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# RAC

*Rent·A·Center®*

*Investor Presentation  
Fourth Quarter & Year End 2006*



February 6, 2007

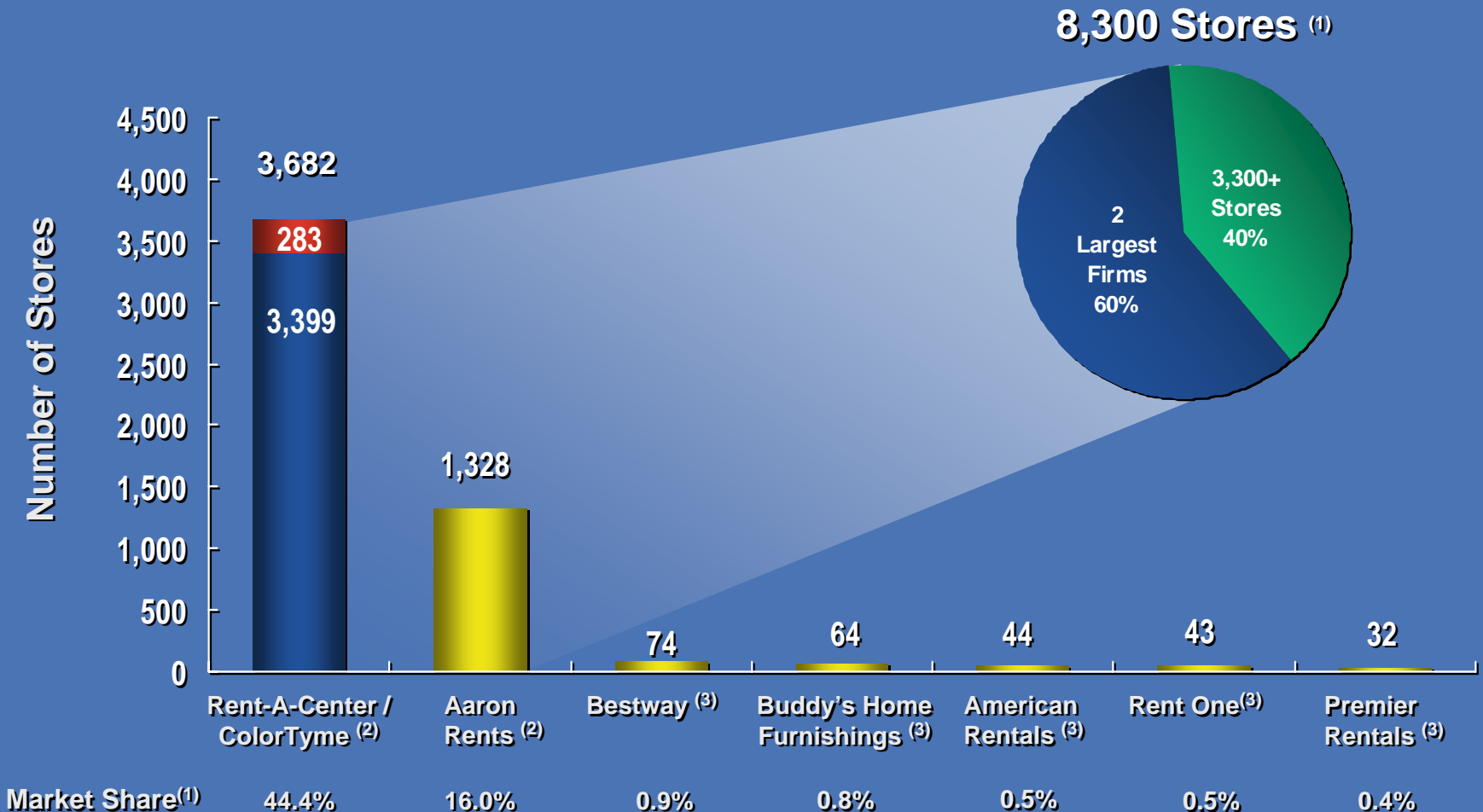
# Key Investment Rationale

- Leading rent-to-own operator in the U.S.
- Proven business model
- Experienced management team
- Financially solid
  - Strong cash flow generation
  - Sound balance sheet & strong credit statistics
- Continue execution in our core rent-to-own business and recent RentWay acquisition
- Growth opportunity adding financial services within our existing store locations

# Leading RTO Operator in U.S.

- Largest rent-to-own operator in the U.S.
  - 41% market share based on 3,399 domestic store count as of December 31, 2006
  - ColorTyme subsidiary represents an additional 3% market share
- Broad selection of high quality, brand-name merchandise through flexible rental agreements
  - Furniture and home accessories - 37% of rental revenue
  - Major consumer electronics – 33% of rental revenue
  - Appliances - 16% of rental revenue
  - Personal computers – 14% of rental revenue
- Primarily serves the “underbanked” consumer
- Generated \$2.43 billion in LTM revenue and \$356.5 million in LTM adjusted EBITDA as of December 31, 2006

# Leading Player in Fragmented Marketplace



Notes: (1) Based on Association of Progressive Rental Organization (APRO) estimates in 2006 Industry Survey (based on 2005 results) of 8,300 total stores  
 (2) Company data as of December 31, 2006  
 (3) Company website estimates as of February 6, 2007



