

Analyst and Investor Day September 22-23, 2014

# **Safe Harbor Agreement**

This presentation contains forward-looking statements within the meaning of the Private Securities Litigation Reform Act of 1995 that involve risks and uncertainties. Such forward-looking statements include information concerning our future financial performance, business strategy, plans, goals and objectives. Statements containing the words "anticipate," "believe," "could," "estimate," "expect," "intend," "may," "plan," "project," "should," or the negative of such terms or other similar expressions are generally forward-looking in nature and not historical facts. Although we believe that the expectations, opinions, projections, and comments reflected in these forward-looking statements are reasonable, we can give no assurance that such statements will prove to be correct. These risks are detailed in our SEC reports, including but not limited to, our Annual Report on Form 10-K. You are cautioned not to place undue reliance on these forward-looking statements, which speak only as of the date of this presentation. Except as required by law, we are not obligated to publicly release any revisions or update to these forward-looking statements to reflect events or circumstances after the date of this presentation to reflect the occurrence of unanticipated events.



# **Agenda & Introductions**

- Overview & Store Growth Plan Theo Wright, Chairman and CEO
- Credit Review Mike Poppe, COO
- Marketing Jamie Piper, CMO
- Merchandising Aaron Trahan, VP of Merchandising
- Q&A





Overview and Store Growth Plan Theo Wright, CEO

### **Mission Statement**

To help people affordably purchase quality, durable, branded products for their home





### **Income Trends – U.S. Census Data**

### Inflation adjusted median household income:

2007 - \$55,627

2013 - \$51,939

### **Change:**

Decrease of 8.7%

#### Source:

U.S. Census data for household income at December 31, 2013



### **Inflation Trends**

#### Cost of one gallon of gas:

August 2007 \$2.796

August 2014 \$3.532

% Change Increase of 26.3%

Food inflation, cumulative, June 2007 to June 2014: Increase of 19.7%

Rental inflation, cumulative, June 2007 to June 2014: Increase of 12.9%

#### Source:

#### Gas Prices:

- Weekly U.S. All Grades All Formulations Retail Gasoline Prices according to US Energy Information Administration (not adjusted for inflation)

#### Food Inflation:

- Measured by US CPI Urban Consumers Food (seasonally adjusted)
- Base year = 1984 dollars
- Index at 6/29/07 = 202.557, Index at 6/30/14 = 242.458

#### Rental Inflation:

- US CPI Urban Consumers Owners Equivalent Rent of Residence Seasonally Adjusted Index
- Base year = 1984 dollars
- Index at 6/29/07 = 245.690, Index at 6/30/14 = 277.433



### **Conn's Customer**

•	Average Annual Income	\$39,500
•	Average Monthly Income	\$3,292
٠	Average Age	43
•	Weighted Average Credit Score of Accounts Originated	606*
٠	Percentage of Customers with Mortgage	~15%

- Low disposable income households well above poverty level but non-affluent
- Limited disposable income after rent, transportation, food, health care and communications



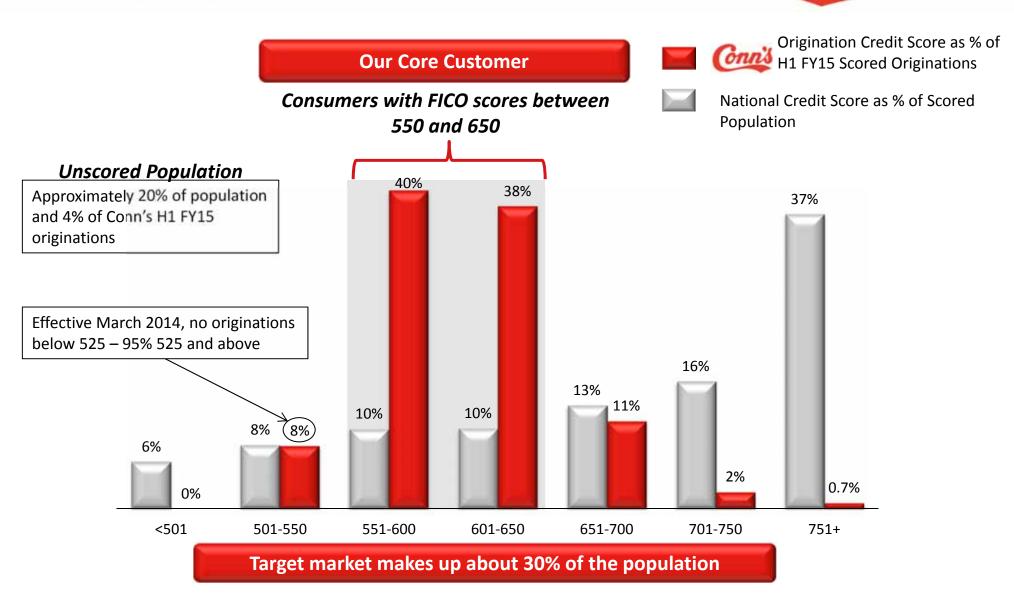
# **Conn's Customer - Lifestyle**

- The best of life is in the home
- Many in occupations with limited opportunity for advancement
- Entertainment outside of the home is often cost prohibitive
- Average American watches 35 hours of television per week
- Difficult to acquire quality products to improve life in the home





# **Large and Growing Core Customer Base**





# **Comparison of Value Proposition – Monthly Payment**

#### Example of \$2,000 purchase in Texas

#### **Average monthly payment:**

Conn's in-house financing (1)	\$82
-------------------------------	------

National rent-to-own provider A (2) \$168

National rent-to-own provider B (3) \$249

CSO payday installment loan provider (4) \$909

#### In many cases, Conn's may originate larger balances

- (1) Assumes 32-month term and no down payment
- (2) Assumes 34-month term and \$153 initial payment
- (3) Assumes 24-month term and \$249 initial payment
- (4) Assumes 5-month term and no down payment; includes interest and CSO fees; without auto payment



# **Comparison of Value Proposition – Total Payments**

#### Example of \$2,000 purchase in Texas

#### **Total payments:**

Conn's in-house financing (1)	\$2,629
-------------------------------	---------

National rent-to-own provider A (2) \$5,865

National rent-to-own provider B (3) \$6,213

CSO payday installment loan provider (4) \$4,549



<sup>(1)</sup> Assumes 32-month term and no down payment

<sup>(2)</sup> Assumes 34-month term and \$153 initial payment

<sup>(3)</sup> Assumes 24-month term and \$249 initial payment

<sup>(4)</sup> Assumes 5-month term and no down payment; includes interest and CSO fees; without auto payment

# **Comparison of Value Proposition – Monthly Payments**

#### Example of \$1,300 purchase in Texas

#### **Average monthly payment:**

Conn's in-house financing (1) \$67

Short-term lender (2) (3) \$106

- (1) Assumes 24-month term and no down payment
- (2) Assumes 24-month term, no down payment, maximum allowable rate 75.2% and no fees
- (3) Maximum loan amount is \$1,340



# **Comparison of Value Proposition – Total Payments**

#### Example of \$1,300 purchase in Texas

#### **Total payments:**

Conn's in-house financing (1) \$1,606

Short-term lender (2) (3) \$2,548

- (1) Assumes 24-month term and no down payment
- (2) Assumes 24-month term, no down payment, maximum allowable rate 75.2% and no fees
- (3) Maximum loan amount is \$1,340



# **Conn's Customer – Other Potential Sources of Financing**

- Short-term payday lending
- Subprime credit card limited availability, low balance, high fees
- Using Conn's in-house credit preserves access to emergency funding





# **Retail Pricing Strategy**



# \*LABOR DAY \* \*SUPER SALE \*

**GOING ON NOW!** 



#### 0% INTEREST FOR 24 MONTHS<sup>1</sup>

ON ALL APPLIANCES \$799 OR MORE WITH YOUR CONN'S CREDIT CARD MADE BETWEEN 8/31/14 TO 9/6/14. EQUAL MONTHLY PAYMENTS REQUIRED FOR 24 MONTHS.

