

## **ENCORE CAPITAL GROUP, INC.**

2013 INVESTOR DAY

#### CAUTIONARY NOTE ABOUT FORWARD-LOOKING STATEMENTS

The statements in this presentation that are not historical facts, including, most importantly, those statements preceded by, or that include, the words "will," "may," "believe," "projects," "expects," "anticipates" or the negation thereof, or similar expressions, constitute "forward-looking statements" within the meaning of the Private Securities Litigation Reform Act of 1995 (the "Reform Act"). These statements may include, but are not limited to, statements regarding our future operating results, earnings per share, and growth. For all "forward-looking statements," the Company claims the protection of the safe harbor for forward-looking statements contained in the Reform Act. Such forward-looking statements involve risks, uncertainties and other factors which may cause actual results, performance or achievements of the Company and its subsidiaries to be materially different from any future results, performance or achievements expressed or implied by such forward-looking statements. These risks, uncertainties and other factors are discussed in the reports filed by the Company with the Securities and Exchange Commission, including the most recent reports on Forms 10-K, 10-Q and 8-K, each as it may be amended from time to time. The Company disclaims any intent or obligation to update these forward-looking statements.



PROPRIETARY 2

## **PRESENTING TODAY**

#### **Brandon Black**

Former CEO

## **Ken Vecchione**

**Chief Executive Officer** 

## **Paul Grinberg**

**Chief Financial Officer** 

## **Ashish Masih**

SVP, Legal Collections / AACC Integration Lead

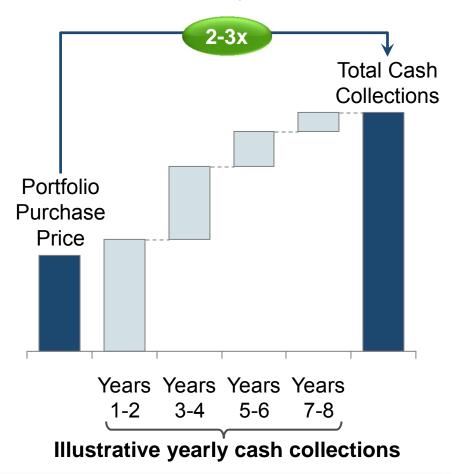


# ENCORE IS A LEADING PLAYER IN THE CONSUMER DEBT BUYING AND RECOVERY INDUSTRY

## We deploy capital to acquire delinquent consumer receivables...

- Purchaser of defaulted consumer credit portfolios & delinquent tax liens
- Have relationships with 1 in 7
   American consumers
- Employ analytics to segment consumers on an individual basis
- Work with consumers to help them repay their obligations over time
- Collected \$987M in total cash collections TTM through Q12013

## ... and generate predictable cash flows over a multi-year time horizon

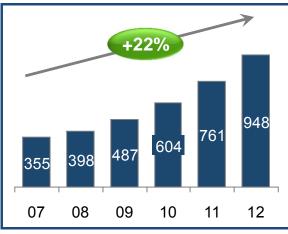




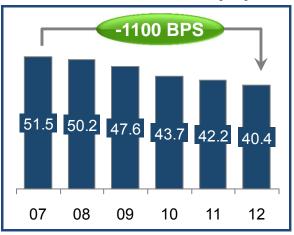
## **ENCORE HAS REALIZED STRONG, SUSTAINABLE FINANCIAL RESULTS**

# Strong business fundamentals...



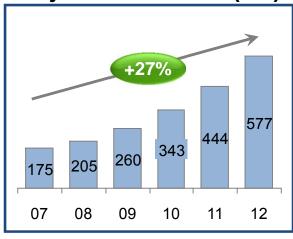


**Cost to Collect (%)** 

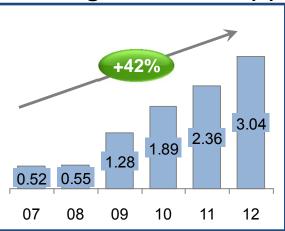


Adjusted EBITDA<sup>1</sup> (\$M)





Earnings Per Share<sup>2</sup> (\$)



1. Adjusted EBITDA is a non-GAAP number which the Company considers to be and utilizes as a meaningful indicator of operating performance See Reconciliation of Adjusted EBITDA to GAAP Net Income at the end of this presentation. 2. Per Fully Diluted Share from Continuing Operations

Note: Growth rate percentages for Cash Collections, Adjusted EBITDA, and EPS signify compounded annual growth rate from 2007 - 2012



#### **ENCORE HAS GROWN TO BE THE INDUSTRY LEADER**

## Heritage and history

## Today and our path forward

- Continuously refining analytics
- Relentlessly lowering cost to collect
- Constantly testing different asset classes