# Leading National Footprint

**3,399 domestic company-owned stores and 283 franchised stores**  
 7 company-owned stores in Canada

## Company-owned New Store Openings

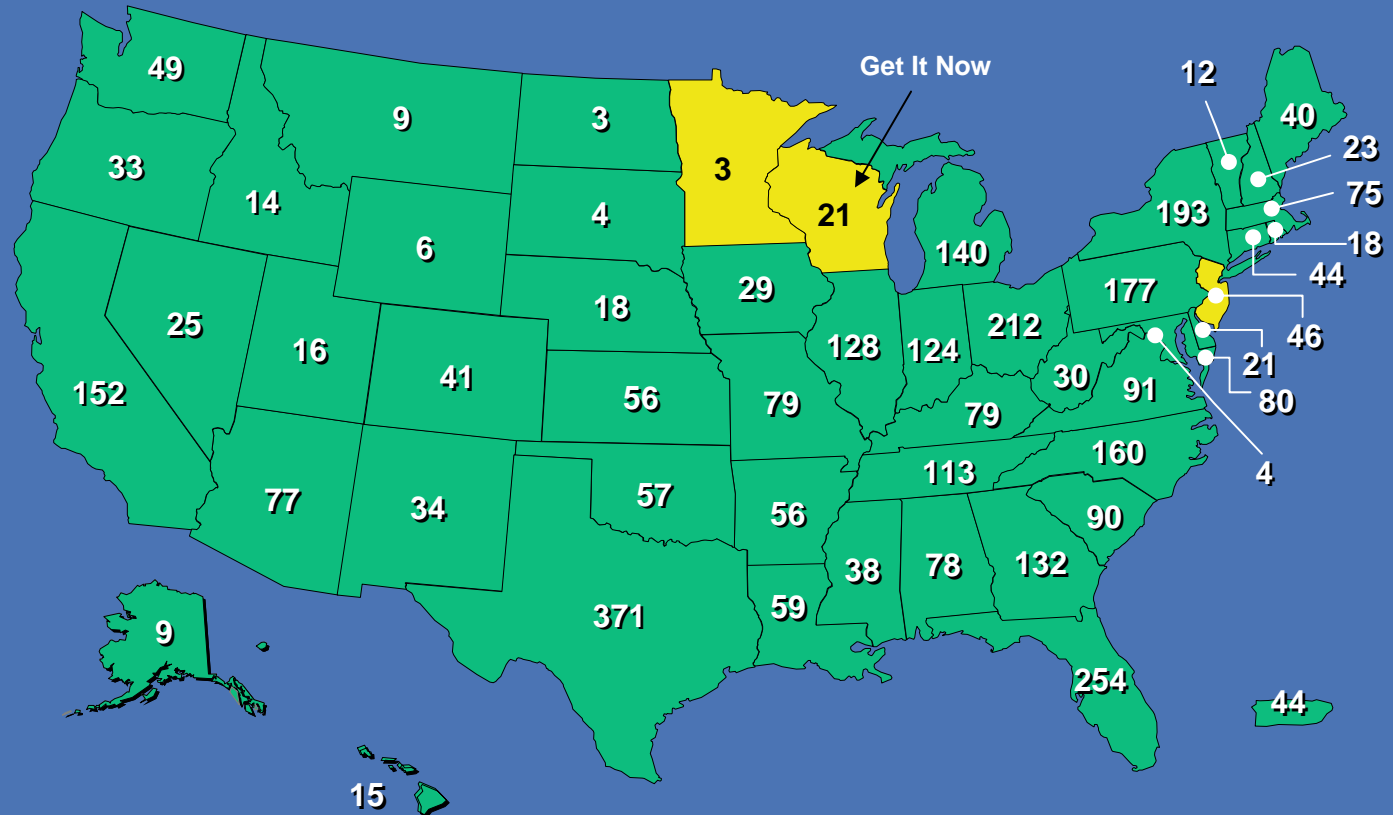
2005A	2006A	2007E
67	40	25-35

## Acquisitions - Store Fronts

2005A	2006A
44	810

## Acquisitions Customer Accounts

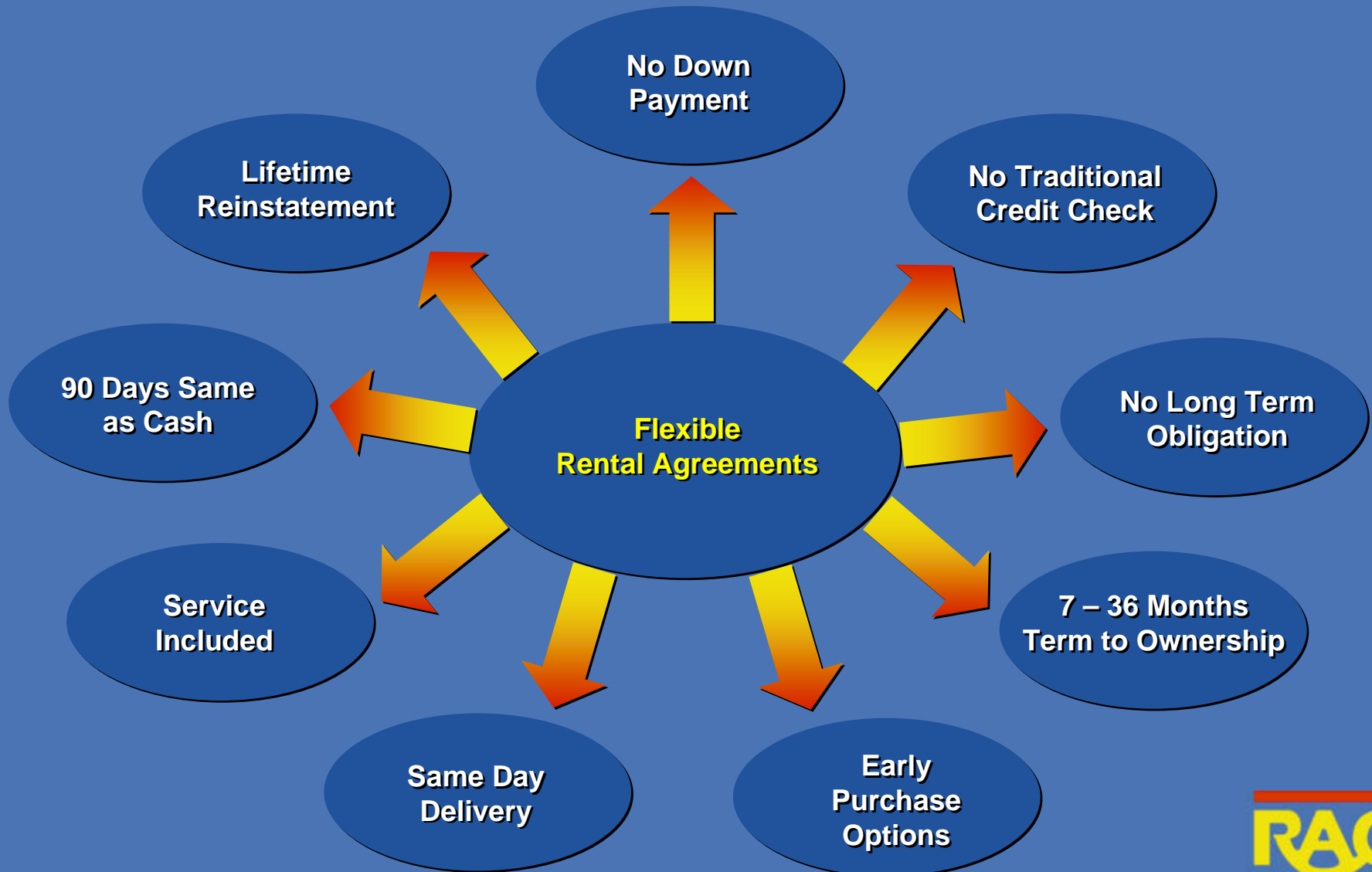
2005A	2006A
39	37



■ Favorable State Regulation ■ Developing/Unfavorable State Regulation



# Rent-to-Own is an Appealing Transaction...

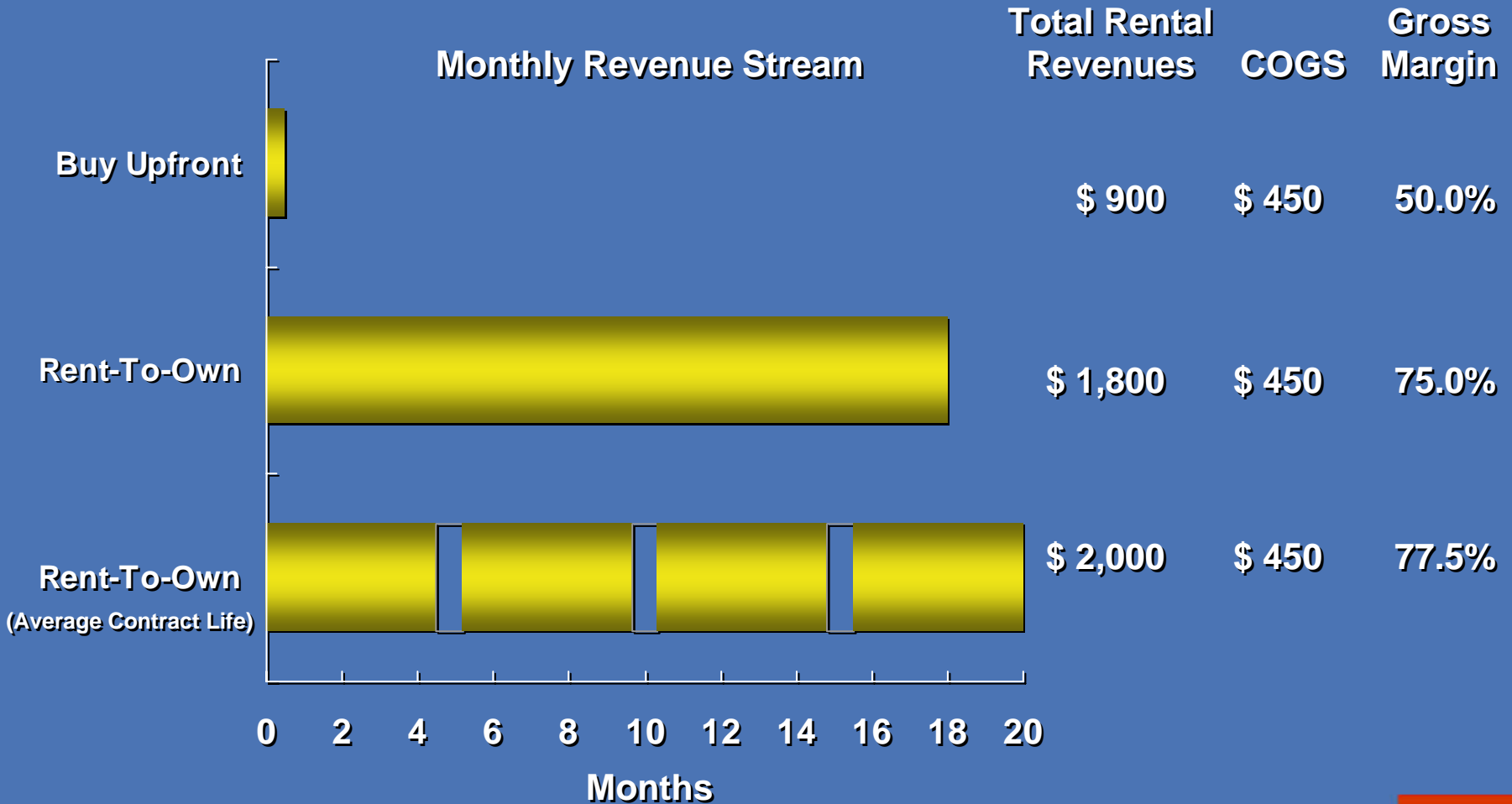


# ...Serving the “Underbanked Working Family”...

- 75% of customers in the industry have household incomes between \$15,000 and \$50,000<sup>(1)</sup>
- 45 million households with household incomes between \$15,000 and \$50,000<sup>(2)</sup>
- Industry is serving only 2.8 million of these households<sup>(3)</sup>
- Great market opportunity