#### 100% FREE NEXT DAY DELIVERY° & HAUL-AWAY!

NO REBATES, NO STRINGS, NO WORRIES! ON ALLWA SHER/DRYER PAIRS AND SINGLE ITEM APPLIA NCES \$799 OR MORE



30% OFF



24.7 Cu. Ft. Stainless Steel French Door Refrigerator LED Invarior Lighting, Smart Cooling, Blide & Serve Panery, Slim SpacePlus" foe System, Smart Diagnosis\*



1699<sup>99</sup>

AFTER SAVINGS OR "57 PER MONTE" FOR 26 MONTES, TO PAY OFF TOTAL BALANCE OF "2021



LG LG

4.3 Cu. Pt. Capacity
Top Load HE Washer
8 Wash Cycles, 1100 RPM Max Spin
Speed, Scainless Steel Drum, Smare
Diagnosis
writing

7.3 Cu. Ft. Capacity Dryer 9 Cycles, 5 Temp. Sertings, Sensor Dry

SAVE \$240 WITH PAIR

579<sup>99</sup>

WITH PAIR PURCHASE OR '20 PER MONTE" POR 20 MONTES, TO PAT OFF TOTAL BALANCE OF '728



- ✓ Low monthly payments you can afford
- ✓ Even if you've been turned down other places
- ✓ Get approved within 24 hours

#### THREE EASY WAYS TO APPLY







Visit conns.com Call 1(855) 354-8840 Stop by our Store



# **Retail Pricing Strategy**

•	Market price – branded 42-inch, <b>low</b> -feature TV	\$299
•	Market gross margin – branded 42-inch, low-feature TV	10%
•	Market price – branded 42-inch, high-feature TV	\$399
•	Market gross margin – branded 42-inch, high-feature TV	15%
٠	Market price – branded 65-inch, <b>high</b> -feature TV	\$1,999
•	Market gross margin – branded 65-inch, high-feature TV	28%







# **Retail Pricing Strategy**

	Market price – branded low-efficiency, top-load laundry	\$399.99
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Market gross	margin – bran	ided low-efficie	ncy, top-loa	ıd laundr	y 25%

Market price – branded high-efficiency, front-load laundr	v \$999.99
	1

Market gross margin – branded high-efficiency, front-load laundry
 35%







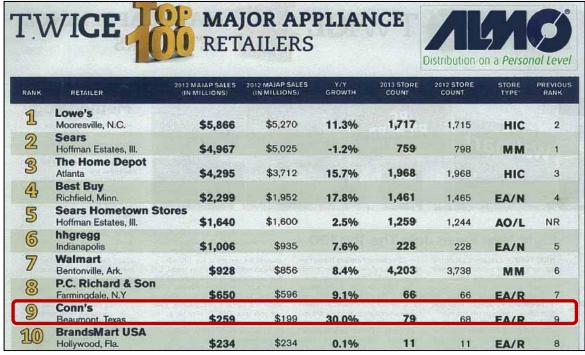
# **Retail Promotional Pricing Strategy**

- Generally, aggressive long-term, third-party no interest promotions compared to the competition
- Frequent use of free offers TVs, tablets, box springs, Blu-ray players
- In-store promotions for categories not advertised
- Advertised items are significant share of sales
- Very limited advertising of opening price point products





# **Assortment – Major Appliances**



- Conn's ranked 9<sup>th</sup> in the country for appliance sales with only 79 locations in 2013
- Competitive assortment despite limited selection of opening price point products



Source: Twice.com June 16, 2014



### **Internet**

- Big boxes big tickets
- Distribution advantages efficiency and speed
- After sale support





# **Other Competitive Advantages**

- Professional, commission-based sales team
- Great customer experience
- Next-day delivery and installation in substantially all markets
- Next-day delivery of our full assortment of furniture and mattresses
- Customer pick-up available in many markets for cost conscious consumers
- Our own service operation







# **Customer Satisfaction is Conn's #1 Priority**

#### **Better Business Bureau Ratings**

Conn's	A+
Home Depot	A+
Lowe's	A+
Rooms to Go	A+
Sears	Α

Aaron's B+

**Best Buy** 

Amazon B

hhgregg Does not participate

Α

Conn's owns its service operation, accounting for 30% of total BBB complaints

#### **Conn's Three-year Transaction Volume**

Customer invoices	2,245,027
Loans originated	1,606,929
Deliveries	1,262,038
Service visits	516,787

### **Conn's One-month Transaction Volume**

Collection calls (Aug.) 2,449,172



# **Conn's Value Proposition**

- Low-cost, low-risk source of financing for our core customer
- EDLC "Every Day Low Cost" for our customer
- Competitive assortment and price demonstrated by substantial cash, credit card and Synchrony transactions
- Compelling promotions
- Next-day delivery and after sale support















# **Repeat Purchases**

- Our business model is dependent on repeat and referral business
- After their initial purchase, the average
   customer buys 2 more times within 5 years
- For those that make a second purchase,
   those customers purchase 4 times within 5
   years
- Percentage of repeat business in second quarter of fiscal 2015 in Houston, San
   Antonio and Beaumont was 72%





# **Appliance Strategy**

- Advertising exposure
- Competitive pricing and aggressive promotion
- First-class free delivery and installation (no mail-in rebate required)
- Professional sales floor





# **Appliance Strategy**

Q2 Fiscal 2015
Payment Method by Category

	Payment Method by Category	
	Appliances	All Other
Conn's Credit	68.2%	79.9%
Synchrony Financial	17.2%	11.0%
Third-Party Rent to Own	3.5%	4.1%
Cash & Credit Card	11.1%	5.0%
	100.0%	100.0%



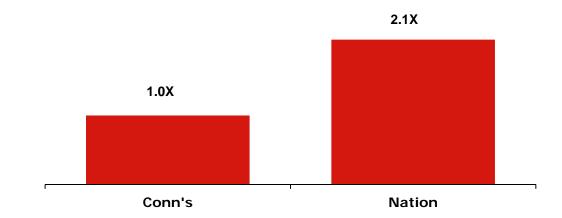
- Average three-year same store sales growth in appliances: 13.3%
- Consistently increasing market share
- Growth opportunities remain



# **Market Share Opportunity**

- According to the U.S Department of Commerce Bureau of Economic Analysis, personal consumption expenditures for household furniture was \$95.4 billion in 2013 – 2.1 times expenditures for appliances (\$43.9 billion)
- During the first six months of fiscal 2015, Conn's furniture and mattress sales were \$162.3 million – comparable to sales of appliances (\$161.5 million)

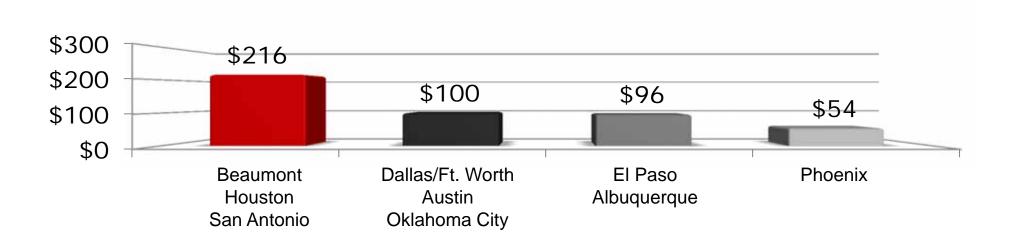






# **Market Share Opportunity**

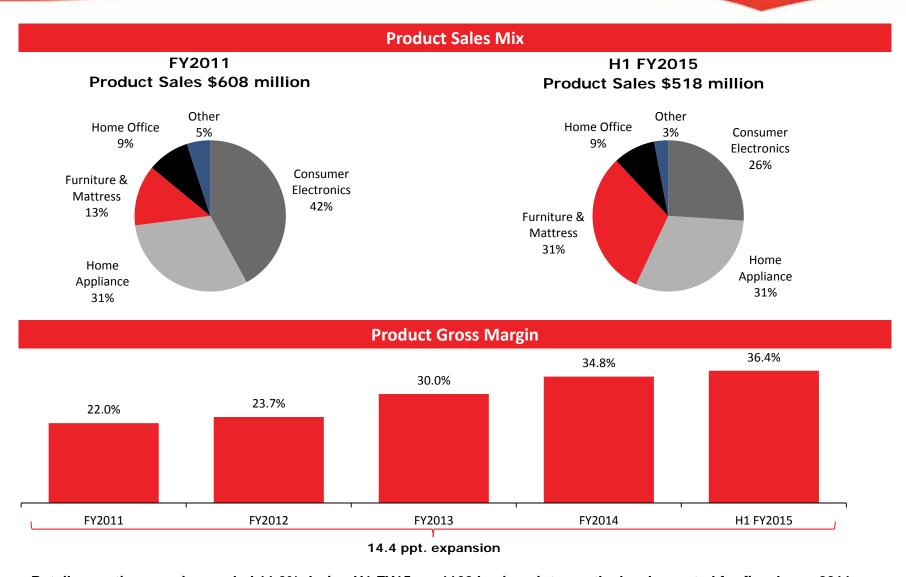
#### Sales Per Household with Income of Less Than \$75,000

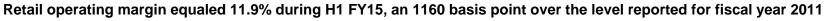


- Growing share in non-legacy markets like Dallas provides continued opportunity for same store growth
- Additional opportunities exist as newer markets mature and we expand the store base, even in Texas



### **Shift in Product Sales Mix**







# **Product Support**

- Balance remaining after 12 months of payments is approximately \$1,400 on a \$2,000, 32-month contract
- For our customers: still need the product, still owe debt, still limited disposable income
- Problem with the products or ability to pay creates a serious disruption in their lives
- Freedom from worry (customer doesn't have to be concerned about making payments if something bad happens)
- Benefits the portfolio (can extend credit to more at lower cost)





### **Insurance**

Average cost of property insurance through Conn's \$148

Average monthly payment through Conn's \$6.07/mo.

