

# **Rent-A-Center:**

Fourth Quarter 2020 Earnings Review



# IMPORTANT NOTICES

#### Forward-Looking Statements

This communication contains forward-looking statements within the meaning of the Private Securities Litigation Reform Act of 1995, including, among others, statements regarding our goals, plans and projections with respect to our operations, financial position and business strategy. Such forward-looking statements generally can be identified by the use of forward-looking terminology such as "may," "will," "expect," "intend," "could," "estimate," "predict," "continue," "maintain," "should," "anticipate," "believe," or "confident," or the negative thereof or variations thereon or similar terminology. Such forward-looking statements are based on particular assumptions that our management has made in light of its experience and its perception of expected future developments and other factors that it believes are appropriate under the circumstances, and are subject to various risks and uncertainties. Factors that could cause or contribute to material and adverse differences between actual and anticipated results include, but are not limited to, (1) the impact on our business of the COVID-19 pandemic and related federal, state, and local government restrictions, including adverse changes in such restrictions or the potential re-imposition of such restrictions limiting our ability to operate or that of our retail partners or franchisees, and the continuing economic uncertainty and volatility that has resulted from such matters, (2) risks relating to our acquisition of Acima in February 2021, including the possibility that the anticipated benefits of the acquisition will not be fully realized or take longer to realize than expected, changes in the Company's future cash requirements as a result of the acquisition and the Company's ability to successfully integrate Acima's operations, and (3) the other risks detailed from time to time in the reports filed by us with the SEC, including our most recently filed Annual Report on Form 10-K, as may be updated by reports on Form 10-Q or Form 8-K filed thereafter. You are cautio

#### Use of Non-GAAP Financial Measures

This communication contains certain financial information determined by methods other than in accordance with U.S. Generally Accepted Accounting Principles (GAAP), including (1) Non-GAAP diluted earnings per share (net earnings, as adjusted for special items (as defined below), net of taxes, divided by the number of shares of our common stock on a fully diluted basis), (2) Adjusted EBITDA (net earnings before interest, taxes, depreciation and amortization, as adjusted for special items) on a consolidated and segment basis and (3) Free Cash Flow (net cash provided by operating activities less capital expenditures). This communication also contains Adjusted EBITDA information with respect to Acima Holdings, LLC (adjusted earnings before interest, taxes, depreciation and amortization, including all general and administrative expenses and stock based compensation, and excluding items not deemed by management to reflect core business activities). "Special items" refers to certain gains and charges we view as extraordinary, unusual or non-recurring in nature and which we believe do not reflect our core business activities. For the periods presented herein, these special items are described in the quantitative reconciliation tables included in the appendix of this communication. Because of the inherent uncertainty related to the special items, management does not believe it is able to provide a meaningful forecast of the comparable GAAP measures or reconciliation to any forecasted GAAP measure without unreasonable effort.

These non-GAAP measures are additional tools intended to assist our management in comparing our performance on a more consistent basis for purposes of business decision-making by removing the impact of certain items management believes do not directly reflect our core operations. These measures are intended to assist management in evaluating operating performance and liquidity, comparing performance and liquidity across periods, planning and forecasting future business operations, helping determine levels of operating and capital investments and identifying and assessing additional trends potentially impacting our company that may not be shown solely by comparisons of GAAP measures. Consolidated Adjusted EBITDA and Free Cash Flow have also been used as part our incentive compensation program for our executive officers and others.

We believe these non-GAAP financial measures also provide supplemental information that is useful to investors, analysts and other external users of our consolidated financial statements in understanding our financial results and evaluating our performance and liquidity from period to period. However, non-GAAP financial measures have inherent limitations and are not substitutes for or superior to, and they should be read together with, our consolidated financial statements prepared in accordance with GAAP. Further, because non-GAAP financial measures are not standardized, it may not be possible to compare such measures to the non-GAAP financial measures presented by other companies, even if they have the same or similar names.

Note that all sources in this presentation are from Company reports and Company estimates unless otherwise noted.