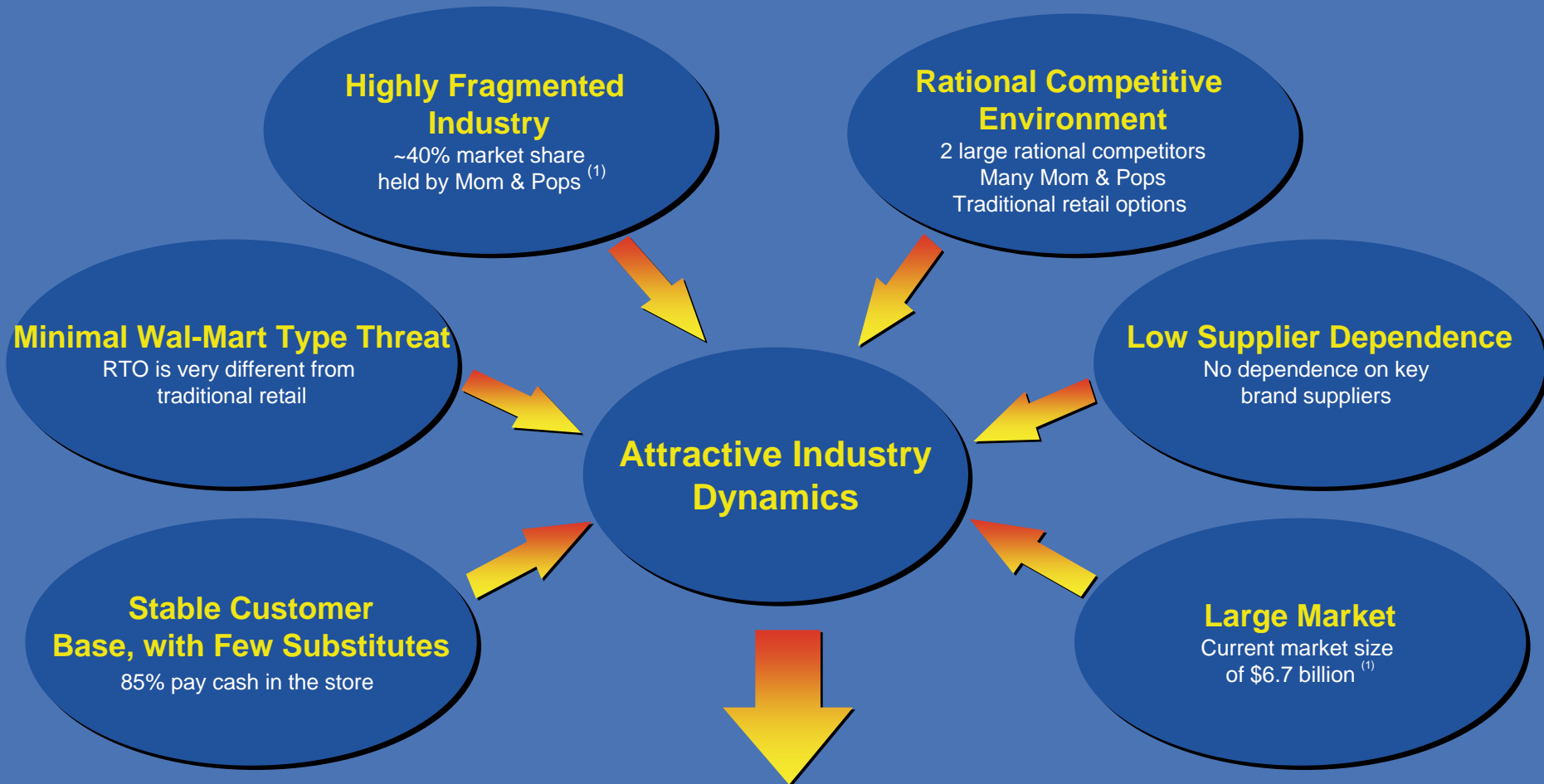
Note: (1) America's Research Group, August 2004  
(2) U.S. Census Bureau - 2001  
(3) APRO 2006 Industry Survey (based on 2005 results)

# ...With Attractive Economics ...





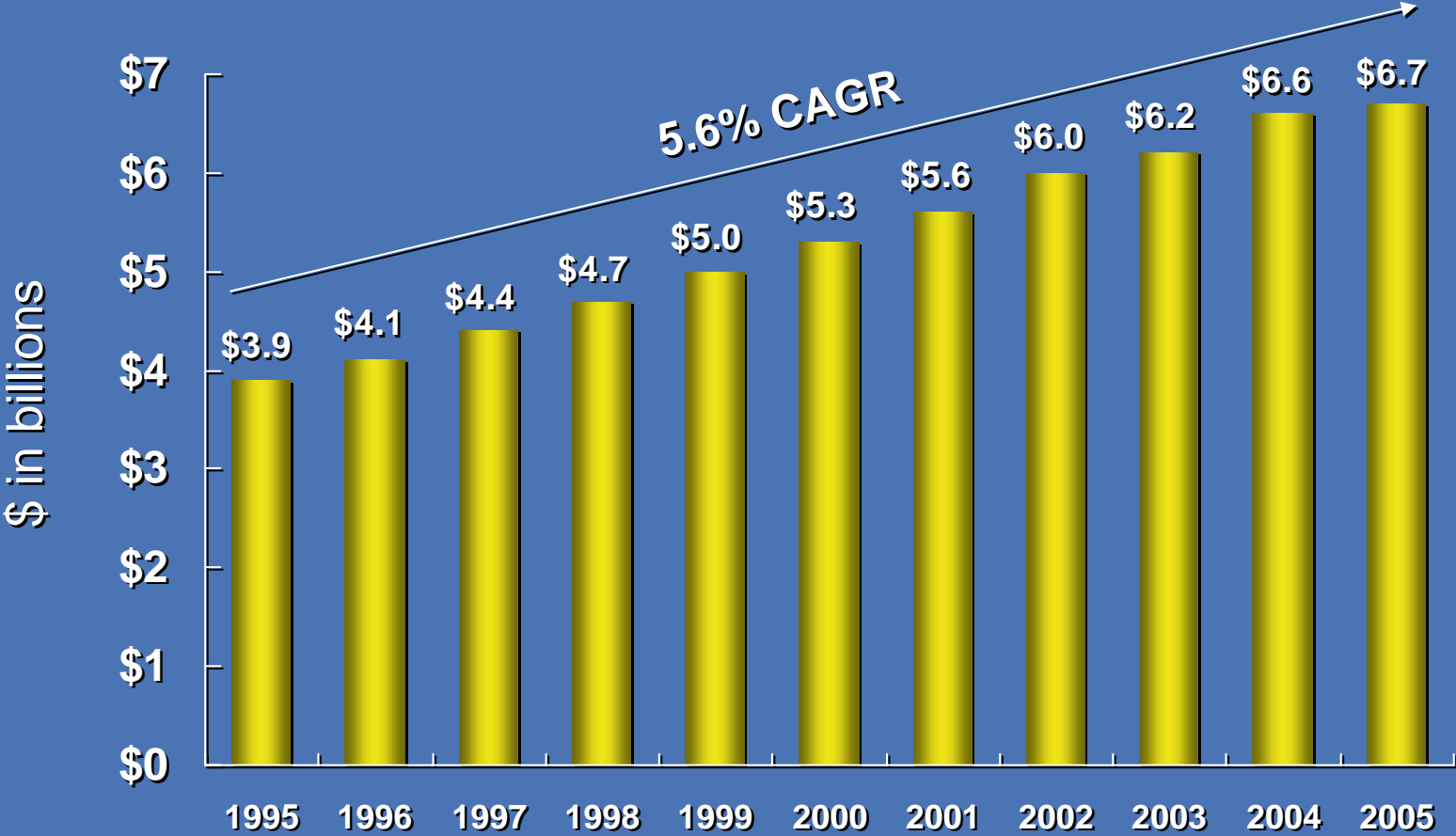
# ...Attractive Industry Fundamentals...



**Stable, Profitable and Recurring Revenue Stream that is Recession Resistant**

Note: (1) Association of Progressive Rental Organizations.