Consistent earnings growth with ability to succeed in any market environment

 Underpinning every action with principled intent Continued leadership in improving consumer experience

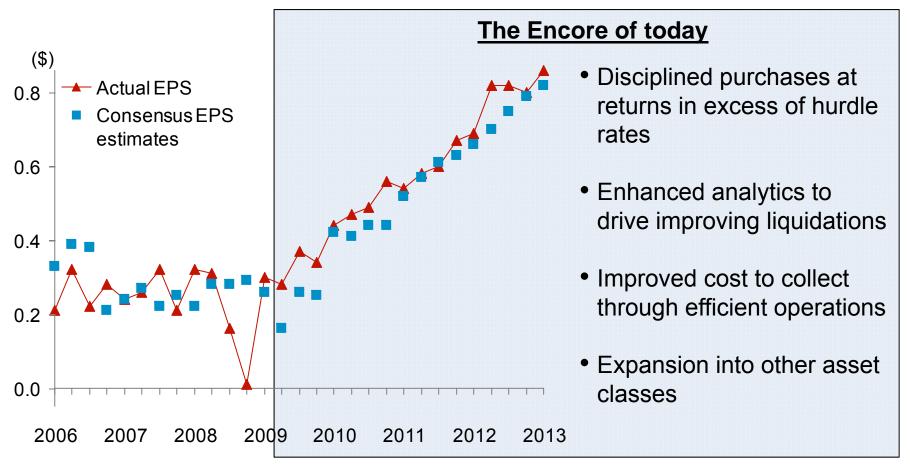
Gaining scale and critical regulatory expertise

**Industry consolidator** 



#### WE DRIVE CONSISTENT EARNINGS GROWTH

#### Encore EPS vs. Consensus<sup>1</sup>



<sup>1.</sup> Consensus estimates from Zacks and taken from 90 days before earnings announcement

Note: Q2 2007 actual EPS includes the add back of a one time after tax payment of \$6.9M to eliminate future Contingent Interest payments under its Secured Financing Facility. Charge represented a \$.30 reduction in EPS for the quarter



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## **ENCORE PROVIDES A PRINCIPLED AND ESSENTIAL SERVICE**



## Palationshin is

## Relationship is transactional

- Attempt to collect during initial delinquency cycle
- Consumer is "chargedoff" by issuer on day 181 of cycle
- No longer considered a 'customer' by creditor



## Contingency collection agency





## Collection time frame

• 4-6 months

 84 months to recover financially

#### **Pressure**

# Consumer experience

- Artificial deadlines
- Multiple exchanges of sensitive data
- Counter productive incentives

#### **Outcome**

 Consumer is confused and frustrated

#### **Partnership**

- Create partnership strategy and set goals
- Tailor solutions to individuals
- Single point of contact
- Maximizes repayment likelihood, and ensures fair treatment



## OUR INVESTMENTS REFLECT OUR PRINCIPLES AND DESIRE TO TREAT CONSUMERS FAIRLY AND WITH RESPECT

## **Understanding** our consumers

- Acknowledging limitations of our consumers' household balance sheets to align recovery plans
- Deploying specialized surveys to test consumer satisfaction

## Making focused investments

- Built specialized non-collections work groups to serve consumer needs
- Established Consumer Credit Research Institute to better understand the financially stressed consumer

# Improving consumer experience

- Living the Consumer Bill of Rights
- Creating resources and directing financially stressed consumers to best external references
- Founded Consumer Experience Council