## **2020 FULL YEAR REVIEW**





- Acquired Acima for \$1.65bn¹ in February 2021, materially accelerating Rent-A-Center's expectations for growth, with accretion to commence this FY 2021
- 2020 Consolidated revenues of \$2,814 million, up 5.4% versus 2019
- 2020 Adjusted EBITDA¹ of \$331 million increased 30% over 2019 and Non-GAAP Diluted EPS² of \$3.53 increased 58% over 2019
- Preferred Lease annual invoice volume rose over 20%, which drove 8.1% revenue growth in 2020 and should benefit further revenue growth as the team executes on growing pipeline
- Twelve consecutive quarters of positive same store sales in the Rent-A-Center Business (+14.9% on a 2-year basis), with a significant year over year increase in profitability
- E-commerce +53% in fourth quarter to 22% of Rent-A-Center sales to end the year

Note: Same store sale methodology - Same store sales generally represents revenue earned in stores that were operated by us for 13 months or more and are reported on a constant currency basis as a percentage of total revenue earned in stores of the segment during the indicated period. The Company excludes from the same store sales base any store that receives a certain level of customer accounts from closed stores or acquisitions. The receiving store will be eligible for inclusion in the same store sales base in the 30th full month following account transfer. Due to the COVID-19 pandemic and related temporary store closures, all 32 stores in Puerto Rico were excluded starting in March 2020 and will remain excluded for 18 months.

<sup>&</sup>lt;sup>1</sup> Based on our stock price in December 2020 prior to signing the transaction.

<sup>&</sup>lt;sup>2</sup> Non-GAAP financial measure. Refer to explanations and reconciliations elsewhere in this presentation.

# LONG TERM STRATEGIC AND FINANCIAL GOALS FOR RENT-A-CENTER CONSOLIDATED BUSINESS

- ACHIEVE CONSOLIDATED REVENUE AT \$6 BILLION BY 2023 (A 50% INCREASE, PRO FORMA FOR THE ACIMA ACQUISITION), DRIVEN BY APPROXIMATELY 25% ANNUAL GROWTH AT ACIMA
- 2 INCREASE CONSOLIDATED ADJ. EBITDA MARGINS TO MID-TEENS BY 2023
- ACHIEVE PRO FORMA INCREASE OF APPROXIMATELY 60% IN CONSOLIDATED ADJUSTED EBITDA BY 2023
- REDUCE NET LEVERAGE TO <2.0X WITHIN 18 MONTHS WHILE MAINTAINING ROBUST LIQUIDITY





ACQUISITION
EXPECTED TO BE
APPROXIMATELY
30%
ACCRETIVE IN 2021
AND SIGNIFICANTLY





## **ACIMA AT A GLANCE**

#### Strategic rationale and benefits of the transaction

- Accelerates Rent-A-Center's growth as a premier platform across both traditional
   & virtual lease-to-own ("LTO") solutions
- Significantly expands nationwide retail partner base and enhances the ability to compete for high-value national retail accounts
- Sophisticated underwriting and decision engine, with expanding digital payment solutions and a superior back-end infrastructure
- Expanded e-commerce platform and effective integration at point-of-sale to support retail partner digital transactions
- Experienced leadership team and high-performing sales team with proven track record and winning culture
- Strong synergy potential with both Rent-A-Center and Preferred Lease segments
- Dramatically increases scale, profitability, and free cash flow generation
- Expected to be approximately 30% accretive in 2021 and significantly higher in 2022

#### **Key Acima standalone metrics**

\$1.26bn

Revenue (2020)

90%

Revenue CAGR (2016-2020)

38%
Invoice Volume Growth (2020)

\$230mm

Adj. EBITDA (2020)<sup>1</sup>

175%

Adj. EBITDA CAGR (2016-2020)<sup>1</sup>

18%

Adj. EBITDA Margin (2020)<sup>1</sup>



## **ACIMA RAPIDLY ACCELERATES OUR FINANCIAL OBJECTIVES**



Acima materially augments our financial profile, driving mid-teens long term revenue growth and margins





# TWO INDUSTRY LEADING PLATFORMS, ONE LTO VISION







#### **Key brands**



~2,400
Retail stores<sup>1</sup>

20-25% Sales from e-commerce









#### **Key retail partners**



~19,000
3rd party retail stores

~15%
Sales from e-Commerce



## **PRIORITIES FOR ACIMA**

#### Integration planning

- Integrate Preferred Lease and Acima
  - Preferred Lease business will migrate into Acima
  - Combined business will be referred to as the Acima segment
  - Acima's Salt Lake City office will support the operations of both Acima and Preferred Lease
  - Plug new Preferred Dynamix technology into Acima platform
- Complementary technology, channels, retail partners, and product verticals driving meaningful potential synergies
  - Opportunities for margin expansion by migrating Preferred
     Lease onto Acima's decision engine and technology platform
  - Acima returned merchandise monetization in Rent-A-Center stores
  - Overhead savings opportunities