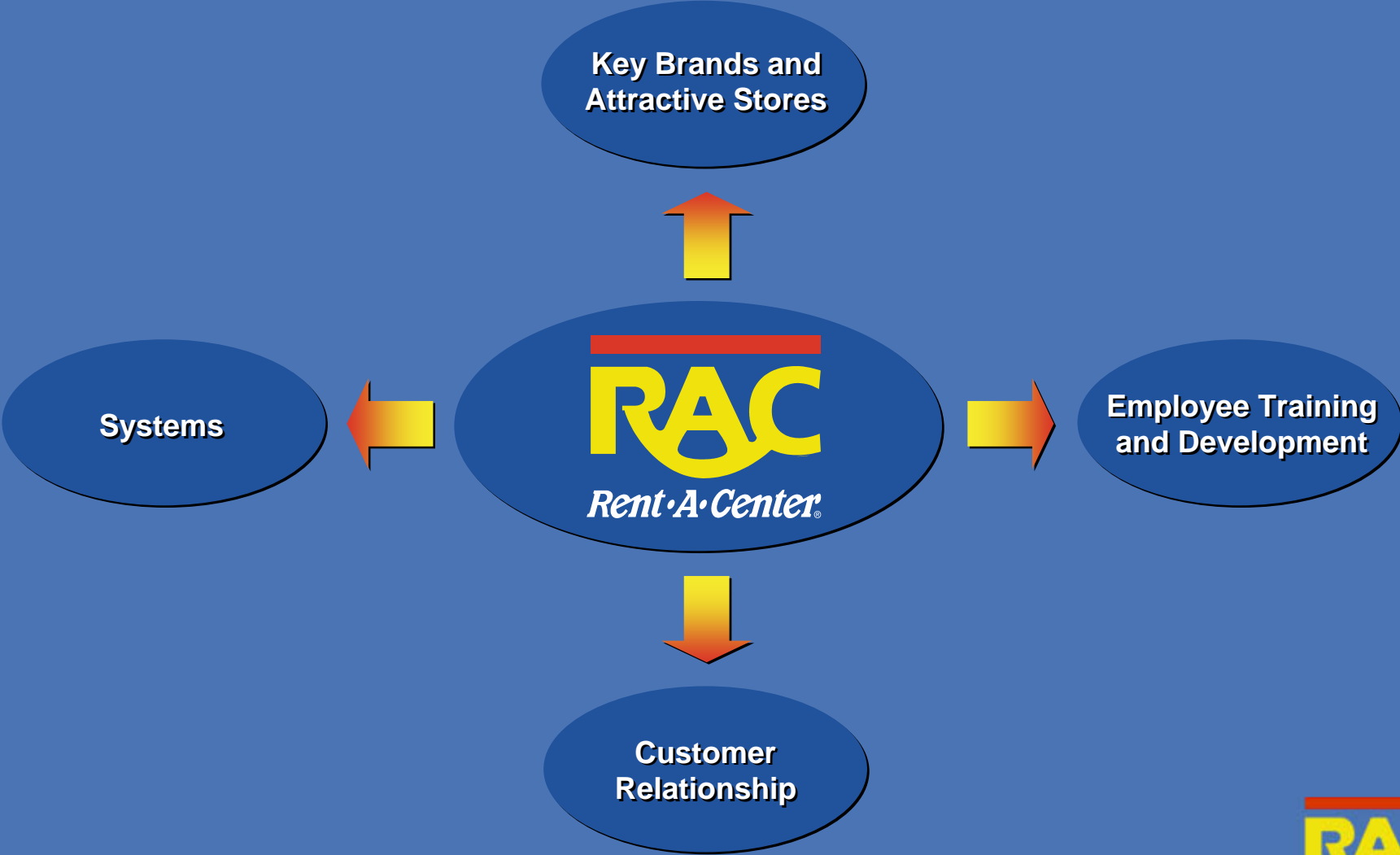
# and Consistent Industry Growth



Source: APRO 2006 Industry Survey (based on 2005 results)

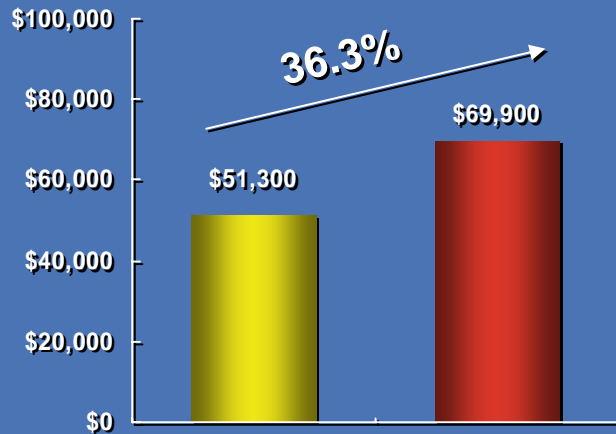


# Proven Business Model

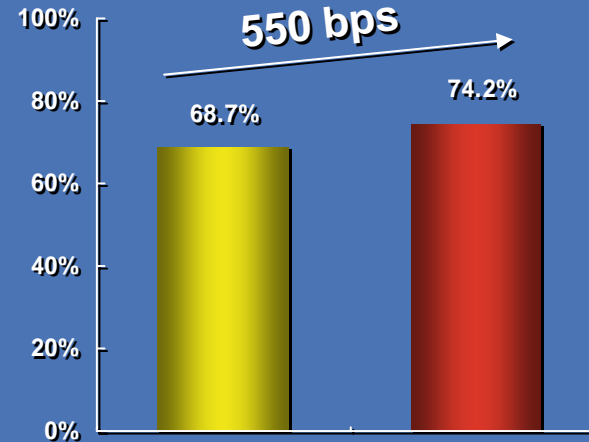


# Rent-A-Center Store Profitability vs. Peers

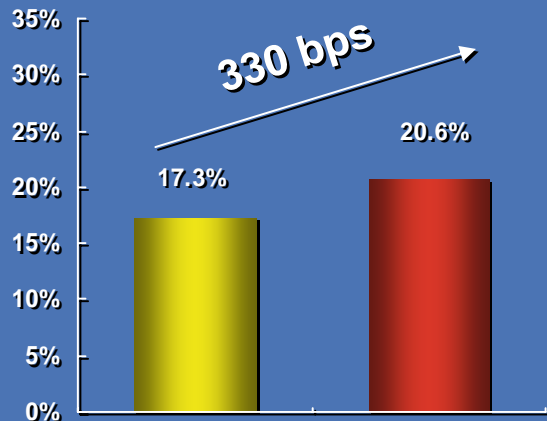
## Monthly Revenue



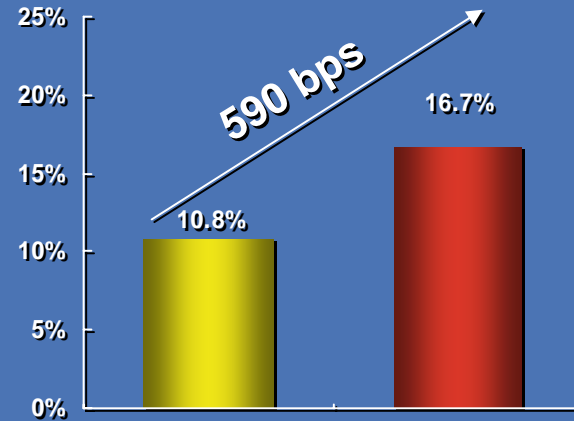
## Gross Profit Margin



## Store Operating Margin



## EBITDA Margin



■ Industry Average <sup>(1)</sup>
■ Average RCII Store <sup>(2)</sup>

- Notes: (1) Source: APRO 2006 Industry Survey of 65 companies with 790 stores (based on 2005 results)  
 (2) Per LTM data for the period ended December 31, 2006 for Rent-A-Center stores (excludes Get It Now, ColorTyme, and Canada)  
 (3) Store Operating Margin is before overhead allocation, EBITDA Margin is after overhead allocation

# Easily Accessible, Highly Visible Sites



Leased Sites Only



# Spacious Showroom Interior



No Warehouses - Vendors Ship Directly to the Stores

# High Quality, Brand-Name Merchandise

**Furniture**  
37% of Rental  
Revenue



**Electronics**  
33% of Rental  
Revenue



**Appliances**  
16% of Rental  
Revenue



**Computers**  
14% of Rental  
Revenue



Actual data for the twelve months ended December 31, 2006

# State-of-the-Art Systems Capabilities

## Inventory Analysis

ITEM	QTY	UNIT	PRICE	TOTAL	STATUS	DATE
ITEM 001	100	EA	1.00	100.00	OK	12/31/20
ITEM 002	50	EA	2.00	100.00	OK	12/31/20
ITEM 003	25	EA	4.00	100.00	OK	12/31/20
ITEM 004	10	EA	10.00	100.00	OK	12/31/20
ITEM 005	5	EA	20.00	100.00	OK	12/31/20