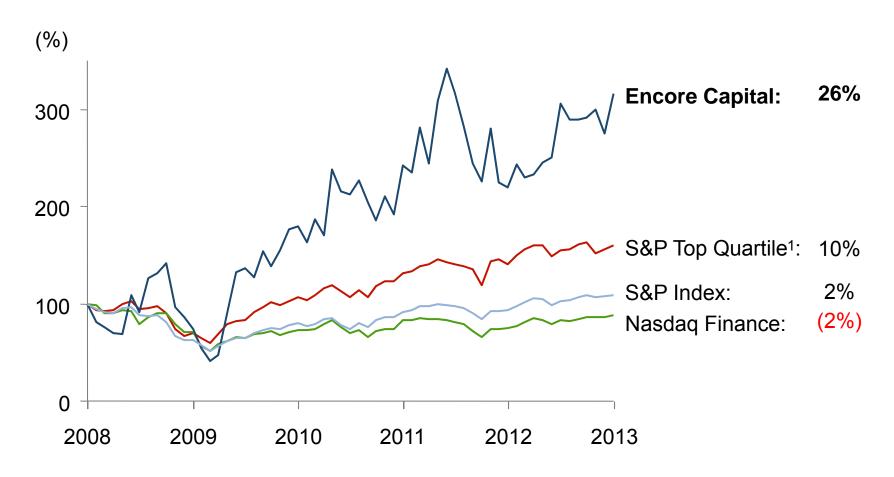
## **WELCOMING KEN VECCHIONE**

# **Ken Vecchione Chief Executive Officer**



# ENCORE HAS DELIVERED INDUSTRY LEADING TOTAL SHAREHOLDER RETURN OVER THE PAST 5 YEARS

## Total Shareholder Return (Dec. 2007-Dec. 2012)

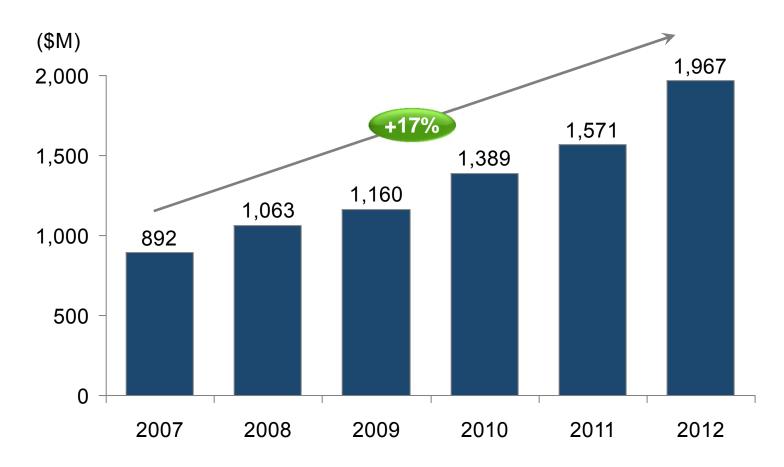


<sup>1.</sup> Top Quartile tracks the dollar weighted average of the companies which fall in the 70th – 80th percentile range of the S&P 500