#### **Financial targets (includes Preferred Lease)**

\$2.34bn

2021E Revenue<sup>1,2</sup>

20-25%

Long term annual revenue growth

\$335mm

2021E Adj. EBITDA<sup>1,2,3</sup>

## **Mid-teens**

Long term annual Adj. EBITDA margin

\$40 - \$70mm in potential run-rate synergies

\$25mm to be realized in 2021E

Integration of Acima driving increased revenue growth and expense savings, leading to higher long term margins



<sup>1</sup> Acima 2021E financials include approximately 10.5 months post-close of acquisition and approximately \$20M of Acima corporate G&A expenses are included in the Corporate segment

<sup>&</sup>lt;sup>2</sup> Based on the midpoint of 2021E guidance

<sup>&</sup>lt;sup>3</sup> Adjusted EBITDA is a non-GAAP measure. Because of the inherent uncertainty related to items excluded from this non-GAAP measure (as described in the Appendix), management does not believe it is able to provide a meaningful forecast of the comparable GAAP measure or reconciliation to any forecasted GAAP measure without unreasonable effort.

# **ACCELERATED GROWTH THROUGH A PROPRIETARY DIGITAL PLATFORM**













Low-friction third-party LTO program driven by technology



Seamless LTO across mobile,

web & store

**L** 

Cutting edge identity verification and fraud detection techniques



Diversified merchant base driven by a high performance sales team



Superior tech platform delivers excellent experience for customer and merchant



Frictionless front-end virtual retail shopping experience



**Proprietary back-end risk** management decisioning



**Sustained profitable scale** 

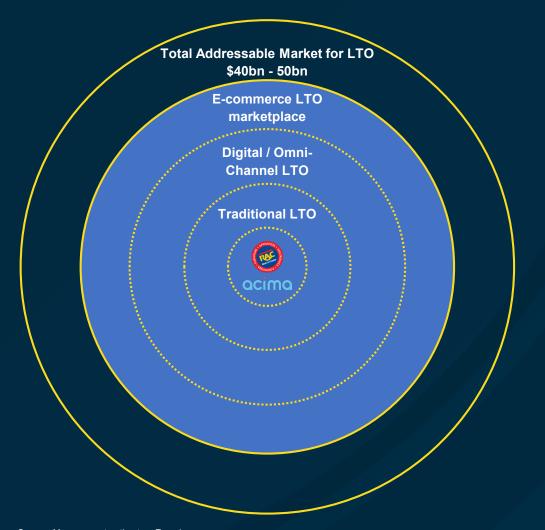




Proprietary platform to facilitate e-commerce



# THE LTO MARKET IS GROWING RAPIDLY AS RETAILERS CONTINUE TO ADOPT AND EXPAND ACCESS TO LTO OPTIONS AT THE POINT OF SALE





#### **New verticals**

Expansion into broader merchant verticals at the POS



# E-commerce / marketplace

Provide virtual LTO solutions available in brick and mortar to customers online



# National retailers

Providing LTO solutions to national retailers is a significant untapped opportunity



#### Partnerships/ Integrations

Partnerships / integrations with other POS fintech companies



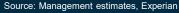
# **Growth in existing verticals**

Strong and growing diverse merchant base with minimal concentration risk



# Growth with existing customers

Strong growth in new verticals while existing verticals continue to scale





## RENT-A-CENTER BUSINESS: DRIVING SUSTAINABLE, PROFITABLE GROWTH

#### **Long-Term Growth Strategies**

- Increase omni-channel sales while leveraging existing store infrastructure
- Accelerate e-commerce growth via enhancements to platform
- Leverage Acima decision engine; expand digital payment and communication
- Continue expansion into emerging product categories (Tires, Tools, Handbags)