## BOR & Credit Analysis

DEBIT	CREDIT	BALANCE	DATE	DESCRIPTION
1000		1000.00	12/31/20	OPENING BALANCE
	500.00	500.00	1/15/21	PAYROLL
2000		500.00	1/15/21	REVENUE

## Store Income Analysis

INCOME CATEGORY	TODAY	MO	QTD	YTD	%	REV	WTD
Net Sales	174.24	4.66	3,267.27	20,74	10.07	33	25.24
Net Profit	22.71	2.66	496.24	4,08	19.72	33	25.24
Net Income	3,267.27	7,324	20,74	10.07	33	25.24	

## Exceptions Report

DESCRIPTION	DATE	AMOUNT	STATUS
Over sales exception on 03 80244550	03/15/21	10.00	OK
Shortage exception on 03 80244550	03/15/21	10.00	OK
Inventory exception on 03 80244550	03/15/21	10.00	OK

- Daily reports at all levels of organization from store manager to Chairman/CEO
- Manage by exception philosophy
- Systems help enforce strict inventory/cost control





# Experienced Management Team

- Senior management team is the most experienced in RTO industry
  - CEO Mark Speese has over 28 years of RTO experience
  - President Mitch Fadel has over 24 years of RTO experience
  - Senior executives average over 15 years of RTO experience
- Attracting the best personnel with industry-leading salary and incentive plans

# Strategic Objectives

- Enhance store level operations and profitability
  - Grow same store sales
  - Maintain expense control
- Integration of RentWay acquisition
- Open new stores
- Acquire existing rent-to-own stores
  - Storefronts
  - Customer account
- Growth opportunity adding financial services within our existing store locations
- De-lever balance sheet

# RentWay Acquisition Rationale

- Strategic Benefits
  - Few large acquisition targets in traditional rent-to-own space
  - Increases market share
  - Enhances customer awareness and recognition of Rent-A-Center brand
- Operational Benefits
  - Expands penetration in key markets
  - Leverages service delivery model in markets creating operational efficiencies
  - Marketing and advertising synergies
  - Ability to close underperforming RentWay stores and more efficiently serve customers through existing Rent-A-Center stores
- Financial Benefits
  - Implementation of Rent-A-Center's business model to drive higher store revenue and operating margins
  - Cost synergies at corporate level
  - Ability to use RentWay's NOL over time
  - Attractive use of Rent-A-Center's excess debt capacity

# RentWay Integration Status

- November 15, 2006 – Closed RentWay acquisition of 782 stores and senior debt refinancing. Increased Term Loan B of senior credit facility by \$600 million to finance acquisition
- Integration actions taken
  - All key back office functions are now operating out of our Plano office
  - Small staff of approximately 20 remains in Erie, PA and the majority will remain thru the first quarter
  - Of 782 stores acquired, approximately 145 have been consolidated into an existing store
  - Approximately 640 remaining stores
    - All have been converted to our IT systems
    - Management re-alignment is complete
    - Name change is in progress and will continue through the first quarter
- Financial guidance
  - Diluted earnings per share accretion
    - 2007 - \$0.01 to \$0.02
    - 2008 - \$0.20
  - On track to realize annual synergies of approximately \$25 million in G&A, advertising, and merchandise purchase

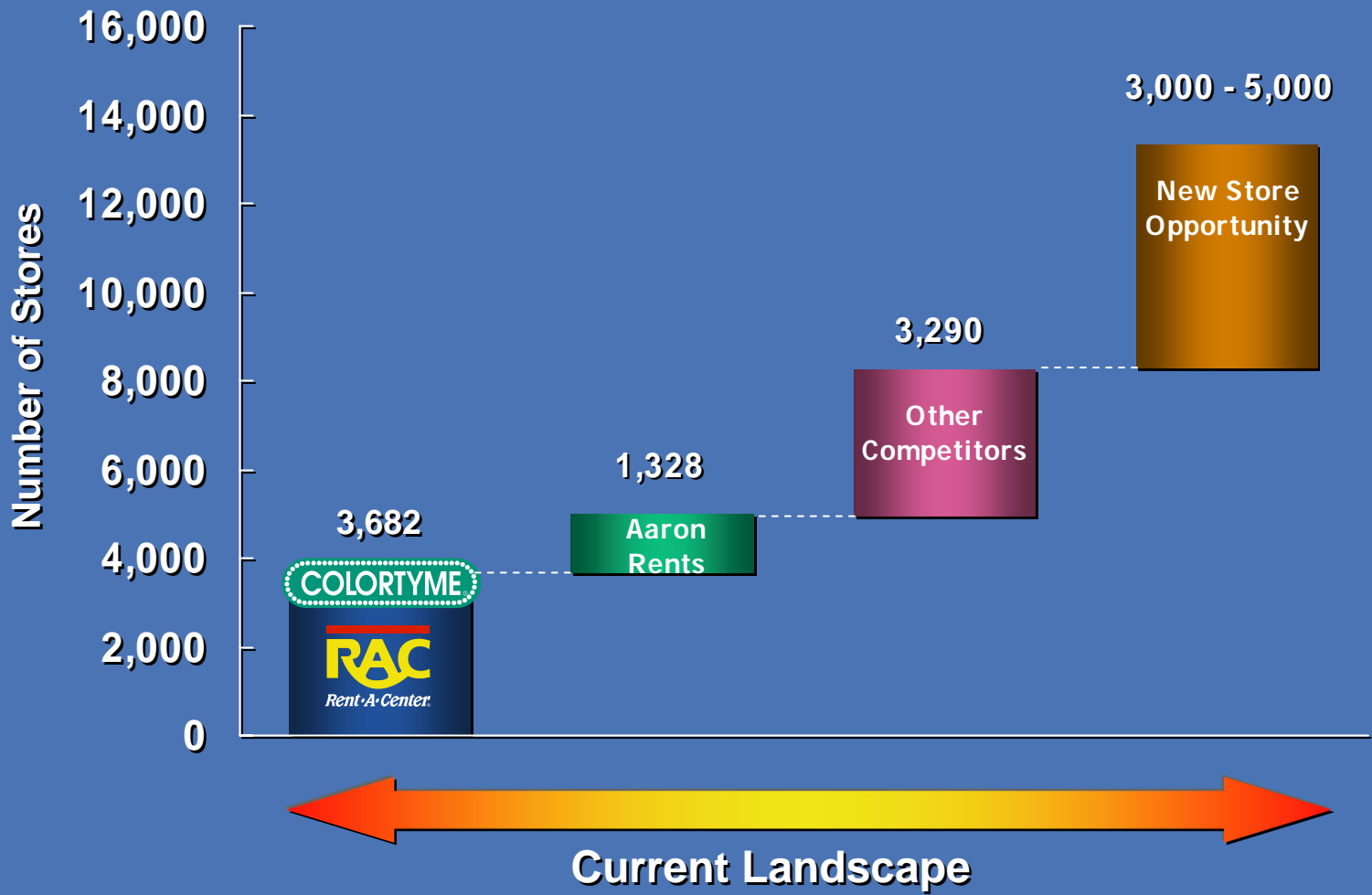
# Strong New Store Economics

- Start-up investment of approximately \$500,000 (3/4 for inventory)
- Begin turning a monthly profit in approximately nine months
- Cumulative break even within 18–24 months
- Internal Rate of Return of approximately 50%<sup>(1)</sup>

	Year 1	Year 2	Year 3	Year 4
<b>Revenues</b>	\$425,000	\$675,000	\$750,000	\$800,000
<b>EBITDA<sup>(1)</sup></b>	(\$50,000)	\$110,000	\$140,000	\$160,000
<b>EBITDA Margin<sup>(1)</sup></b>	(12%)	16%	19%	20%

Note: (1) Before market and corporate allocation and income tax expense, terminal value of 6.5 x EBITDA in Year 5

# Domestic Market Opportunity



# Financial Services – Business Rationale

## ■ Financial Services Industry

- High growth – analyst estimate of double digit growth
- Fragmented – similar to rent-to-own 25 years ago
- Customer within RAC's national footprint

## ■ RAC's Strengths

- Developing ongoing and lasting relationships with customers
- Leveraging our real estate
- Operating cash flow to support growth
- Legislative expertise