Average cost of sample of renter's insurance \$18.64/mo.

- Conn's insurance zero deductible
- Renter's insurance mostly \$500 deductible
- Insurance purchased through Conn's is fully cancellable
  - Approximately 60% of insurance premium written is earned
- Conn's offering is the same as others in our space

Note: Customers must provide proof of property insurance on all purchases we finance; however, we do not require that customers purchase insurance from us



### **Insurance Process**

- Disclosed on up to 4 separate documents
- Customer signature in up to 8 locations
- Ability to cancel at any time
- Consumer-friendly brochure at the store entrance and at the cashier desk
- Follow-up after sale independently by letter and phone call to the customer
- Separate support team in call center
- Collections agents are trained to remind customer of coverage if payment is disrupted



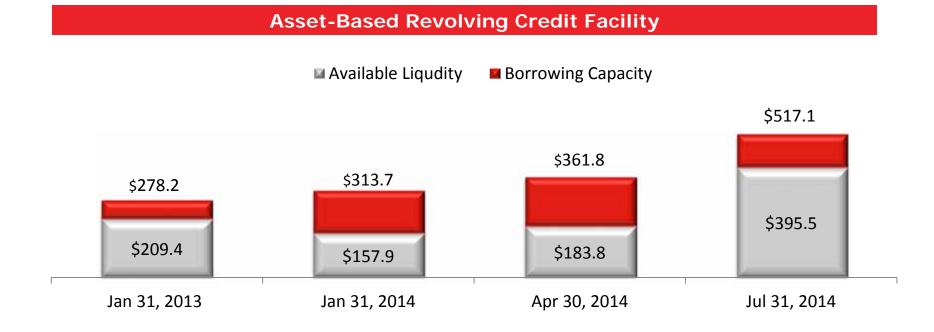


# **Financing Strategy**

- Portfolio growth rate slowing and related incremental capital needs declining
- Store opening plan aligned with return on equity
- Access the high-yield market and potential for future expansion of asset-based revolving credit facility (accordian provisions)
- ABS viable financing alternative peers are active issuers



# **Access to Capital**



Debt to

Stockholders' Equity: 0.6x 0.9x 0.8x 1.0x

Debt as a % of

Portfolio Balance: 40% 50% 47% 52%

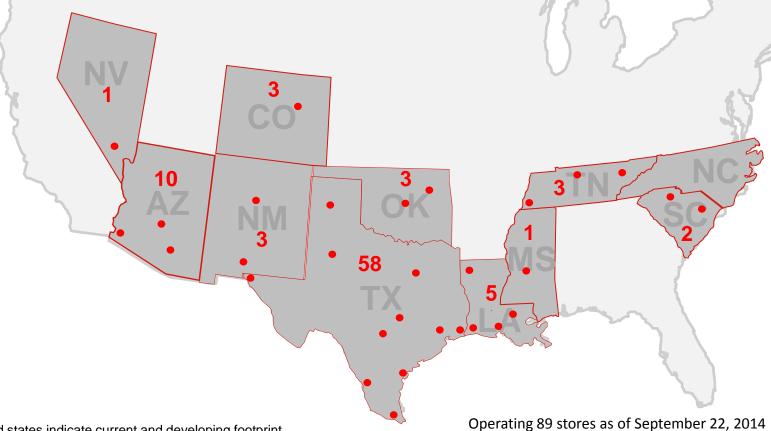
Conn's

# **Store Opening Plan**

- New store expansion
  - Long-term potential for more than 500 Conn's stores in the U.S.
  - Plan to open 18 stores in FY15 (14 opened to date)
  - Plan to open 15 to 18 stores in FY16

#### **Total Square Footage:**

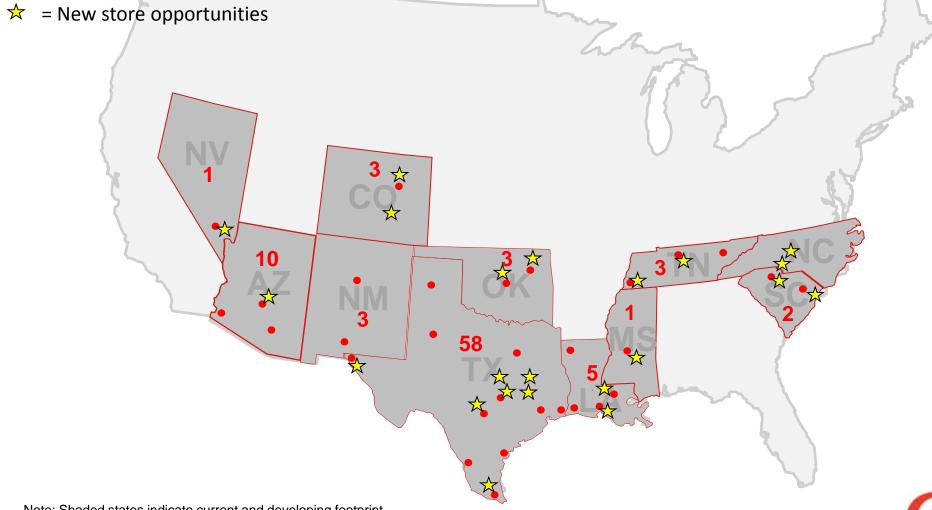
- As of Jan. 31: 2.8 million
  - Avg. Store: ~35k
- Avg. FY15 New Store: ~41k
- Avg. FY15 Closures: ~25k





## **Store Base Expansion**

- New store openings will focus on markets with existing distribution and/or marketing 31 potential store location opportunities identified
- Plan to open stores before expanding distribution in other markets
- 15-18 openings planned for FY16



## **Long-Term Goals**

- Double appliance business in three years
- Grow furniture and mattresses to 35% of sales
- Retail gross margin over 40%
- Static loss of 8%
- Return on equity 20%







## **Summary of Proven Growth Strategies**

- Store Openings
- Appliance Strategy
- Furniture Expansion
- Market Share Growth with Maturity
- Increased Purchasing Power
- New Customer Relationships Should Lead to Repeat Purchases Over Time





## **Summary**

- Unparalleled value to core customer, high rate of repeat purchases
- Great customer experience
- Defensible business model
- Vendor alignment
- High returns on capital
- Proven opportunities for long-term growth



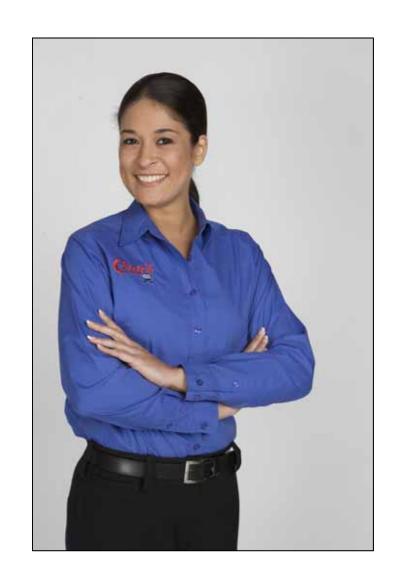


## **Sales Associate Compensation**

Average compensation for sales associates employed for the full period:

Twelve months ended July 31, 2011 \$33,100

Twelve months ended July 31, 2014 \$49,000





### **Customer & Sales Associate Testimonials**





Credit Review *Mike Poppe, COO* 

#### **Underwriting Overview**

- Custom scoring model developed by FICO
  - Improves ability to monitor performance and adjust underwriting rules
- Have maintained consistent standards over time evidenced by trend in FICO score of portfolio balance over time
  - Ensures consistent message to consumers about availability of credit
  - Do not adjust algorithm to meet sales expectations
- Credit limit approved is available for 60 days full underwriting performed for any subsequent purchase request
- Customer must be current on existing Conn's accounts to be considered for additional credit purchases



#### **Underwriting Changes**

Goal – reduce first payment default, and thus total delinquency and charge-off

#### October/November 2013

- Raised minimum FICO required to be underwritten in certain markets
- Reduced limits for certain customer segments
- Began declining certain additional customer segments