# ENCORE HAS RAPIDLY GAINED SCALE AND POSITIONED ITSELF FOR SUSTAINED GROWTH

## **Estimated Remaining Collections in core receivables**

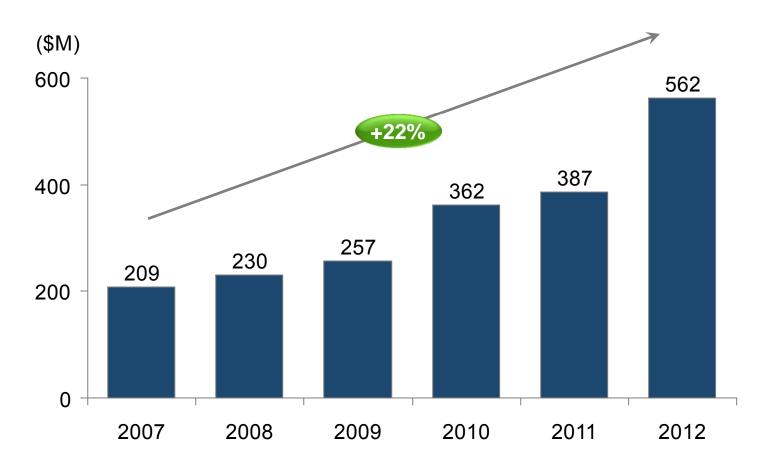


Note: Excludes the ~\$1B in Estimated Remaining Collections of AACC



## THIS SCALE HAS BEEN CREATED BY MARKET LEADING INVESTMENTS

## Capital deployed in core receivables

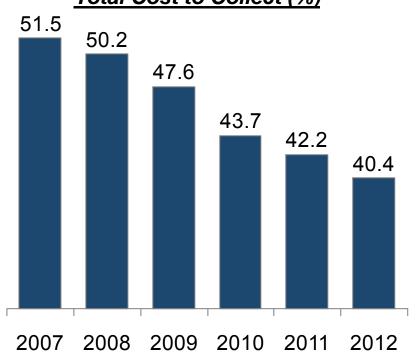




# ENCORE HAS CONSISTENTLY IMPROVED OPERATIONS BY MASTERING THE DETAILS

## Persistent focus on operating efficiencies have lowered costs

## Total Cost to Collect (%)



# Proactive investments in compliance & engagement with regulators has enhanced effectiveness

Operating with principled intent

Investing to build industry leading compliance functions and practices

Proactively engaging with the CFPB on policy matters



## ENCORE HAS A STRONG MANAGEMENT TEAM WITH A LONG TRACK RECORD OF SUCCESS



**Ken Vecchione** Chief Executive Officer



**Amy Anuk** SVP, Business Development



**Greg Call** SVP, General Counsel



**Carl Eberling Chief Information** Officer



**Steve Gonabe** SVP, Human Resources







**Sheryl Wright** SVP, External Affairs



**Christopher Trepel** Chief Scientific Officer



**Brandon Homuth** SVP, Global Operations



Jim Syran SVP, Operations & Marketing



**GK Sinha** SVP, Human Resources



Manu Rikhye SVP, Indian **Operations** 



**Jack Nelson** CEO, Propel



**Ashish Masih** SVP, Legal Collections





# ENCORE IS WELL POSITIONED TO MAINTAIN ITS MOMENTUM AND CONTINUE DELIVERING TOP QUARTILE TSR

## **Top Quartile Total Shareholder Return**

Growth, Margin Expansion, Free Cash Flow, PE Multiple Expansion

3

Superior
Analytics

- Consumer intelligence
- Data driven, predictive modeling
- Portfolio valuation at consumer level
- Consumer Credit Research Institute

Operational Scale & Cost Leadership

Specialized call centers

2

- Efficient international operations
- Internal legal platform

Strong Capital Stewardship

- Sustained success at raising capital
  - Low cost of debt
  - Sustainable borrowing capacity and cash flow generation
- Prudent capital deployment

**Extendable Business Model** 

- Uniquely scalable platform
- Strategic investment opportunities in nearin geographic and paper type adjacencies

Management Team • Learning Organization • Principled Intent



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## WE ARE POISED FOR CONTINUED GROWTH

# Paul Grinberg Chief Financial Officer



#### SUPERIOR ANALYTICS DRIVES PROFITABLE GROWTH

## **Top Quartile Total Shareholder Return**

Growth, Margin Expansion, Free Cash Flow, PE Multiple Expansion

## Superior Analytics

- Consumer intelligence
- Data driven, predictive modeling
- Portfolio valuation at consumer level
- Consumer Credit Research Institute

Operational Scale & Cost Leadership

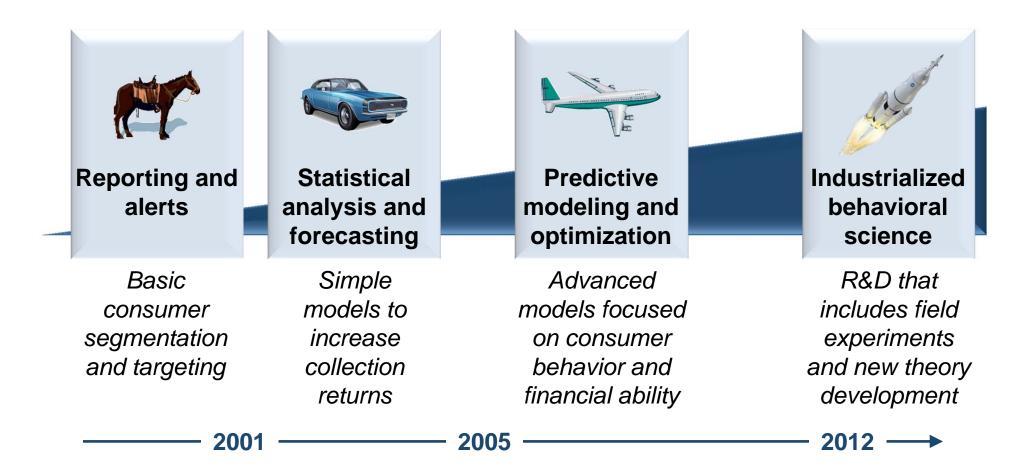
Strong Capital Stewardship

**Extendable Business Model** 

**Management Team** • Learning Organization • Principled Intent



# OUR SUPERIOR ANALYTICS STEM FROM OUR INVESTMENTS TO BETTER UNDERSTAND CONSUMERS...





# ...WHICH IS CLEARLY SEEN IN OUR APPROACH TO CONSUMER LEVEL PORTFOLIO VALUATION

## High willingness High capability

 Strong partnership and recovery opportunities



Encore's individual underwriting approach to portfolio valuation accommodates our specialized operational strengths