# Financial Services – Measured Approach Implementation

- Acquired 27 stores from ColorTyme franchisee in June 2005 that offered financial services
  - Easy, relatively inexpensive way to get into industry
  - Use as a platform to offer services in RAC stores
- Product offerings – primarily include deferred deposit and unsecured loans, check cashing, money transfer, bill paying and debit cards
- Focusing on states that have enabling legislation
- Offer in RAC stores that fit the demographic profile or have real estate available – “in store” and “box in box” models
- Continue to fine-tune processes
  - Approval and collection
  - Cash control and cash management
  - Measure and manage losses
- Build scale
  - Technology
  - Infrastructure
  - Management

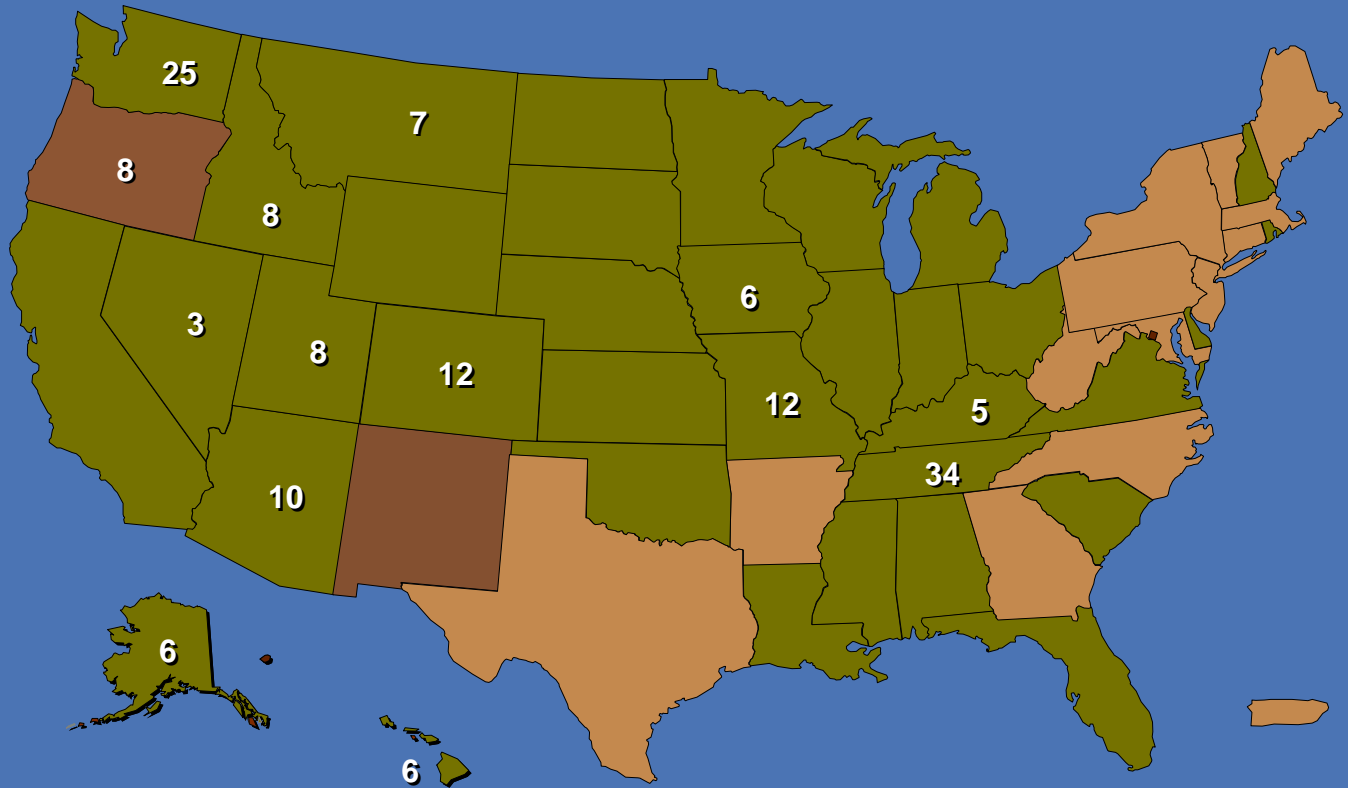




# Financial Services – Cash AdvantEdge

150 domestic financial services stores within existing Rent-A-Center stores

Financial Services New Store Openings		
2005A	2006A	2007E
13	113	200-250
Acquisitions - Store Fronts		
2005A		
27		



