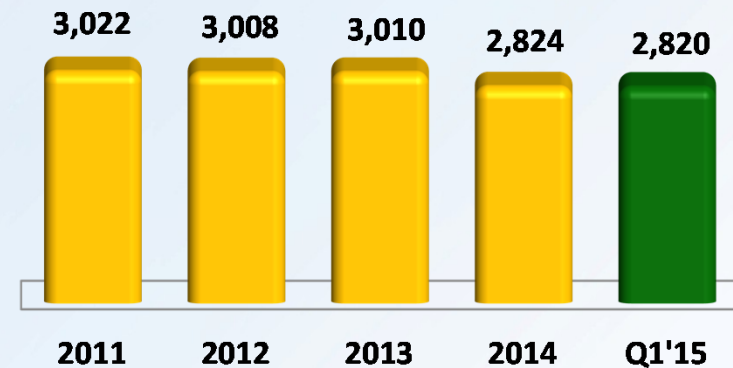
## Domestic company-owned RTO operations:

- Offering high-quality products to consumers under flexible rental-purchase agreements
- Largest segment with 72% of 2015 YTD 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 8% of Core U.S. total store revenue in Q1'15 - expect smart phones to become 10% of revenue in the Core segment
- Smartphones stay on rent longer and helped improve Q1'15 same-store sales
- Smartphone device protection locking feature became available starting in April

### Pricing

- Pricing options beyond weekly rate and term
- Utilize value-based pricing strategies and market intelligence to optimize our historically cost plus pricing approach
- Continue to optimize pricing strategies and taking 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
- Began rollout in Q1'15 in two regions (150 stores) and expect general deployment across the network starting in June as co-worker attrition occurs

### 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
- Expanded competitive bidding process
- Completed system integration with our 3<sup>rd</sup> party provider (NFI), finished sourcing for several categories

# 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 (Q1'15): 34.1%

## Capturing a new customer base

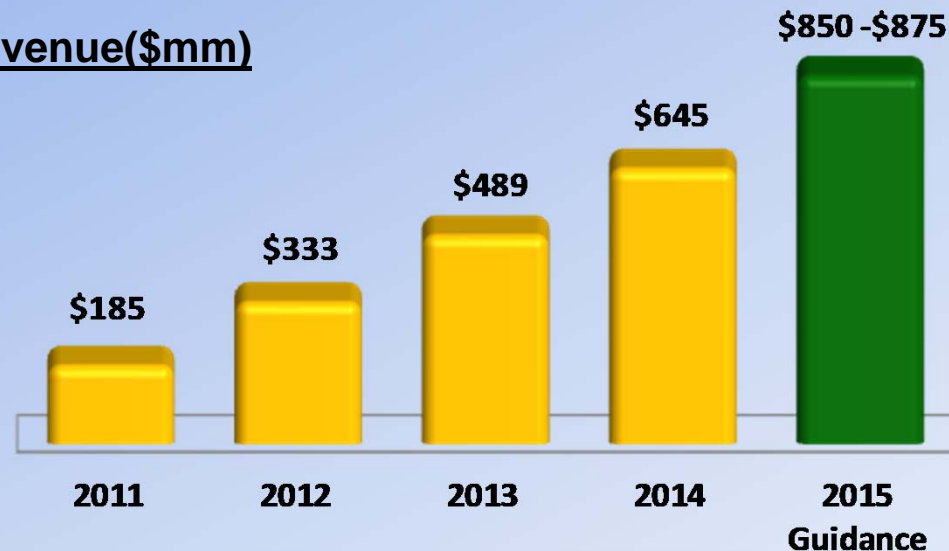
Credit scores:	< 520	521–580	> 581
	50%	27%	23%
	41%	29%	30%

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

## Status

- 53 staffed locations opened and 27 closed in Q1'15
- Began on-line approvals via the websites of additional 3<sup>rd</sup> party partners