#### February/March 2014

- Increased down payment requirement for certain customer segments
- Raised minimum FICO required to be underwritten in additional markets
- All stores and markets, including Arizona, New Mexico and Nevada, have the same rules

#### **August/September 2014**

- Reduced limits for certain customer segments
- Eliminated use of 6-month cash option
- Eliminated use of 12-month cash option for a small segment of customers



## **Impact of Underwriting Changes**

#### Second Quarter Fiscal 2015 vs. 2014

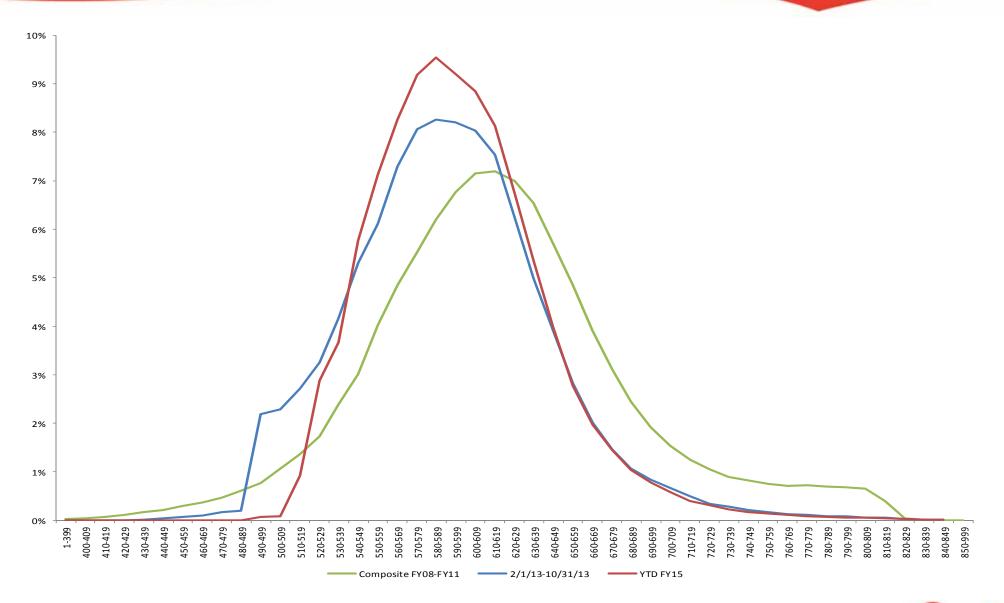
- 8% to 10% reduction in retail sales
- Sales to no-score customers reduced by 47%
- Sales to customers with FICO score below 550 reduced by 55%
  - No originations with a FICO score below 525 beginning in March 2014
- Average origination score increased to 607, excluding no-score accounts

#### **Other Impacts**

- Down payment percentage increased year-over-year for 5 consecutive quarters
- First payment default balance as percent of total portfolio down roughly 25% since January 31st



# Impact of Underwriting Changes – Distribution of Originations by FICO Score





#### **Portfolio FICO Score Trend**

Weighted Average Credit Score of Outstanding Balances:

#### January 31:

2008	587
2009	585
2010	586
2011	591
2012	602
2013	600
2014	594
July 31, 2014	592



#### **No-Interest Programs**

- Long-term, no-interest programs through Synchrony presented to customer in advertising
- Conn's no-interest program is not advertised offered after customer is already in the store
- How does the Conn's program work?
  - Customer signs a standard, interest-bearing retail installment contract
    - This determines the minimum monthly payment requirement for standard contract and no-interest option
  - Contract addendum provides terms of no-interest option
    - If minimum monthly payments are made timely, and
    - If the invoice amount is repaid within the no-interest period (balloon payment due if customer pays only minimum monthly payments), then all interest accrued is waived
  - If the customer does not payoff the invoice amount by the expiration of the no-interest period, or becomes delinquent
    - The interest accrued on the account stays in the total balance due
    - The monthly payment amount does <u>not</u> change
    - The interest rate does not change
    - There are no fees or assessments related to failing to satisfy the no-interest program



### **Conn's No-Interest Program Changes**

- Original rationale for increased offering of no-interest programs
  - Accelerate repayment of balances due to reduce capital invested in receivables
  - Reduce loss severity
  - Put customer in position to shop again sooner
- August ceased offering 6-month no-interest option
  - Did not see any meaningful impact to sales rate
- September ceased offering 12-month no-interest option to certain credit customers (~4% of originations) further modest reductions are likely
- Expect the portfolio delinquency rate will not be meaningfully impacted
  - Accounts eliminated from program, to date, are less likely to achieve no-interest benefit and have higher delinquency rate than total portfolio
  - Expect any increase in amount delinquent will be offset by increased portfolio balance due to slower repayment
- Expect increased yield to offset impact of any delinquency balance or charge-off increase



#### **Recent Portfolio Trends**

- First payment default as a percent of the portfolio declining since January 31<sup>st</sup>
  - First payment defaults as percent of originations 3-months after month of origination:

```
3Q FY14 Originations Average = 5.0%
4Q FY14 Originations Average = 3.6%
1Q FY15 Originations Average = 3.3%
```

- 1 to 60 day delinquency rate down year-over-year at July 31<sup>st</sup>
- 60-plus day delinquency rate increased year-over-year at July 31<sup>st</sup>
  - Deterioration in customers' ability to resolve delinquency
- Percent of portfolio re-aged increased year-over-year at July 31st
  - Increased delinquency increases potential
  - Improved collector execution
  - Despite stricter rules to qualify, since late FY12
  - About 20% of re-aged accounts have been re-aged more that 6 months
- Seasonality of portfolio performance



#### **Portfolio Performance Expectations**

- Expect improved performance in static loss rates from FY14 levels
  - Tighter underwriting FICO score underwritten is up and down payments are up
  - Mix shifts
    - Expect an increase in percentage of originations for appliances and furniture
    - Expect percentage of sales to existing customers to increase
      - 60-plus day delinquency rate at July 31, 2014:

Existing customer 8.3%

New Customer 9.4%

Total portfolio 8.7%

- Historical static loss rate for new customers about 2-times rate for existing customers
- Agent tenure and effectiveness improving
- Collection system performance has been stable
  - Enhancements delivered to improve efficiency and effectiveness
- Could originate long-term, no-interest programs at high credit scores on Conn's credit



## **Impact of Product Mix**

	60+ Day Delinquency Rate
Furniture and Mattress	as of July 31, 2014 7.9%
	<b>5.00</b> /
Home Appliance	5.9%
Consumer Electronics	9.9%
Home Office	12.6%
Total Portfolio	8.7%

- Product purchased is not considered in approval decision or setting credit limits
  - Certain products receive shorter contract terms primarily small electronics
  - Product and price determines no-interest program eligibility, only high-margin products



# Static Loss, Charge-off, Provision and Allowance for Bad Debts

#### **Portfolio Metrics:**

- Static Loss Accumulated losses as a percentage of the amount originated, for originations during a specific time period
- Charge-off Annualized realized losses during a specific time period as a percentage of the average outstanding portfolio balance during that time period

#### **Financial Statement Presentation:**

- Provision Annualized expense recorded in income statement for future estimated losses, as a
  percentage of the average outstanding portfolio balance during the time period the expense is recorded
- Allowance for Bad Debts Reserve on balance sheet for future estimated losses, as a percentage of the outstanding portfolio balance at the balance sheet date



## **Impact of Changes in Static Loss**

- Since FY11, retail gross margins have increased 1460 basis points, while long-term static loss rates are expected to increase an estimated 200 basis points (92% of all amounts originated are ultimately collected)
- Estimate credit segment at breakeven in FY13 and FY14 if lifetime static loss rate of 11% for those origination years
- Retail segment generated 90% of FY14 pretax income
- Estimate that for the company to have been at breakeven in FY14, the provision rate would have been
   28%



# **Impact of Changes in Provision**

	_Asl	Reported Total	Ac	ljustment	As	Adjusted
<b>Total Revenues</b>		1,193,769		2	1	1,193,769
Costs and Expenses:						
Cost of goods sold		594,048		-		594,048
Selling, general and						
administrative expense		341,645		-		341,645
Provision for bad debts		96,224		146,519		242,743
Operating income		161,852		(146,519)		15,333
Interest and other expense		15,333				15,333
Income before income taxes		146,519		(146,519)		-
Provision for income taxes		53,070		(53,070)	_	-
Net income	\$	93,449	\$	(93,449)	_\$	-
Credit Segment Bad Debt Provision	\$	95,756	\$	146,519	\$	242,275
Average Portfolio Balance	\$	869,561 11.0%			\$	869,561 27.9%