Favorable State Regulation
  Developing/Unfavorable State Regulation

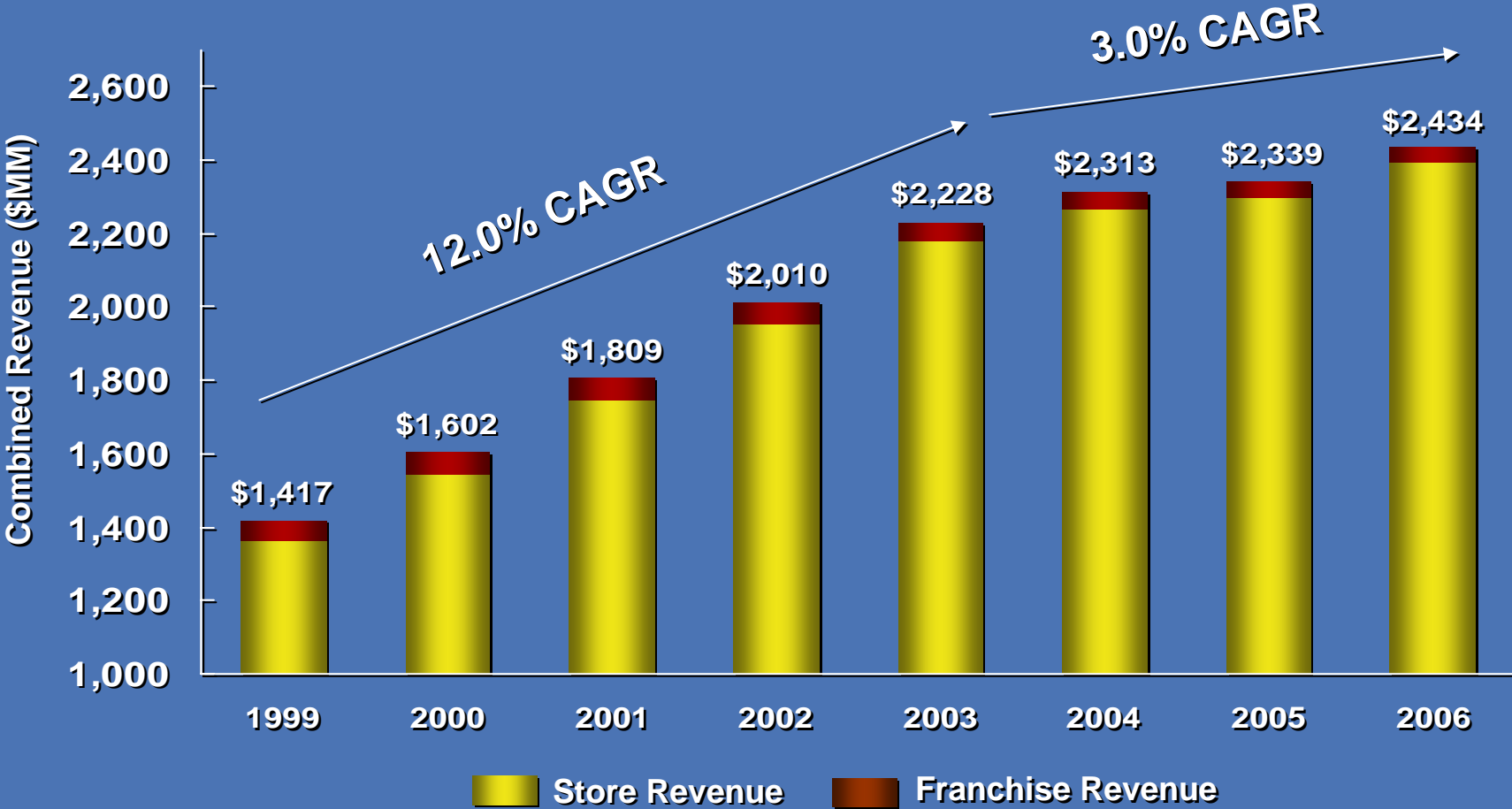
State Regulation at Risk



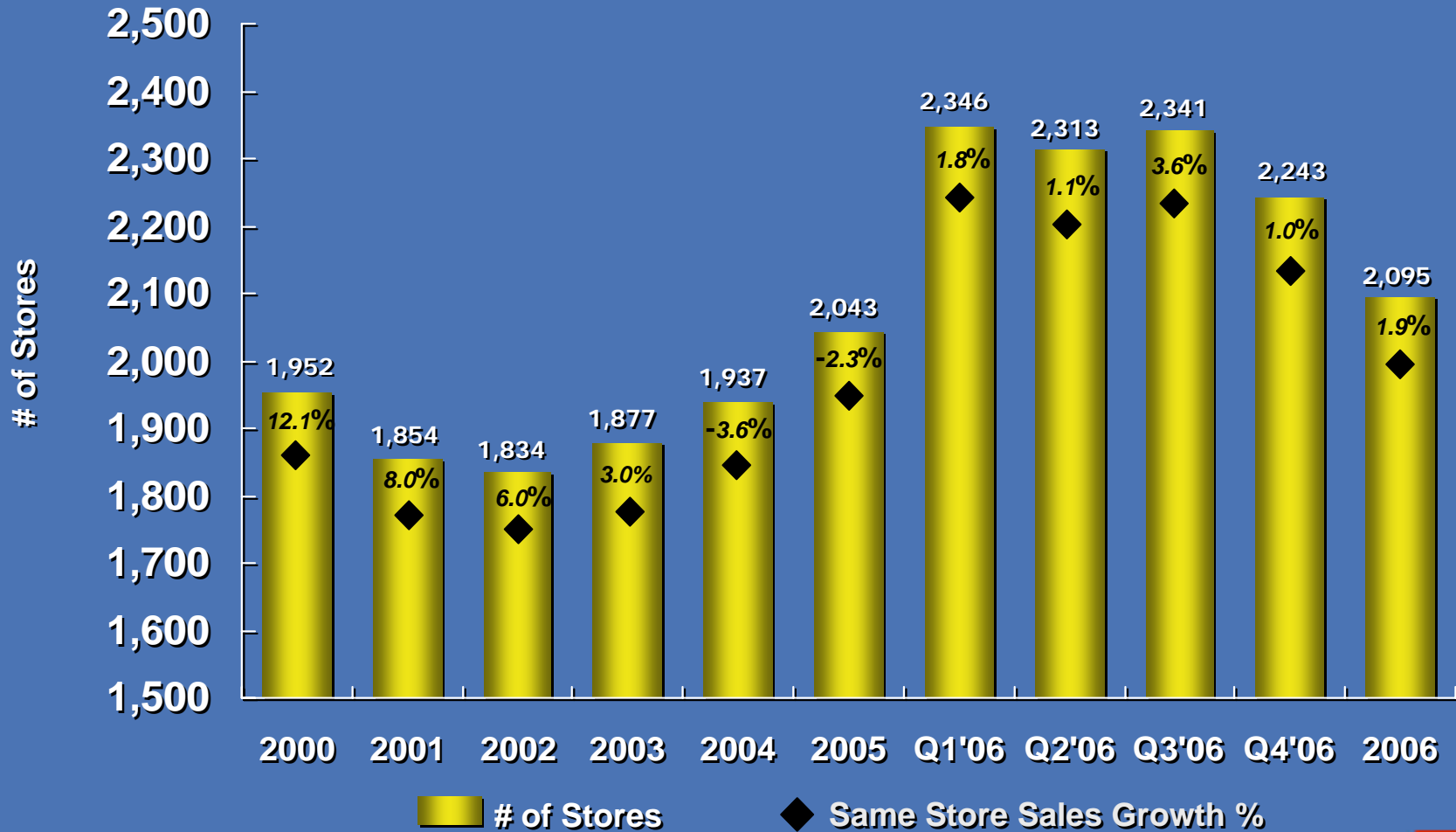
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# Financial Overview

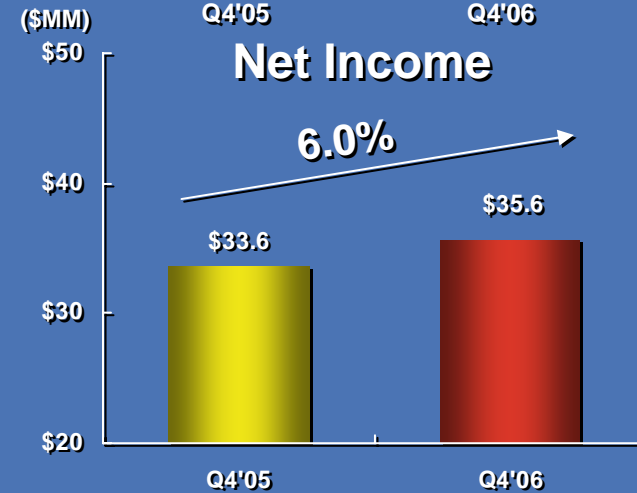
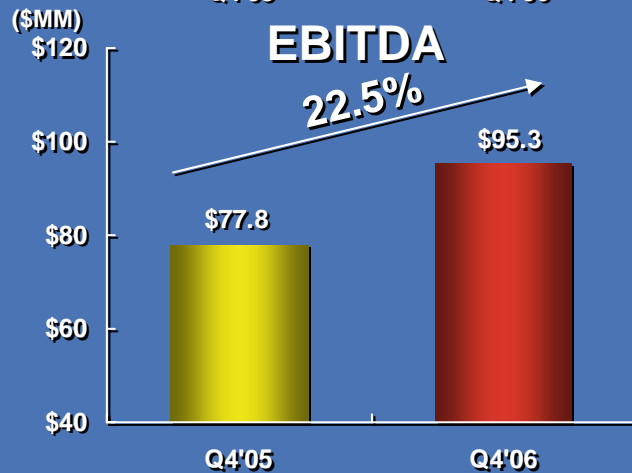
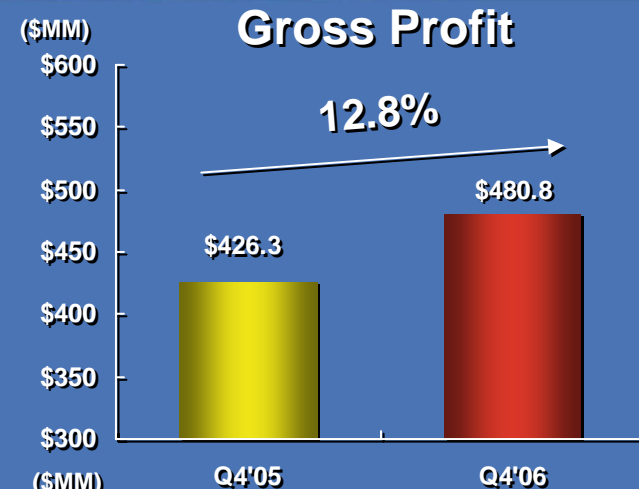
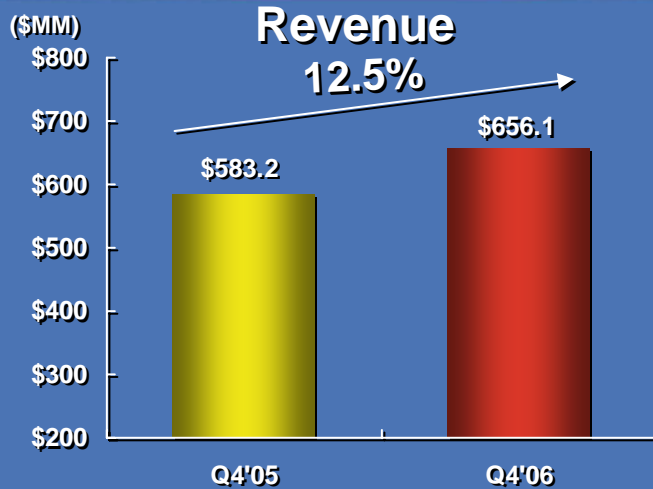
# Mature Sales Growth in Core Rent-to-Own



# Same Store Sales Growth



# Q4'06 Review



EBITDA Margin	Q4'05	Q4'06
	13.3%	14.5%

Net Income Margin	Q4'05	Q4'06
	5.8%	5.4%

Q4'06 Excludes the effects of a \$2.6 million pre-tax expense in the fourth quarter of 2006 for the refinancing of the Company's senior credit facility; \$58.0 million pre-tax expense associated with the litigation expense with respect to the Hilda Perez case.

Q4'05 excludes the effects of a \$2.1 million pre-tax restructuring expense as part of the store consolidation plan announced September 6, 2005, \$1.1 million in pre-tax expenses related to the damage caused by Hurricanes Katrina, Rita and Wilma; and a \$3.7 million state tax reserve credit for a reserve adjustment.