## Revenue(\$mm)



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



# Acceptance NOW continues to expand



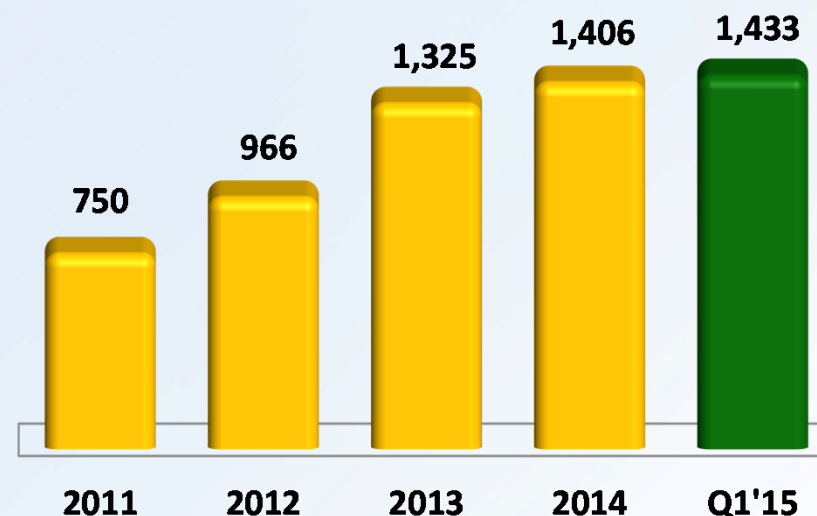
## RTO kiosks inside traditional retail stores:

- Alternative transaction for customers of retail partners who cannot buy on credit
- Rapidly growing segment with 26% of 2015 YTD revenues

### Revenue (\$mm)



### Locations



### Strategic Initiatives

- Acceptance NOW Direct technology for lower volume locations
  - 1,250 locations by the end of 2015 including conversion of 100 currently manned locations; Revenue impact of approximately \$4mm in 2015
  - Launched the first 10 Acceptance Now Direct locations as of April 2015
- Piloting different pricing options





# Mexico and Franchise Segment overview

Segment Overview

Revenue (\$mm)

Locations

Brands

## Mexico

### Mexico company-owned RTO operations:

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

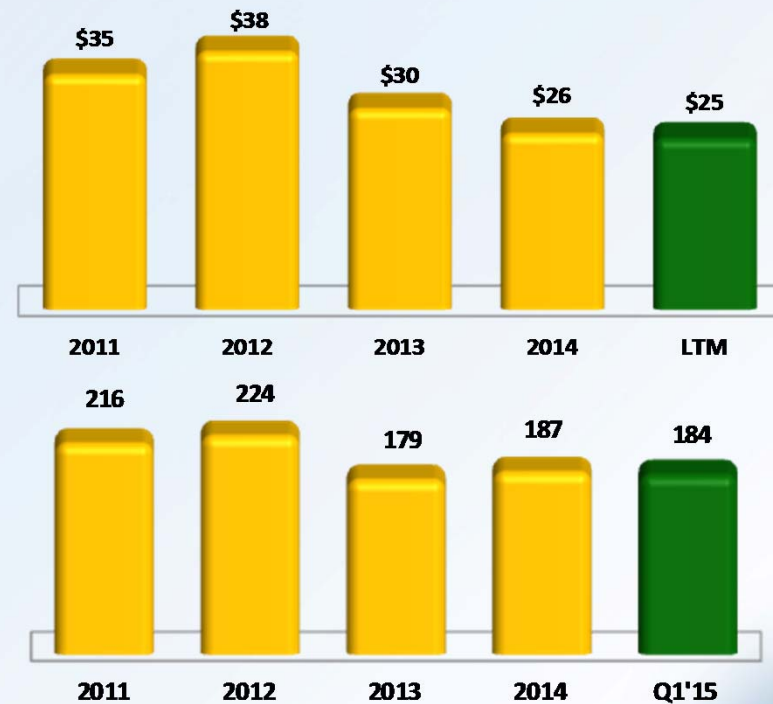


La mejor forma  
de comprar

## 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 YTD revenues



Franchising  
International, Inc.



# Financial Highlights



# Q1 2015 Rent-A-Center operating results

## Q1 2015 Financial Metrics (Non-GAAP)

(\$ in MM)	Q1'15	Q1'14	Δ YoY
Core US	\$629	\$636	(1.1%)
Acceptance NOW	\$224	\$169	32.5%
Mexico	\$18	\$16	13.1%
Franchising	\$6	\$7	(9.9%)
<b>Total Revenue</b>	<b>\$878</b>	<b>\$828</b>	<b>5.9%</b>
<b>Same Store Sales</b>	<b>8.0%</b>	<b>(0.8%)</b>	<b>+ 880 bps</b>
Core US	\$441	\$457	(3.4%)
Acceptance NOW	\$109	\$92	18.2%
Mexico	\$12	\$11	5.7%
Franchising	\$2	\$2	14.4%
<b>Total Gross Profit</b>	<b>\$565</b>	<b>\$563</b>	<b>0.4%</b>
<b>Gross Profit Margin</b>	<b>64.3%</b>	<b>67.9%</b>	<b>(360 bps)</b>
Core US	\$68	\$73	(7.9%)
Acceptance NOW	\$35	\$30	17.0%
Mexico	(\$3)	(\$6)	46.7%
Franchising	\$1	\$1	100.7%
Corporate	(\$43)	(\$38)	(13.2%)
<b>Operating Profit</b>	<b>\$57</b>	<b>\$59</b>	<b>(4.2%)</b>
<b>Operating Profit Margin</b>	<b>6.5%</b>	<b>7.2%</b>	<b>(70 bps)</b>
<b>EBITDA</b>	<b>\$77</b>	<b>\$79</b>	<b>(3.3%)</b>
<b>EBITDA Margin</b>	<b>8.7%</b>	<b>9.6%</b>	<b>(90 bps)</b>
<b>CapEx</b>	<b>\$14</b>	<b>\$23</b>	<b>(38.4%)</b>