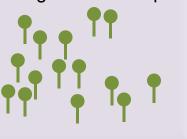
## Low willingness High ability

 Enforce legal contract through formal channels



## High willingness Moderate capability

Payment plans and opportunities to build longer relationships



## High willingness Low capability

 Significant discounts and many small payments



#### Low willingness Moderate ability

 Remind consumers through legal messaging



## Low willingness Low ability

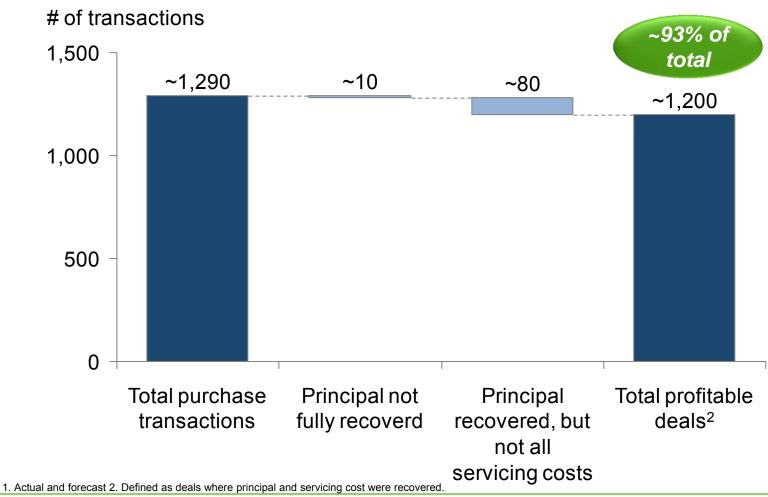
 Hardship strategies and removal from the collections process





## OUR SUPERIOR ANALYTICS HAVE LED TO A STRONG PORTFOLIO **PURCHASING TRACK RECORD**

## Deal accuracy since 2000 (~1290 total deals¹)



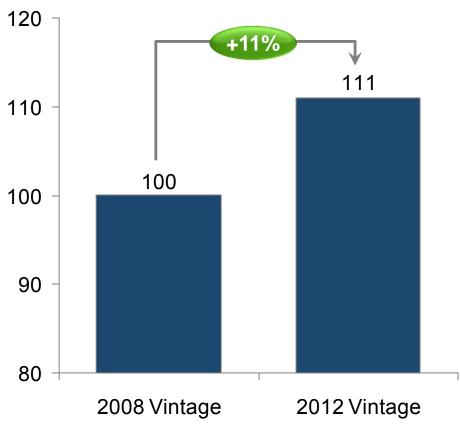




# THROUGH OUR INVESTMENTS IN ANALYTICS OUR EFFECTIVENESS HAS INCREASED BY 11%

## Improved liquidation in our call center channel<sup>1</sup>

#### Indexed liquidation rate<sup>2</sup>



# Impact of 11% improvement in liquidation (2008-2012)

- In 2012, we collected \$442M
   through our call center channel
- In 2008, we would have only collected \$398M
- ~\$44M in incremental cash collections
- ~\$0.50 in incremental EPS

1. Of like portfolios through call center channel 2. 2008 = 100

Note: Assumes 8% marginal cost to collect through call center channel, 40% tax rate, 2.3x CCM, 25M diluted shares outstanding



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#### **OPERATIONAL SCALE & COST LEADERSHIP EXPAND MARGINS**

## **Top Quartile Total Shareholder Return** Growth, Margin Expansion, Free Cash Flow, PE Multiple Expansion **Operational Scale** Superior **Strong Capital** Extendable **Analytics** & Cost Leadership **Stewardship Business Model** Specialized call centers Efficient international operations Internal legal platform