#### **Financial targets**

\$1.86bn

2021E Revenue<sup>1</sup>

Low to mid single digit

Long term same store sales

\$385mm

2021E Adj. EBITDA<sup>1,2</sup>

20%+

Long term Adj. EBITDA margin



## **EVOLVING THE RENT-A-CENTER MODEL VIA DIGITAL**



#### Rent-A-Center Business % of revenue from digital payments <sup>1</sup>



Digital acceleration in the RAC business has generated over 50% growth in e-commerce revenues in the fourth quarter 2020

## **Q4 2020 FINANCIAL HIGHLIGHTS**

#### Consolidated

- Revenue Growth: +7.3% versus last year
- Adjusted EBITDA of \$97M, higher by 52.2 percent versus last year
- Non-GAAP Diluted EPS of \$1.03, higher by 77.2 percent versus last year

#### **Preferred Lease**

- Invoice Volume Growth: Approximately 25% versus last year
- Skip / Stolen Losses: 11.6% of revenue, lower by 260 basis points versus last year

#### **Rent-A-Center Business**

- Same Store Sales: +13.7% versus last year
- Q4 Ending Lease Portfolio: +10.0% versus last year
- Skip / Stolen Losses: 2.6% of revenue, lower by 150 basis points versus last year

#### Balance Sheet <sup>1</sup>

Debt \$42M lower and increased cash by \$89M versus last year



# **2021 GUIDANCE**

#### **Annual Guidance**

Consolidated <sup>1,2</sup>	Low	High
Revenues (\$bn)	\$4.305	\$4.455
Adjusted EBITDA (\$mm) <sup>4</sup>	\$570	\$620
% revenues	13.2%	13.9%
Diluted Non-GAAP EPS <sup>4</sup>	\$5.00	\$5.55
Free Cash Flow (\$mm) 3,4	\$145	\$195
Acima Segment (includes Preferred Lease)	1	
Revenues (\$bn)	\$2.290	\$2.390
Adjusted EBITDA (\$mm) 4, 5	\$320	\$350
% revenues	14.0%	14.7%
Rent-A-Center Business Segment		
Revenues (\$bn)	\$1.830	\$1.880
Adjusted EBITDA (\$mm) <sup>4</sup>	\$375	\$395
% revenues	20.5%	21.0%

<sup>1</sup> Acima 2021E financials based on ~10.5 months post-close of acquisition



<sup>&</sup>lt;sup>2</sup> Includes Rent-A-Center Business, Acima, Mexico, Franchise and Corporate segments

<sup>&</sup>lt;sup>3</sup> Free Cash Flow defined as net cash provided by operating activities less capital expenditures

<sup>&</sup>lt;sup>4</sup> Adjusted EBITDA, non-GAAP diluted earnings per share and free cash flow are non-GAAP measures reconciled to GAAP financial measures. Because of the inherent uncertainty related to items excluded from these non-GAAP financial measures, management does not believe it is able to provide a meaningful forecast of the comparable GAAP measure or reconciliation to any forecasted GAAP measure without unreasonable effort.

<sup>&</sup>lt;sup>5</sup> Corporate expenses related to Acima of approximately \$20M will be reflected in the Corporate segment

# **2021 FREE CASH FLOW WALK**

#### **Annual Walk**

Consolidated (\$mm) <sup>1</sup>	Low	High
Midpoint Adj. EBITDA <sup>2</sup>	\$	595
Less: Cash taxes	(40)	(30)
Less: Interest expense	(75)	(70)
Less: Capex	(70)	(65)
Plus: Change in working capital	(280)	(255)
Plus: Stock based compensation	15	20
Free Cash Flow	\$145	\$195



<sup>&</sup>lt;sup>1</sup> Includes Rent-A-Center Business, Acima, Mexico, Franchise and Corporate segments <sup>2</sup> Adjusted EBITDA, and free cash flow are non-GAAP measures reconciled to GAAP financial measures. Because of the inherent uncertainty related to items excluded from these non-GAAP financial measures, management does not believe it is able to provide a meaningful forecast of the comparable GAAP measure or reconciliation to any forecasted GAAP measure without unreasonable effort.