## **Proven Ability to Generate Cash in Challenging Environment**

(\$ in Millions)

	FY2009	FY2010	FY2011	FY2012	CHANGE
End of Period	-				
Customer recievables balance	\$754	\$736	\$676	\$643	(\$111)
Total debt, including current maturities	\$505	\$452	\$374	\$322	(\$183)
Fiscal Year Ended Jan. 31:	-				
Net income (loss)		(\$4)	(\$1)	(\$4)	
Cash flow from operations		\$64	\$63	\$65	



# **Covenant Cushion Analysis at July 31, 2014**

(\$ in millions)  Actual			Pro Forma			
		Actual		Adjustment		As Adjusted
Fixed Charge Coverage Ratio-						
Twelve months ended July 31, 2014:						
EBITDAR (as defined)	\$	221.4	\$	(52.4)	\$	169.0
Less: Net capital expenditures (as defined)		(41.0)				(41.0)
Amount available to cover fixed charges	\$	180.4	\$	(52.4)	\$	128.0
Fixed charges (as defined)	\$	116.4			\$	116.4
Fixed charge coverage ratio	1.55 to 1.00		1.10 to		0 to 1.00	
Allowed minimum fixed charge coverage ratio	1.1	0 to 1.00			1.10 to 1.00	
Payment Rate						
Three months ended July 31, 2014:						
Cash collections	\$	202.4	\$	(20.0)	\$	182.4
Gross contract payments (as defined)	\$	4,045.4			\$	4,045.4
Payment rate		5.00%				4.51%
Minimum allowed trailing three-month payment rate		4.51%				4.51%
July 31, 2014 portfolio balance 30+ days past due	\$	145.2	\$	113.0	\$	258.2
30+ delinquency rate		12.3%		9.6%		21.9%
Leverage Ratio (July 2014)-						
As of July 31, 2014:						
Total liabilities	\$	810.9	\$	466.0	\$	1,276.9
Total stockholders' equity (tangible net worth)	\$	638.3	\$	-	\$	638.3
Total liabilities to tangible net worth ratio	1.2	7 to 1.00			2.00 to 1.00	
Maximum allowed total liabilities to tangible net worth ratio	2.0	0 to 1.00			2.0	0 to 1.00



#### **Compliance**

- Conn's is not currently under CFPB oversight
  - Expect to be in the future
  - CFPB can initiate a review at any time
- CFPB currently gathering information for proposed rule-making
  - No indication of specific plans at this time
  - Conn's would welcome consistent standards for all collections
  - To date, guidance has been provided through communication of findings from reviews
    - Fair lending practices have also been addressed, focused on disparate impact
    - Well-defined and documented Compliance Management System expected



#### **Compliance – Conn's Actions**

- Working to ensure documentation of compliance and compliance management system meets expectations
  - Adding Compliance Officer will report to Audit Committee
  - Engaged third-party advisor experienced with CFPB reviews
- Existing controls include:
  - Internal Credit Compliance team
  - Record all calls and review samples
  - Call quality monitoring by credit compliance team, as well as operations management, based on standardized scoring model
  - Dialer systems include built-in controls over call frequency
  - Monthly reporting and review by executive team of customer issues, with goal to revise processes to improve customer experience





Marketing Jamie Piper, CMO

## **Conn's Branding**

#### **Tagline:**

"You Deserve It."

#### **Tone of Voice:**

**Empathetic & Aspirational** 

#### **What that Means:**

You deserve the best for your family – the best products, the best brands, the best price, the best life.

- Tells our customers that they are worthy.
- Gives our customers permission to buy today.
- Gives them credit for the hard work they do.
- Let's them know that we care about them.

Conn's makes the "aspirational" attainable.





## How Do We Make the "Aspirational" Attainable?

Through our proprietary, in-house credit program marketed as YES MONEY®





- "YES MONEY" branding helps differentiate Conn's credit offering from all the other financing programs out there (typically only for prime credit consumers)
- Tells consumers how we are different we say "yes" even if you've been turned down other places\*
- Makes the idea of financing more approachable



<sup>\*</sup>subject to credit approval

## **Advertising Strategy Delivering Growth**

Traditional Retailer (our competitors)



**Product & Price** 



Drives
Call to Action





**Product & Price** 

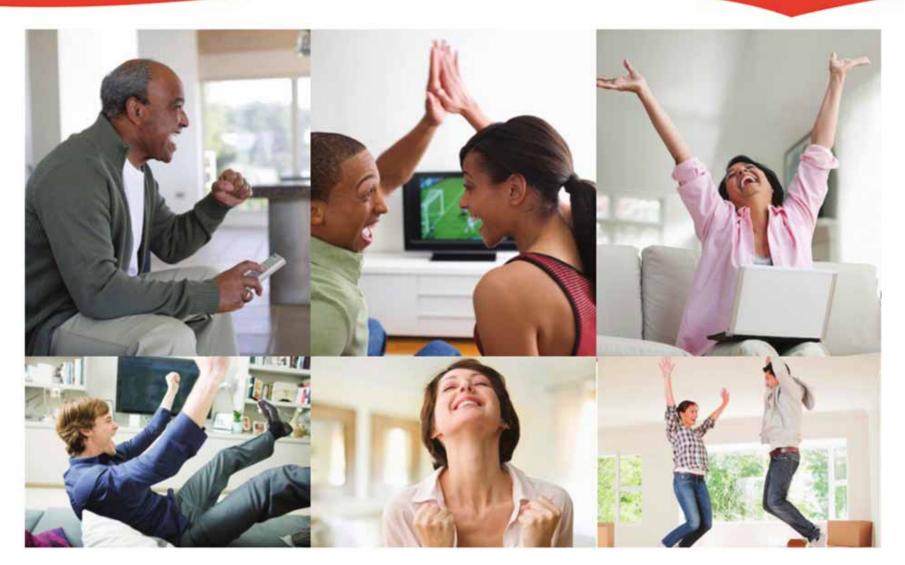




Drives
Call to Action



## 2014 Campaign: "Yes Feeling"



Captures the raw emotion of people when they are told "yes" to credit



# **TV Spot – YES MONEY®**



# **TV Spot - Appliances**



## **Advertising Strategy Delivering Growth**

#### **Direct Mail**





#### **Television**



## **Digital**





## **Changes in Advertising**

#### Direct Mail Program

- Has always been a core part of our marketing
- Broadened targeting on the high end: new mailers to individuals with credit scores of 650+ (but are still credit needy) and to customers in close proximity to the stores without any credit pre-approval message
- Increasing ad spend to existing customer base (in 2Q15, almost two-thirds of sales related to our direct mailers were to our existing, good standing customers)

#### Advertising Messages to Highlight Other Competitive Advantages

- Appliance category leadership
- Next-day delivery (especially in furniture)



## **Advertising Strategy Driving Growth**



- ✓ Low monthly payments you can afford
- ✓ Even if you've been turned down other places
- ✓ Get approved within 24 hours

#### THREE EASY WAYS TO APPLY





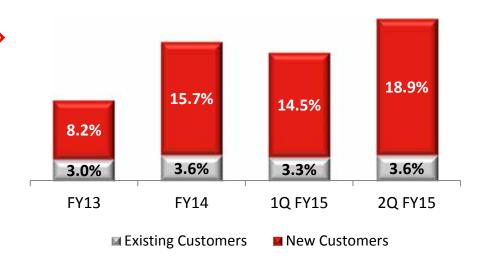


Visit conns.com Call 1 (855) 354-8840 Stop by our Store

#### **2Q Application Volume**

	-		
	FY 15	FY 14	% Change
Web	92,494	44,147	110%
Phone	4,529	3,717	22%
Mail	12,399	2,106	489%
Store	186,561	165,880	12%
	295,983	215,850	37%

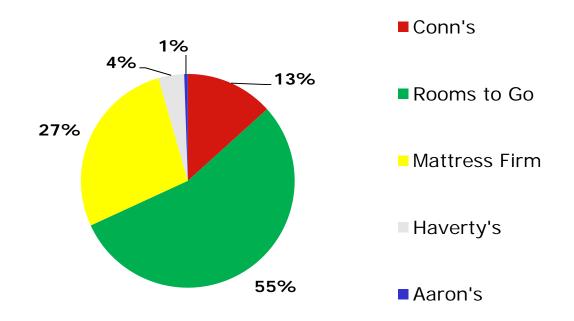
#### % of Sales from Online Credit Applications (1)





## **Furniture Opportunity with Advertising**

#### **Share-of-Voice – Marketing Spend Across Conn's Footprint**



Source: 2014 Kantar Media; based on media spend between January 2013-June 2014; only includes Conn's current market footprint