**Learning Organization** •

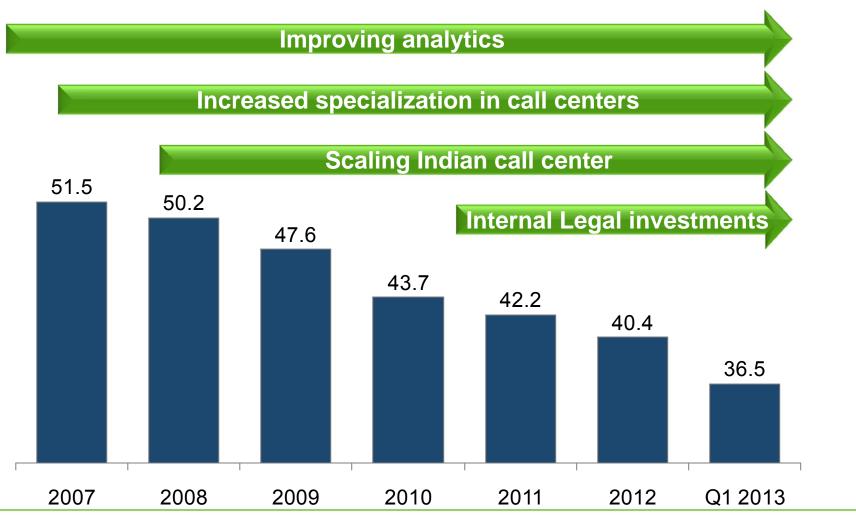


**Management Team** 

**Principled Intent** 

# WE HAVE THE INDUSTRY LEADING COST PLATFORM, DRIVEN BY CONTINUING OPERATIONAL IMPROVEMENTS

## **Overall Cost to Collect (%)**





# CONTINUING INVESTMENTS IN LOWER-COST INTERNAL LEGAL COLLECTIONS EXPECTED TO FURTHER DRIVE DOWN COSTS

## Internal Legal channel expected to lower costs once scale achieved



## Additional benefits from Internal Legal investments

Increased control over consumer experience

Quicker ability to respond to new regulation

**Enhanced liquidation** 



#### STRONG CAPITAL STEWARDSHIP ENHANCES RETURNS

#### **Top Quartile Total Shareholder Return** Growth, Margin Expansion, Free Cash Flow, PE Multiple Expansion 3 Superior **Operational Scale Strong Capital** Extendable **Analytics** & Cost Leadership **Stewardship Business Model** Sustained success at raising capital - Low cost of debt - Sustainable borrowing capacity and cash flow generation Prudent capital deployment



**Management Team** 

**Principled Intent** 

**Learning Organization** •

# EFFICIENT CAPITAL STEWARDSHIP IS CRITICAL TO ENCORE'S SUCCESS

## Debt is our working capital

 Capital deployment business which generates strong cash flows

## Strong cash flow allows for TSR driving investments

- Reinvest in wide range of receivables
- Prudent investment in adjacencies to supplement core growth
- Return capital to shareholders when it is highest return option

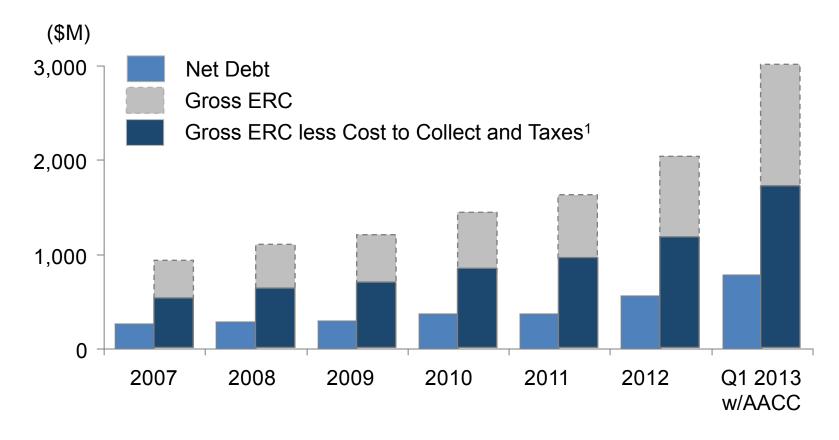




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# WE HAVE A STRONG ABILITY TO QUICKLY RAISE CAPITAL WHICH IS SUPPORTED BY OUR ESTIMATED REMAINING COLLECTIONS

## **Estimated Remaining Collections (ERC) vs. Net Debt**



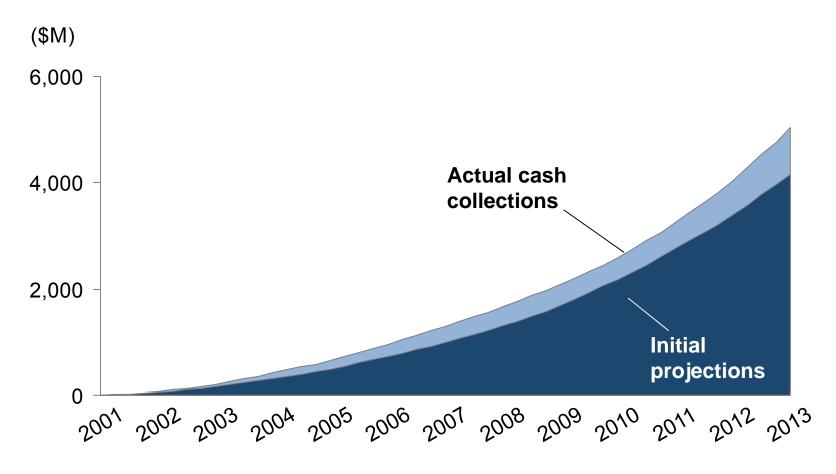
<sup>1.</sup> Assumes liquidation cost to collect of 30% and a tax rate of 39.2%; Q1 2013 values as of 10-q filings; Assumes pro forma \$1B of ERC from AACC