# Current Capital Structure

<i>(in millions of dollars)</i>	<b>Dec 31 2005</b>	<b>% of Book Capital</b>	<b>Dec 31 2006</b>	<b>% of Book Capital</b>
Cash & Equivalents	\$57.6	N/A	\$92.3	N/A
Senior Credit Facilities	424.1	27.4%	993.3	44.4%
Subordinated Notes	300.0	19.4%	300.0	13.4%
Total Debt	724.1	46.8%	1,293.3	57.8%
Shareholder's Equity	823.4	53.2%	943.0	42.2%
Total Capitalization	\$1,547.5	100.0%	\$2,236.3	100.0%

Consolidated Leverage Ratio 3.04x (Q4'06)

Consolidated Interest Coverage Ratio 6.26x (Q4'06)

# Operating Cash Flow



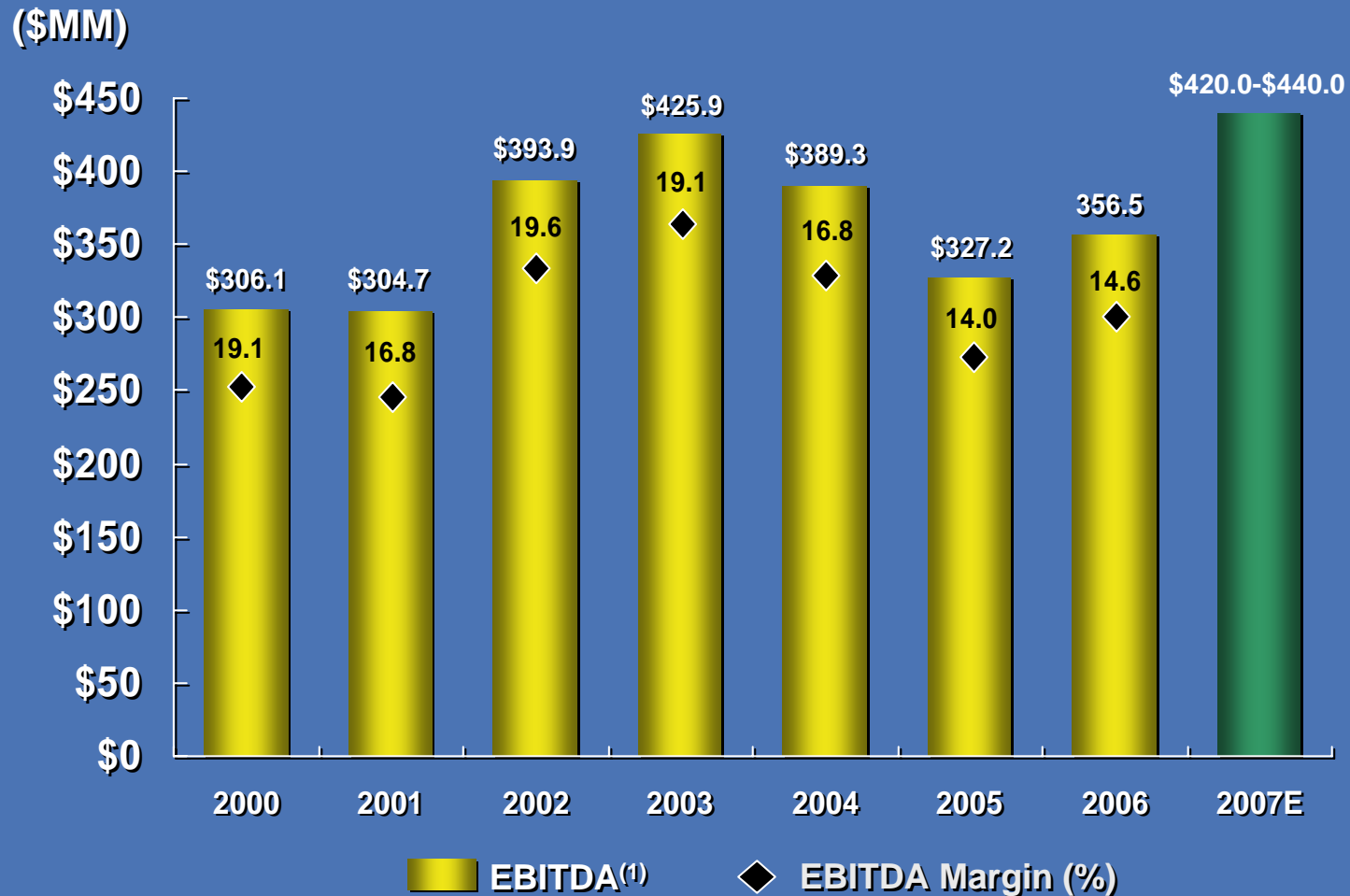
# Schedule of Free Cash Flow

## 2007 Estimate (\$ MM)

EBITDA	\$420 - \$440
Net Cash Interest	(\$90)
CapEx	(\$75)
Working Capital	(\$60)
Taxes	(\$65)
Free Cash Flow	\$130 - \$150



# EBITDA and EBITDA Margin



Notes: (1) Excludes nonrecurring charges and credits

# Guidance (per February 5, 2007 press release)

<u>QUARTERLY</u>	<u>Q1'06A</u>	<u>Q1'07P</u>
Total Revenue	\$607.0 MM	\$749.0-\$764.0 MM
Diluted EPS	\$0.57	\$0.62 - \$0.68
<u>ANNUAL</u>	<u>2006A</u>	<u>2007P</u>
Total Revenue	\$2.434 BN	\$2.935-\$2.985 BN
Diluted EPS	\$2.15 <sup>(1)</sup>	\$2.24-\$2.32

- (1) Excludes the effects of a \$58.0 million pre-tax expense associated with the litigation expense with respect to the Hilda Perez case; a \$4.95 million pre-tax expense associated with the settlement of the *Burdusis/French/Corso* litigation; a \$4.8 million pre-tax expense for the refinancing of the Company's senior credit facility; a \$10.4 million pre-tax expense associated with the settlement with the California Attorney General. Excluding these expenses increased diluted earnings per share by approximately \$0.69 for the twelve month period ended December 31, 2006.

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- Continue execution in our core rent-to-own business and recent RentWay acquisition
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# Safe Harbor Statement

*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. Although the Company believes that the expectations reflected in such forward-looking statements will prove to be correct, the Company can give no assurance that such expectations will prove to have been correct. The actual future performance of the Company could differ materially from such statements. Factors that could cause or contribute to such differences include, but are not limited to: uncertainties regarding the Company’s ability to open new rent-to-own stores; the Company’s ability to acquire additional rent-to-own stores on favorable terms; the Company’s ability to enhance the performance of these acquired stores; the Company’s ability to control store level costs; the Company’s ability to identify and successfully market products and services that appeal to the Company’s customer demographic; the Company’s ability to identify and successfully enter into new lines of business offering products and services that appeal to the Company’s customer demographic, including the Company’s financial services products; the resolution of the Company’s litigation including without limitation Perez; the passage of legislation adversely affecting the rent-to-own or financial services industries; interest rates; the Company’s ability to enter into new and collect on the Company’s rental purchase agreements; the Company’s ability to enter into new and collect on the Company’s short term loans; economic pressures affecting the disposable income available to the Company’s targeted consumers, such as high fuel and utility costs; changes in estimates with respect to self insurance liabilities and income tax and litigation reserves; changes in the Company’s effective tax rate; the Company’s ability to maintain an effective system of internal controls; changes in the number of share-based compensation grants, methods used to value future share-based payments and changes in estimated forfeiture rates with respect to share-based compensation; changes in the Company’s stock price and the number of shares of common stock that we may or may not repurchase; changes in our debt ratings; the negotiation of and entry into definitive settlement documentation with respect to the Burdusis/French/Corso settlement; one or more parties filing an objection to the Burdusis/French/Corso settlement; the court could refuse to approve the Burdusis/French/Corso settlement or could require changes to the settlement that are unacceptable to the Company or the plaintiffs; the ability of the Company to successfully integrate the RentWay stores into the Company’s operating system; the Company’s ability to enhance the performance of the acquired RentWay stores; the Company’s ability to realize the cost savings anticipated in connection with the RentWay acquisition; and other risks detailed from time to time in the Company’s SEC reports, including but not limited to, the Company’s annual report on Form 10-K for the year ended December 31, 2005 and its quarterly reports on Form 10-Q for the quarters ended March 31, 2006, June 30, 2006 and September 30, 2006. 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.*