## **Digital Strategy**

#### Goals

#### Strategy

Drive credit applications through the digital channel

- Increase qualified web traffic to conns.com
- Optimize credit application conversion of web traffic

Provide superior online consumer experience at every touch point in the Conn's digital ecosystem

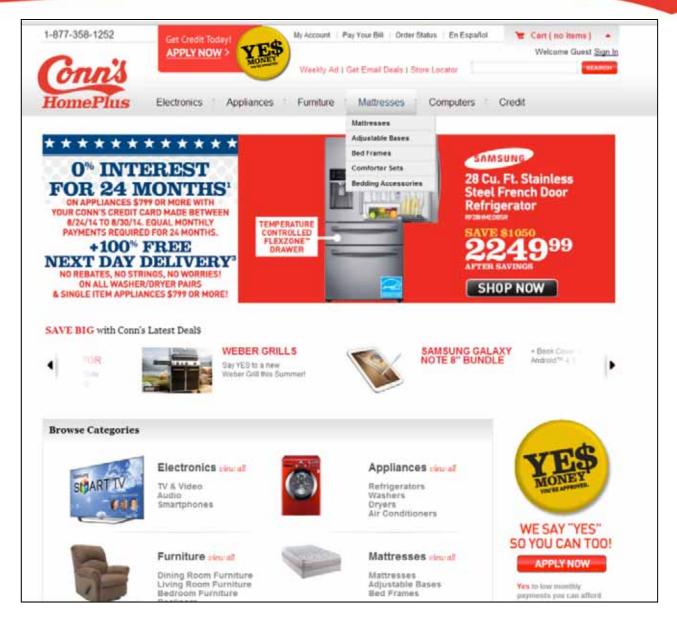
- Continuously assess online customers' needs
- Enhance online (desktop/mobile) capabilities to provide best-in-class digital experience

Leverage digital channel to further establish Conn's brand and reputation

 Actively listen to voice of customer online and manage online reputation

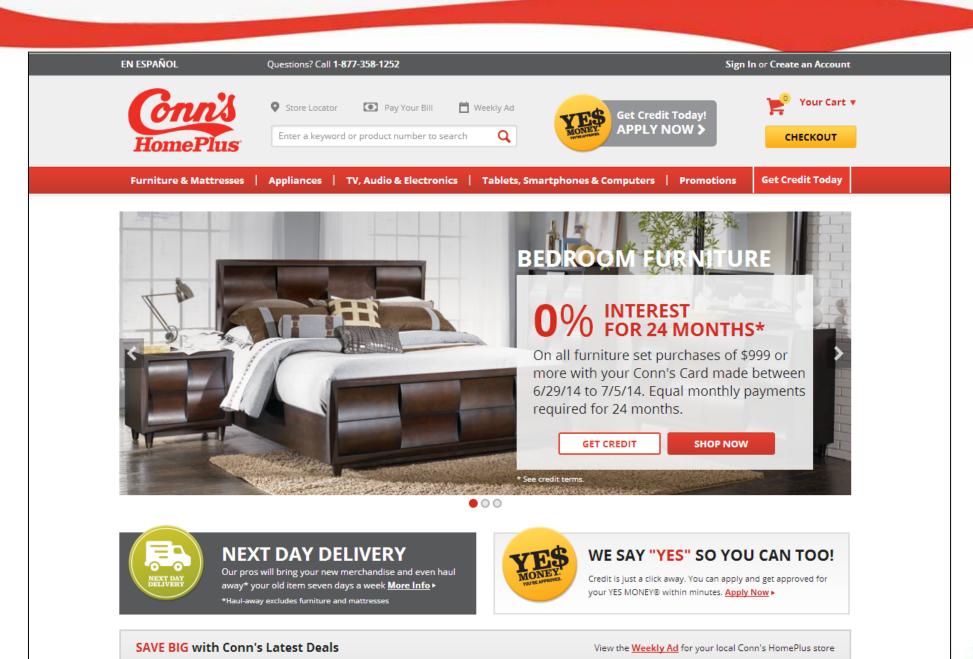


## **Website Current State**



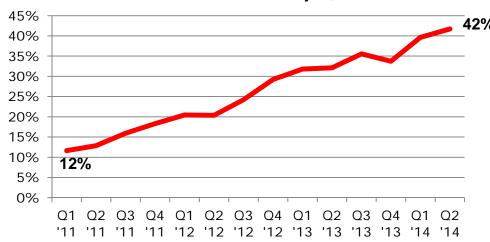


## **Website Future State**



# **Importance of Mobile**

#### % of Mobile Traffic by Quarter



#### % of Mobile Applications by Quarter

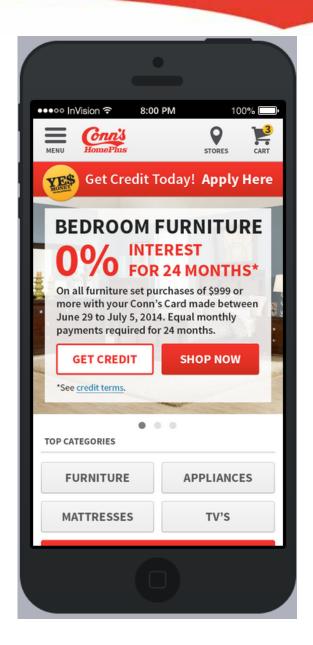


- The first Conn's mobile optimized website launched in November 2013
- Mobile traffic now represents almost half of all traffic to Conns.com
- Similarly, almost half of all web credit applications come from mobile
- August represented our largest month in mobile applications ever



## The Future State of Mobile









Merchandising Aaron Trahan, VP of Merchandising

# **TV ASP Comparison**

## 2Q FY15 Conn's & NPD TV Industry Data

	Conn's	NPD (Remaining Retail)	Conn's vs NPD
2Q FY15	\$1,071	\$445	140.7%



NPD data collected from NPD Group / Retail Tracking Service



# **Major Appliances ASP**

## **2Q FY15 Conn's Major Appliances ASP Analysis**

Category	2Q FY15 ASP	2Q FY14 ASP	YOY Change
Refrigerators	\$1,354	\$1,238	9.4%
Washers	\$706	\$694	1.7%
Dryers	\$718	\$709	1.2%
Gas Ranges	\$815	\$758	7.4%
Electric Ranges	\$726	\$652	11.4%
Dishwashers	\$562	\$513	9.7%



# **Inventory Turns by Category**

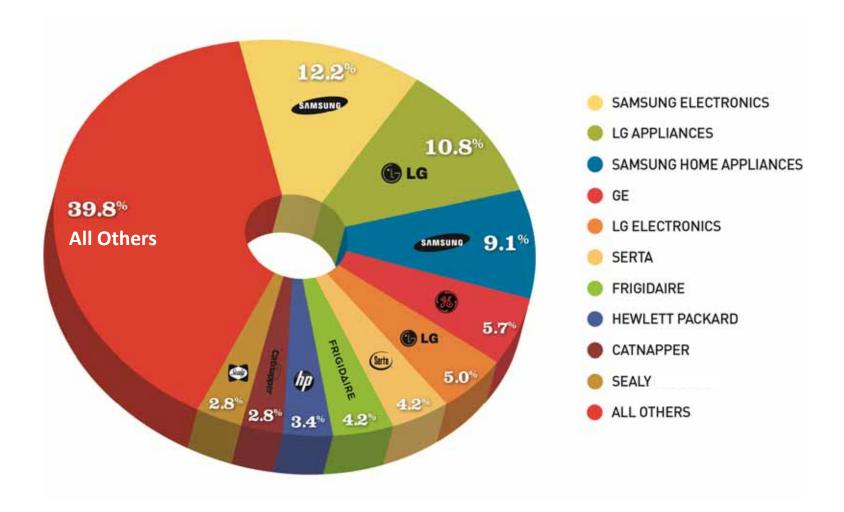
## **FY14 Inventory Turn Rate by Product Category**

Category	FY14
Electronics	6.7
Appliances	6.9
Furniture	3.1
Home Office	10.1
Bedding	6.0
Total	6.2



# **Top Vendor Overview**

#### Fiscal Year-to-Date 2015





# **Long-Term Electronics Strategy**

#### **Assortment**

- Continued realignment of our TV mix into the higher-growth, premium segments.
- Drive larger percentage of sales into manufactures unilaterally price series, allowing us to be competitively priced with both brick and mortar and on-line retailers.

#### **Share Growth Strategy**

 Leverage next-day delivery, in-house financing and highly-trained, commission-based sales floor to offer first class selection in large screen TV and emerging feature technologies.