<sup>2.</sup> Includes revolver, senior, and net convertible debt less cash



# WE BELIEVE THAT OUR CURRENT ESTIMATE OF REMAINING COLLECTIONS IS CONSERVATIVE

## **Cumulative Collections - initial expectation vs. actual**

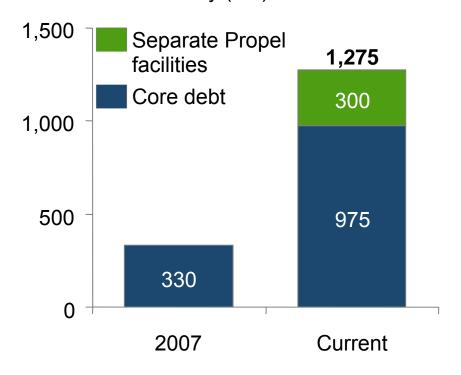




# OUR ABILITY TO RAISE ADDITIONAL CAPITAL ALLOWS US TO PURSUE SUPPLEMENTAL GROWTH IN ADJACENT SPACES

## We have the debt markets expertise to fund new opportunities...

Total debt availability (\$M)



# ...and structure our debt to maximize flexibility for future growth

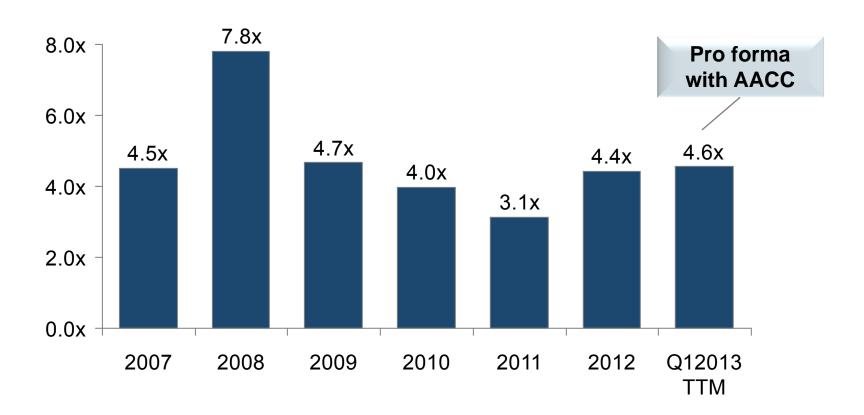
- Propel facilities are incremental to, and separate from, our core debt facilities
  - No impact on ability to purchase core US receivables
- We will continue to pursue and deploy separate pools of capital

Note: Core debt includes revolver, term loan, Prudential notes, and convertible notes plus accordion



# THE TRADITIONAL DEBT TO EBITDA METRIC IS NOT THE CORRECT WAY TO LOOK AT OUR LEVERAGE

## **Debt / EBITDA multiple**

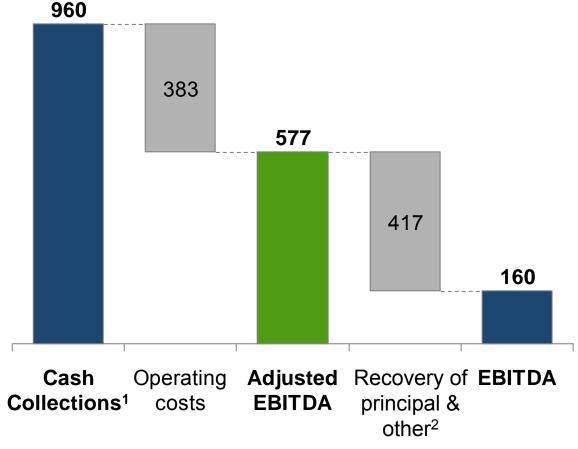


Note: Does not include Debt / EBITDA resulting from Cabot



# ADJUSTED EBITDA IS THE BEST MEASURE OF THE FUNDAMENTAL ECONOMICS OF OUR BUSINESS

## **Getting to Adjusted EBITDA (\$M)**



#### **Adjusted EBITDA explained**

- Cash Collections less adj. operating cost
- True measure of cash generation
- Metric our lenders use to evaluate our business and write our covenants
- Recovery of the portfolio purchase price taken out to get to EBITDA<sup>3</sup>

<sup>1.</sup> Includes ~\$12M of tax liens income. 2. Includes ~\$15M of one time charges such as stock based compensation expense, acquisition related expenses, and cash inflow of other services income from tax lien transfer operation segment. 3. See end of presentation for reconciliation of Adjusted EBITDA to GAAP Net Income