(1) Includes restated financials

## Q1 2015 Key Results

- Total revenues increased ~ \$50mm, or 5.9%
  - Revenue increase primarily driven by the Acceptance NOW and Mexico segments, partially offset by a decrease in Core U.S. segment
- Consolidated same store sales grew by 8% and Core U.S. same store sales increased by 1.0%. Since Q1 2014, the two-year same store sales comp in Core U.S. improved by 970 bps
- While gross profit margins decreased 360 bps, gross profit dollars increased ~\$2mm, or 0.4%
  - 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 decreased ~\$2.5mm, or 4.2%





# Rent-A-Center balance sheet

## 2015 Balance Sheet

(\$mm)	Q1'15	% of Book Capital	Q1'14	% of Book Capital
<b>Cash</b>	\$93		\$81	
<b>Senior Credit Facilities</b>	\$343	14.8%	\$325	14.6%
<b>Unsecured Revolver</b>	\$6	0.3%	\$0	0.0%
<b>Senior Unsecured Notes</b>	\$550	23.9%	\$550	24.7%
<b>Total Debt</b>	\$899	39.0%	\$875	39.3%
<b>Shareholder's Equity</b>	\$1,405	61.0%	\$1,353 <sup>(1)</sup>	60.7%
<b>Total Capitalization</b>	\$2,304	100.0%	\$2,228	100.0%
<b>Net Debt/Total Capitalization</b>		35.0%		35.6%

Q1'15 Consolidated Total Leverage Ratio 2.92x

Per bank covenant, maximum leverage of 4.50x in December 2014; 4.25x in December 2015; 4.00x in December 2016 and thereafter

Notes:

(1) Includes restated financials



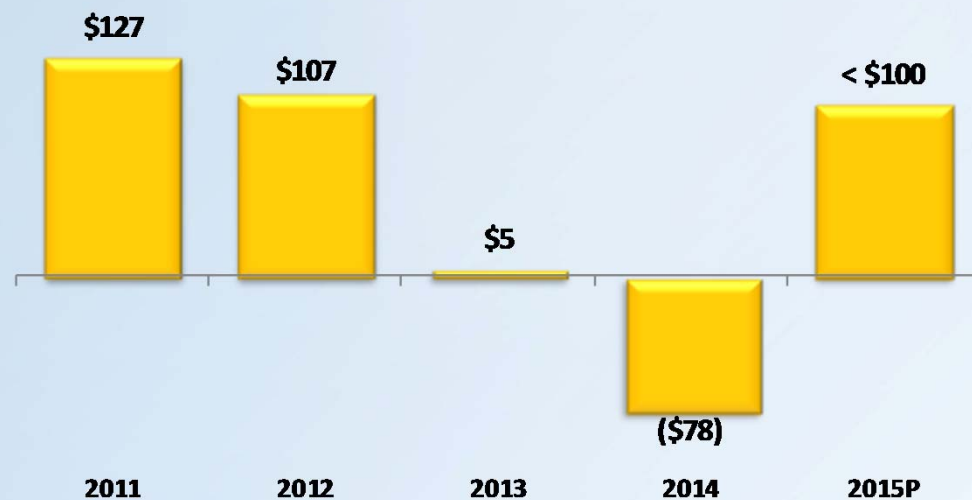
# Rent-A-Center Leverage

## Unused Revolver (\$mm)



❖ Strong liquidity position

## Free Cash Flow (\$mm)

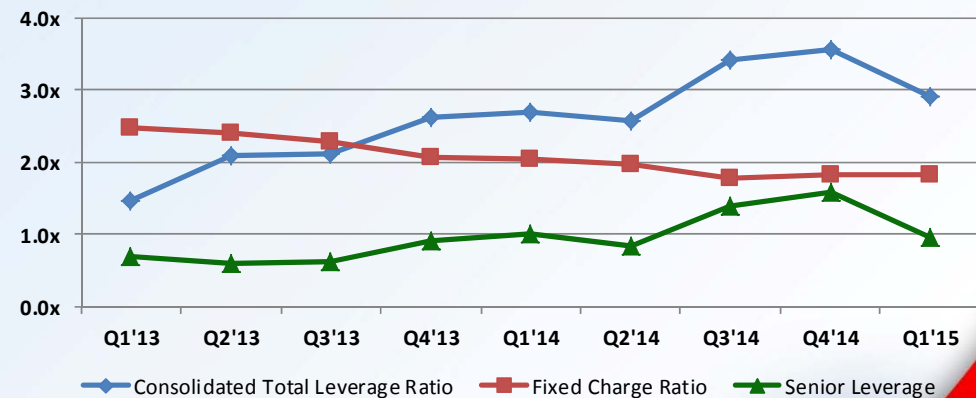


❖ '14 FCF impacted by tax deferral reversal

## Returning Value to Shareholders



## Leverage Ratios



❖ Ratios below covenants



# 2015 Guidance

- Diluted EPS expected to be in between \$2.05 and \$2.30
  - 10 to 12 cents dilution related to our Mexico operations
- Total revenue growth of three to six percent, or between \$3.25 and \$3.35B [*Q1' 15 Guidance: revenue growth at the high end of range*]
- Gross profit expected to be down 50 to 100 basis points [*Q1' 15 Guidance: down more than the original Guidance*]
- Labor expected to improve by 100 to 150 basis points
- Other store expenses expected to improve by 25 to 75 basis points
- General and administrative expenses expected to be between \$180 and \$200mm
- Depreciation and amortization expenses expected to be between \$80 and \$90mm
- Capital expenditures expected to be between \$70 and \$80mm
- Free cash flow is expected to be less than \$100mm





# Our 2015 forecast includes low single-digit revenue growth

## 2015 Guidance <sup>(1)</sup>

(\$ in millions, except EPS)	2015 Guidance	2014 Actuals	2013 Actuals <sup>(2)</sup>	2012 Actuals <sup>(2)</sup>
<b>Total Revenue</b>	<b>\$3,250 - \$3,350</b>	<b>\$3,158</b>	<b>\$3,094</b>	<b>\$3,076</b>
<b>YoY Growth %</b>	<b>3.0% - 6.0%</b>	2.1%	0.6%	7.1%
<b>Total Gross Profit</b>		<b>\$2,178</b>	<b>\$2,153</b>	<b>\$2,137</b>
<b>Gross Profit Margin</b>	50 - 100 bps <i>(unfavorable)</i>	69.0%	69.6%	69.5%
<b>Store Expenses</b>				
Labor		889	882	840
% of Revenue	100 - 150 bps <i>(favorable)</i>	28.1%	28.5%	27.3%
Other Store Expenses		840	789	765
% of Revenue	25 - 75 bps <i>(favorable)</i>	26.6%	25.5%	24.9%
General & Administrative Expenses	\$180 - 200	162	148	140
Depreciation & Amortization	\$80 - 90	87	88	79
<b>Total Operating Expenses</b>		<b>\$1,978</b>	<b>\$1,906</b>	<b>\$1,824</b>
<b>Operating Profit</b>		<b>\$200</b>	<b>\$247</b>	<b>\$313</b>
<b>Operating Profit Margin</b>		6.3%	8.0%	10.2%
<b>Earnings Before Income Taxes</b>		<b>\$153</b>	<b>\$208</b>	<b>\$282</b>
% of Revenue		4.8%	6.7%	9.2%
<b>Tax Rate</b>	38.0% - 38.5%	32.3%	38.2%	36.1%
<b>Diluted EPS</b>	<b>\$2.05 - \$2.30</b>	<b>\$1.95</b>	<b>\$2.33</b>	<b>3.03</b>
<b>YoY Growth %</b>	<b>5.0% - 18.0%</b>	(16.5%)	(23.0%)	7.2%
<b>Capital Expenditures</b>	\$70 - \$80	\$84	\$108	\$102
<b>Free Cash Flow</b>	<b>\$100</b>	<b>(\$78)</b>	<b>\$5</b>	<b>\$107</b>

Notes:

1) Per 02/02/2015 press release

2) Includes restated financials



## 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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- Optimize profitability in maturing business
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## Acceptance Now

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