## **Mobile Strategy**

 Offer latest generation handsets from leading manufactures pre-bundled with unlimited calling plans that can be financed, lowering the initial out of pocket expense to the consumer for unsubsidized hardware.



## **4K Television Market Overview**

#### **Trend**

- TV manufacturers are forecasting sales mix of 4K to total LED sales to be 15% - 20% of the total by the end of calendar 2014.
- Conn's has achieved a 30% 4K mix of LED sales with a goal to reach 40% by end of year.

## **Pricing Roadmap**

- Labor Day time period pricing from tier 1 manufacturers featured 55" 4K curved screen under \$2,000 and 65" curved screen under \$3,000.
- We anticipate during major holiday time frames for current pricing programs to be discounted by up to another 20%.





# **Furniture Strategy**

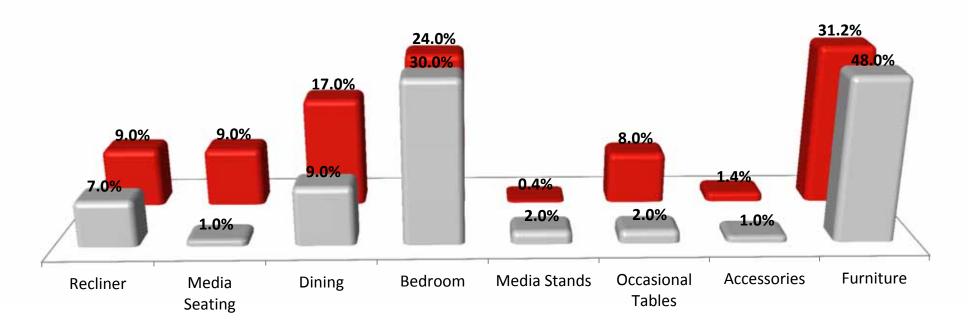
## **Opportunities:**

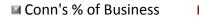
- Enhance our offering to become a full line furniture and mattress retailer by driving attachment sales with a more specialized focus in accessory categories.
- Enter the outdoor seating category with a full year assortment that allows us to offer exclusive products at price points suitable for our delivery and credit model.
- Continue to optimize the premium segment of our mattress category through expanded floor assortment, interactive in store experiences, and more closely partner with key suppliers for Conn's exclusive marketing opportunities.



# **Furniture Strategy**

## Conn's Furniture Business vs. Industry—April, May, June 2014





■ Industry % of Business



# **Appliance Strategy**

## **Opportunities:**

- Expand the assortment in the "mass premium" appliance segment.
- The "mass premium segment" includes higher than industry average selling prices and gross margins, with more limited distribution to national retailers. Recently launched products in this segment include Chef Collection by Samsung and the Studio Series from LG.
- Improve productivity and relative sales performance of appliance peripheral categories such as cooking, dishwasher, and built-in appliances.

## **Competitive Enhancements for Built-Ins:**

- Improve in-store merchandising and product availability.
- Develop and maintain kitchen package offerings.



# **In-Store Experience**











Q&A



# **Appendix**





#### Selected Credit Portfolio Data

	Fiscal Quarters Ended											Fiscal Years Ended										
	$\equiv$	7/31/2011	10/31/2011	1	1/31/2012	4/30/2012	7/31/2012	1	0/31/2012	1/3	1/2013	4/30/201	3	7/31/2013	10/31/2013	1/31/2014	4/30/2014	7/31/2014	1/3	31/2012	1/31/2013	1/31/2014
Data as of period end:																						
Total outstanding balance	5	599,706 \$	605,650	5	643,301	\$ 635,233	661,740	\$	683,744	\$ 74	11,544 \$	773,436	5	843,071 3	944,826	\$ 1,068,270	\$ 1,103,880	\$ 1,179,314	\$	643,301 5	741,544	\$ 1,068,270
Number of active accounts		473,386	472,791		484,169	458,493	460,675		462,200	48	3,219	486,988		519,867	563,573	621,229	631,795	666,099		484,169	483,219	621,229
Average outstanding account balance	\$	1,267 \$	1,281	2	1,329	\$ 1,385	1,436	\$	1,479	\$	1,535 \$	1,588	5	1,622 1	1,676	\$ 1,720	\$ 1,747	\$ 1,770	\$	1,329 \$	1,535	\$ 1,720
Account balances 60+ days past due (1)	\$	36,706 \$	47,653	2	55,190	\$ 46,438	49,763	\$	47,691	\$ 5	2,879 \$	51,543	5	69,158	80,505	\$ 94,403	\$ 87,863	\$ 102,063	\$	55,190 \$	52,839	\$ 94,403
Percent of balances 60+ days past due to																						
total outstanding balance (1)		6.1%	7.996		8.6%	7.394	7.5%		7.0%		7.1%	6.79		8.2%	8.5%	8.8%	8.0%	8.7%		8.6%	7.1%	8.8%
Total account balances re-aged (1)	\$	103,173 \$	97,149	\$	88,863	\$ 73,737	70,969	\$	77,837	\$ 8	66,428 \$	86,693	\$	91,067 3	102,802	\$ 120,770	\$ 128,329	\$ 142,917	\$	88,863 5	86,428	\$ 120,770
Percent of re-aged balances to																						
total outstanding balance		17.2%	16.0%		13.8%	11.6%	10.7%		11.4%		11.7%	11.29	ó	10.8%	10.9%	11.3%	11.6%	12.1%		13.8%	11.7%	11.3%
Account balances re-aged more than six months	\$	48,802 \$	44,926	\$	38,182	\$ 27,052	21,475	\$	20,225	\$ 1	9,071 \$	19,172	\$	19,891	20,738	\$ 21,168	\$ 23,633	\$ 28,224	\$	38,182 \$	19,071	\$ 21,168
Percent of total outstanding balances represented by																						
balances over 36 months from origination (2)		3.0%	2.8%		2.6%	1.8%	1.4%		1.1%		0.9%	0.89	ó	0.7%	0.5%	0.5%	0.4%	0.4%		2.6%	0.9%	0.5%
Percent of total outstanding balances represented by																						
balances over 48 months from origination (2)		0.7%	0.6%		0.5%	0.4%	0.3%		0.3%		0.3%	0.29	ó	0.2%	0.2%	0.1%	0.1%	0.1%		0.5%	0.3%	0.1%
Weighted average credit score of outstanding balances		594	602		602	601	602		603		600	596		595	591	594	591	592		602	600	594
Weighted average months since origination																						
of outstanding balances (2)		11.9	11.7		10.7	10.1	9.7		9.7		9.3	9.	)	8.9	8.6	8.4	8.3	8.5		10.7	9.3	8.4
Percent of total outstanding balance represented by																						
no-interest receivables		9.2%	11.2%		14.8%	17.7%	21.0%		23.5%		27.3%	30.69	ó	31.9%	33.4%	35.6%	37.0%	36.6%		14.8%	27.3%	35.6%
Data for the period:																						
Average total outstanding balance	\$	613,355 \$	603,975	\$	628,549	\$ 634,743	647,154	\$	674,517	\$ 71	3,108 \$	753,221	\$	806,653	895,087	\$ 1,011,517	\$ 1,081,456	\$ 1,137,890	\$ (	626,438 \$	669,029	\$ 869,561
Interest income and fee yield %		19.3%	18.0%		18.8%	18.0%	18.4%		19.2%		18.7%	18.09	ó	17.9%	17.8%	18.2%	17.6%	18.2%		18.7%	18.6%	17.9%
Total applications processed (3)		173,308	166,257		219,422	178,514	184,898		178,008	20	9,019	199,045		215,850	267,558	307,409	265,265	295,983		734,748	750,439	989,862
Percent of applications approved (3)		46.0%	46.8%		48.5%	46.1%	49.1%		46.8%		51.4%	50.29	Ó	51.7%	48.5%	49.9%	48.0%	45.3%		46.4%	48.6%	50.3%
Average down payment		5.7%	4.6%		3.8%	4.5%	3.0%		2.8%		2.6%	3.99	Ó	3.1%	3.4%	3.1%	4.2%	3.6%		5.3%	3.2%	3.5%
Weighted average origination credit score of sales financed		625	619		617	615	615		616		611	60:	2	601	599	605	605	607		621	614	602
Payment rate (4)		5.5%	5.4%		5.2%	6.1%	5.2%		5.3%		5.1%	6.29	ó	5.2%	5.1%	4.8%	5.8%	5.0%		5.6%	5.4%	5.3%
Bad debt charge-offs (net of recoveries) (5)	\$	15,961 \$	7,466	\$	12,503	\$ 13,529	13,629	\$	12,866	\$ 1	3,239 \$	11,555	\$	14,176	16,922	\$ 26,777	\$ 21,192	\$ 28,556	\$	46,939 \$	53,389	\$ 69,430
Percent of bad debt charge-offs (net of recoveries) to average outstanding balance, annualized (5)		10.4%	4.9%		8.0%	8.5%	8.4%		7.6%		7.4%	6.19	4	7.0%	7.6%	10.6%	7.8%	10.0%		7.5%	8.0%	8.0%
		10.470	4.570		0.070	0.570	0.470		7.070		7.470	0.17	u	7.070	7.070	10.070	2.020	10.070		7.570	0.070	0.070
Percent of retail sales paid for by:		49.007				22.00	40.10													40.10		
In-house financing, including down payment received		56.4%	62.1%		66.5%	66.9%	69.4%		72.3%		74.6%	74.09		76.8%	79.5%	78.1%				60.4%	70.9%	77.3%
Third-party financing plans		13.8%	14.1%		15.2%	12.5%	15.8%		14.5%		16.1%	11.89		12.2%	11.5%	12.7%				12.5%	14.8%	12.0%
Third-party rent-to-own plans		4.3%	3.8%		2.6%	<u>3.7%</u>	3.2%		3.7%		3.3%	3.89		2.5%	2.5%		4.2%			3.5%	3.5%	3.1%
Total		74.5%	80.0%		84.3%	83.1%	88.4%		90.5%		94.0%	89.69	D	91.5%	93.5%	94.4%	92.8%	93.9%		76.4%	89.2%	92.4%