# **ACIMA ACQUISITION: DEBT STRUCTURE**

# DEBT STRUCTURE AS OF CLOSING

	(\$ mm)	Rate
\$550mm Asset Based Loan <sup>2</sup>	\$165	200 bps + L
Term Loan B <sup>2</sup>	875	400 bps + L <sup>1</sup>
Unsecured Senior Notes <sup>2</sup>	450	6.375%
Total debt	\$1,490	
Net Debt to Adjusted EBITDA		2.4x



## **ACIMA ACQUISITION: PRIORITIES**

#1

Investing in working capital to fuel organic growth of the largely untapped virtual LTO business

BALANCE SHEET
& CAPITAL
ALLOCATION
PRIORITIES

#2

Reducing net leverage to <2.0x within 18 months, with a long term leverage target of 1.5x, while maintaining robust liquidity

#3

Driving total shareholder return through dividends and opportunistic share repurchases





# **Q4 2020 FINANCIAL HIGHLIGHTS**

Q4 2020

In millions, except percentages and EPS	<u>Actual</u>	<u>% of Total Revenue</u>
Rent-A-Center Business	\$464	64.8%
Preferred Lease	\$201	28.1%
Franchising	\$37	5.1%
Mexico	\$14	2.0%
Total Revenue	\$716	100.0%
		% of Segment Revenue
Rent-A-Center Business	\$103	22.2%
Preferred Lease	\$18	9.1%
Franchising	\$4	10.6%
Mexico	\$2	15.4%
Corporate	(\$30)	(4.2%)
Adjusted EBITDA <sup>1</sup>	\$97	13.5%
Non-GAAP Diluted EPS <sup>1</sup>	\$1.03	
Selected Metrics	Q4 2020	
Cash	\$159.5	
Debt (excluding financing fees)	\$198	
Net Debt to Adjusted EBITDA	0.1x	

# RECONCILIATION OF NET EARNINGS PER SHARE TO NON-GAAP DILUTED EARNINGS PER SHARE

	Three	Months End	led Decembe	r 31,	Twelve Months Ended December 31,						
	202	20	20 <sup>-</sup>	19	202	20	2019				
(in thousands, except per share data)	Amount	Per Share	Amount	Per Share	Amount	Per Share	Amount	Per Share			
Net Earnings	\$ 56,300	\$ 1.00	\$ 40,491	\$ 0.72	\$208,115	\$ 3.73	\$173,546	\$ 3.10			
Special items, net of taxes											
Other (gains) charges <sup>1</sup>	20,859	0.55	(13,777)	(0.24)	26,801	0.48	(46,725)	(0.83)			
Debt refinancing charges	-	/	-	-	-		1,470	0.03			
Discrete income tax items	(19,724)	(0.52)	6,009	0.10	(37,966)	(0.68)	(3,194)	(0.06)			
Net earnings excluding special items	\$ 57,435	\$ 1.03	\$ 32,723	\$ 0.58	\$196,930	\$ 3.53	\$125,097	\$ 2.24			

# RECONCILIATION OF OPERATING PROFIT TO ADJUSTED EBITDA (CONSOLIDATED AND BY SEGMENT)

	Three Months Ended December 31, 2020																	
(in thousands)  GAAP Operating Profit (Loss)  Plus: Amortization, Depreciation	Rent-A- Center Business		Preferred Lease		Mexico		Franchising		Corporate		Consolidated							
	\$	<b>80,354</b> 5,153	\$	<b>17,319</b> 524	\$	<b>2,055</b> 121	\$	<b>3,876</b> 12	\$	<b>(48,965)</b> 7,777	\$	<b>54,639</b> 13,587						
Plus: Special Items (Extraordinary, Unusual or Non-Recurring Gains or Charges)																		
Store sale		16,600										16,600						
Acima acquisition										6,400		6,400						
Legal settlement reserves										3,500		3500						
Asset disposals		6		4						1,269		1279						
Store closure costs		389				23						412						
State tax audit assessment reserves				400								400						
COVID-19 impacts		284										334						
Cost savings initiatives		(8)		37						(306)		(277)						
Nationwide protest impacts		139		/ -/				-		-		139						
Adjusted EBITDA		102,917		<u> 18,284</u> <u> 2,199</u> <u> 3,888</u> <u> (30,2</u>				(30,275)		97,013								
	Three Months Ended December 31, 2019																	
(in thousands)	Rent-A- Center		Center				Center			referred Lease	ļ	Mexico	Fra	nchising	С	orporate	Cor	nsolidated
GAAP Operating Profit (Loss)	\$	65,553	\$	16,989	\$	1,451	\$	2,489	\$	(18,648)	\$	67,834						
Plus: Amortization, Depreciation	Ť	5,203	Ÿ	493	٣	84	Ť	3	Ť	9,533	٣	15,316						
Plus: Special Items (Extraordinary, Unusual or Non-Recurring Gains or Charges)																		
Headquarters sale										(21,819)		(21,819)						
Store closures		1,251				30						1,281						
State tax audit assessments										527		527						
Legal and professional fees										227		227						
Cost savings initiatives		222		115						(191)		146						
Insurance reimbursement proceeds		(118)										(118)						
Legal settlement		-		-		-		-		(104)		(104)						
Adjusted EBITDA		72,111		17,597		1,585		2,492		(30,035)		63,730						