Dollars in thousands except average outstanding customer balance



<sup>(1)</sup> Accounts that become delinquent after being re-aged are included in both the delinquency and re-aged amounts. re-aged portfolio data was adjusted to include certain refinanced account balances not previously included.

<sup>(2)</sup> Includes installment accounts only. Balances included in over 48 month totals are also included in balances over 36 months old totals.

<sup>(3)</sup> Application data revised to conform calculation of approval status.

<sup>(4)</sup> Three month rolling average of gross cash payments as a percentage of gross balances outstanding at the beginning of each month in the period.

<sup>(5)</sup> On July 31, 2011, we revised our charge-off policy to require an account that is delinquent more than 209 days at month end to be charged-off. The change in policy had the impact of accelerating charge-offs which were charged against previously provided bad debt reserves.



#### Static Loss Data by Quarter As of July 31, 2014

											Static Los	s Analysis								
	Cumulative Net	Year of		Number of Quarters After Year of Origination																
	Charge-off 1 Origination	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	T	
FY06	\$29.4	0.3%	0.7%	1.1%	1.5%	1.9%	2.3%	2.7%	3.2%	3.6%	3.9%	4.2%	4.5%	4.8%	4.9%	5.1%	5.2%	5.4%	5.5%	5.8%
FY07	\$29.3	0.2%	0.6%	1.0%	1.3%	1.7%	2.1%	2.6%	3.0%	3.5%	3.8%	4.1%	4.4%	4.8%	4.8%	5.0%	5.2%	5.4%	5.5%	5.7%
FY08	\$36.2	0.2%	0.6%	1.0%	1.4%	1.8%	2.2%	2.7%	3.1%	3.6%	3.9%	4.3%	4.7%	5.1%	5.2%	5.4%	5.6%	5.7%	5.8%	5.9%
FY09	\$50.0	0.2%	0.7%	1.1%	1.6%	2.1%	2.7%	3.3%	3.9%	4.6%	4.9%	5.3%	5.7%	6.1%	6.3%	6.5%	6.6%	6.6%	6.6%	6.6%
FY10	\$38.5	0.2%	0.8%	1.3%	1.8%	2.4%	2.9%	3.4%	4.0%	4.6%	5.1%	5.5%	5.8%	6.0%	6.0%	6.0%	6.0%	6.0%	6.0%	6.0%
FY11	\$36.8	0.4%	0.9%	1.5%	2.0%	2.6%	3.4%	4.2%	4.8%	5.2%	5.5%	5.7%	5.8%	5.8%	6.0%	6.0%				
FY12	\$35.9	0.2%	0.4%	1.1%	2.3%	3.1%	3.8%	4.5%	4.9%	5.5%	5.7%	5.9%								
FY13	\$50.1	0.4%	0.6%	2.1%	3.4%	5.2%	6.0%	6.7%												
FY14	\$40.1	0.8%	1.9%	3.7%																

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	Origination	Year of	Number of Quarters After Year of Origination																	
	Amount 1	Origination	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	T
FY06	\$506.1	70.2%	54.2%	42.9%	34.6%	27.5%	21.7%	17.1%	13.4%	10.3%	7.4%	5.5%	4.2%	3.2%	2.5%	2.0%	1.5%	1.2%	0.9%	0.0%
FY07	\$511.7	72.2%	57.0%	45.0%	35.8%	28.1%	21.7%	16.9%	13.2%	10.0%	7.4%	5.5%	4.1%	3.1%	2.3%	1.8%	1.3%	1.0%	0.7%	0.0%
FY08	\$617.1	70.3%	54.5%	42.4%	33.7%	26.2%	20.5%	16.1%	12.6%	9.6%	6.9%	5.0%	3.6%	2.6%	1.8%	1.1%	0.8%	0.5%	0.3%	0.0%
FY09	\$756.3	67.3%	53.8%	42.6%	34.5%	27.6%	21.3%	16.7%	12.9%	9.5%	6.6%	4.3%	2.9%	1.8%	1.0%	0.5%	0.3%	0.2%	0.2%	0.0%
FY10	\$635.8	68.5%	53.8%	42.4%	33.8%	26.4%	20.1%	15.1%	11.5%	8.1%	4.9%	2.8%	1.5%	0.8%	0.4%	0.3%	0.2%	0.1%	0.1%	0.1%
FY11	\$613.2	66.3%	51.2%	39.9%	31.9%	24.7%	18.5%	13.8%	10.0%	6.8%	4.2%	2.4%	1.2%	0.6%	0.3%	0.2%				
FY12	\$599.0	69.5%	55.2%	44.1%	34.4%	26.4%	20.0%	15.1%	10.8%	7.2%	4.2%	2.4%								
FY13	\$735.4	72.2%	57.9%	46.2%	35.4%	25.9%	18.5%	13.0%												
FY14	\$1,075.1	77.0%	62.6%	50.0%																

in millions



<sup>-</sup> The static loss analysis presents the percentage of balances charged off, based on the fiscal year the credit account was originated and the period the balance was charged off. The percentage computed is calculated by dividing the cumulative amount charged off since origination, net of recoveries, by the original balance of accounts originated during the applicable fiscal year. Period 0 is the year of origination.

<sup>-</sup> Trepresents the terminal loss percentage - the point at which that pool of loans has reached its maximum loss rate.

<sup>-</sup> The origination amount includes sales taxes and other amounts that are not included in retail net sales.



Fiscal 2012, 2013, and 2014 Static Loss Data by Quarter As of July 31, 2014

Period of Origination	Originations <sup>1</sup>	Cumulative Net Charge-off	% of Balance Remaining	Balance Outstanding <sup>i</sup>
FY2012				
Q1	\$128.6	5.9%	0.6%	\$0.8
Q2	\$134.2	5.5%	1.2%	\$1.6
Q3	\$144.3	6.1%	2.6%	\$3.7
Q4	\$191.9	6.3%	4.2%	\$8.1
Totals	\$599.0	5.9%	2.4%	\$14.2
FY2013				
Q1	\$164.2	7.2%	7.3%	\$11.9
Q2	\$179.3	6.6%	9.1%	\$16.4
Q3	\$173.1	6.1%	14.1%	\$24.4
Q4	\$218.8	6.7%	19.8%	\$43.2
Totals	\$735.4	6.7%	13.0%	\$95.8
FY2014				
Q1	\$217.0	7.1%	29.1%	\$63.3
Q2	\$240.6	5.6%	38.9%	\$93.5
Q3	\$285.8	3.6%	53.8%	\$153.7
Q4	\$331.7	0.1%	68.6%	\$227.5
Totals	\$1,075.1	3.7%	50.0%	\$537.9

i in millions



<sup>-</sup> The static loss analysis presents the percentage of balances charged off, based on the period the credit account was originated.

<sup>-</sup> The origination amount includes sales taxes and other amounts that are not included in retail net sales.

# **Capital Expenditures**

\$32.4
(22.9)
\$9.5
\$(5.3)
\$52.1
\$(21.3)
(4.8)
(6.0)
\$(32.1)

- Estimated maintenance capital expenditures of \$10 million per year
- Remodeling program is substantially complete

Connis