# RECONCILIATION OF OPERATING PROFIT TO ADJUSTED EBITDA (CONSOLIDATED AND BY SEGMENT)

	Twelve Months Ended December 31, 2020												
(in thousands)	Rent-A-Center Business			eferred Lease		Mexico	Franchising		Corporate		Consolidated		
GAAP Operating Profit (Loss) Plus: Amortization, Depreciation	\$	<b>333,379</b> 19,912	\$	<b>57,847</b> 2,066	\$	<b>5,798</b> 413	\$	<b>12,570</b> 40	\$	( <b>172,258</b> ) 34,227	\$	<b>237,336</b> 56,658	
Plus: Special Items (Extraordinary, Unusual or Non-Recurring Gains or Charges)													
Store sale		16,600										16,600	
Legal settlement reserves										7,900		7900	
Acima acquisition										6,400		6,400	
Legal settlement										(2,800)		(2,800)	
Store closure costs		2,052				37						2,089	
Asset disposals		531		4						1,269		1,804	
Cost savings initiatives		577		193						813		1,583	
State tax audit assessment reserves		261		400						564		1,225	
COVID-19 impacts		883		115						155		1,153	
Nationwide protest impacts		942										942	
Insurance reimbursement proceeds		(341)		-		-		-		-		(341)	
Adjusted EBITDA		374,796		60,625		6,248		12,610		(123,730)		350,549	
	Twelve Months Ended December 31, 2019												
(in thousands)		Rent-A- Center Business		referred Lease		Mexico	Fra	anchising	C	orporate	Со	nsolidated	
				02.000	•	E 257	•	7 205	_	(77 722)	•	252.050	
GAAP Operating Profit (Loss) Plus: Amortization, Depreciation	Þ	<b>235,964</b> 20,822	\$	<b>83,066</b> 1,533	\$	<b>5,357</b> 401	\$	<b>7,205</b> 45	\$	( <b>77,733</b> ) 38,303	\$	<b>253,859</b> 61,104	
Plus: Special Items (Extraordinary, Unusual or Non-Recurring Gains or Charges)													
Vintage Merger termination settlement										(92,500)		(92,500)	
Headquarters sale										(21,819)		(21,819)	
Legal and professional fees										21,429		21,429	
Legal Settlementments										12,896		12,896	
Cost savings initiatives		8,141		500						1,593		10,234	
Store Closures		7,222				136						7,358	
State tax audit assessments										2,381		2,381	
Insurance reimbursement proceeds		(1,147)										(1,147)	
Legal settlement reserves		-		-		-		-		440		440	
Adjusted EBITDA		271,002		85,099		5,894		7,250		(115,010)		254,235	

# RECONCILIATION OF NET CASH PROVIDED BY OPERATING ACTIVITES TO FREE CASH FLOW

	i nre	e Months End	iea De	ecemper 31,	Twelve Months Ended December 31,							
(in thousands)		2020		2019		2020	2019					
		Amount		Amount		Amount	Amount					
Net cash provided by operating activities	\$	(59,724)	\$	(12,713)	\$	236,502	\$	215,416				
Purchase of property assets		(11,988)		(9,147)		(34,545)		(21,157)				
Hurricane insurance recovery proceeds	- A	/ / -		118		158		1,113				
Free cash flow	\$	(71,712)	\$	(21,742)	\$	202,115	\$	195,372				
Proceeds from sale of stores	\$	14,281	\$	52,795	\$	14,477	\$	69,717				
Acquisitions of businesses	//_	-		(193)		(700)		(28,915)				
Free cash flow including acquisitions and divesitures	\$	(57,431)	\$	30,860	\$	215,892	\$	236,174				