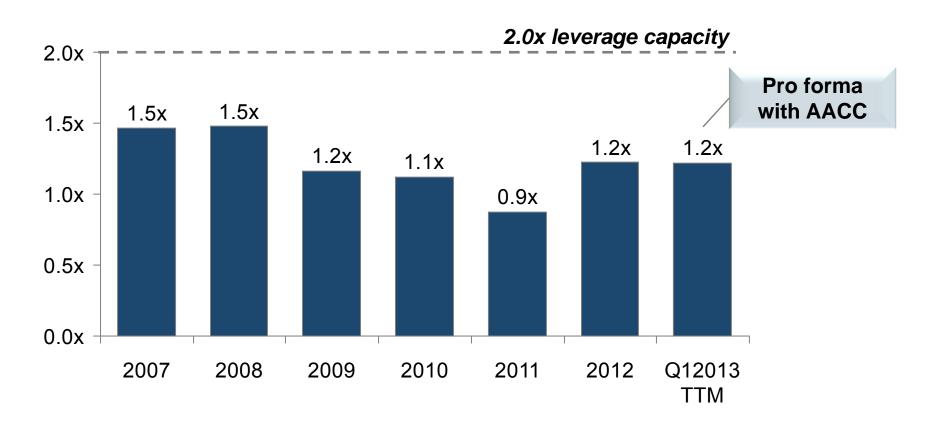
Note: Represents 2012 performance; Tax Liens Cash includes \$1.7 M of cash inflow of other service income from tax lien transfer operation segment.



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# DEBT TO ADJUSTED EBITDA IS THE CORRECT LEVERAGE METRIC AND IS THE BASIS FOR HOW LENDERS UNDERWRITE OUR DEBT

## **Debt / Adjusted EBITDA multiple**



Note: Does not include Debt / Adjusted EBITDA resulting from Cabot; See end of presentation for reconciliation of Adjusted EBITDA to GAAP Net Income



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# ENCORE'S CAPITAL DEPLOYMENT IS FOCUSED ON DELIVERING ATTRACTIVE AND SUSTAINABLE TOTAL SHAREHOLDER RETURN

## **Deployment priorities**

## **Principles for capital deployment**

Reinvestments in core receivables business

- All investments bound by IRR guidelines
- Maintain operational flexibility with a range of core asset classes

Investments in near-in adjacent spaces

 Prudent investment in adjacent spaces which leverage our core competencies

Return of capital to shareholders

 Recognize there are times when best investment is to return cash

All investments viewed through lens of Total Shareholder Return



#### **OUR CORE MARKET REMAINS ATTRACTIVE**

#### Market demand

Continued consolidation

- Competitors driven from marketplace by increasing operating costs, high costs of capital, and lower liquidation levels
- Issuers selling to a smaller, more select group of buyers

## Market supply

Favorable dynamics

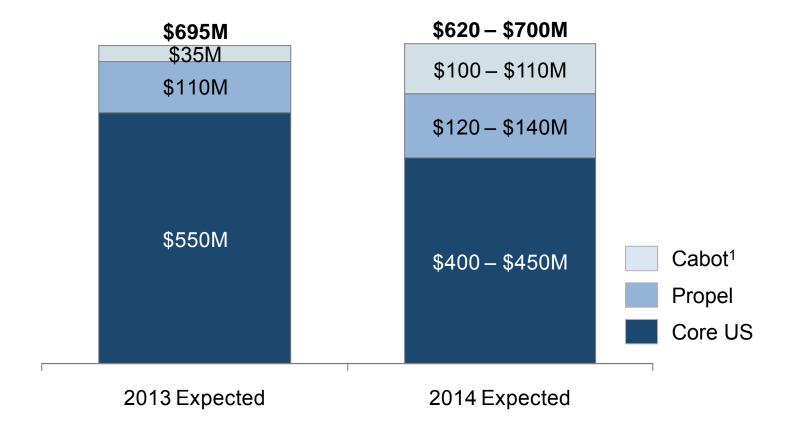
- Issuers expected to resume normal selling patterns once audits are complete
- Resale market is robust as competitors leave the industry



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# GOING FORWARD, WE EXPECT TO DEPLOY \$620 – \$700 MILLION PER YEAR

## **Encore capital deployment (2013-2014)**



<sup>1.</sup> Represents only Encore's economic interest in Cabot, which is 42.8% of total. 2013 figure represents only last 5 months of Cabot capital deployment in 2013. Total amount of expected capital deployment for Cabot is \$200M and \$230 - \$250M for 2013 and 2014 respectively.



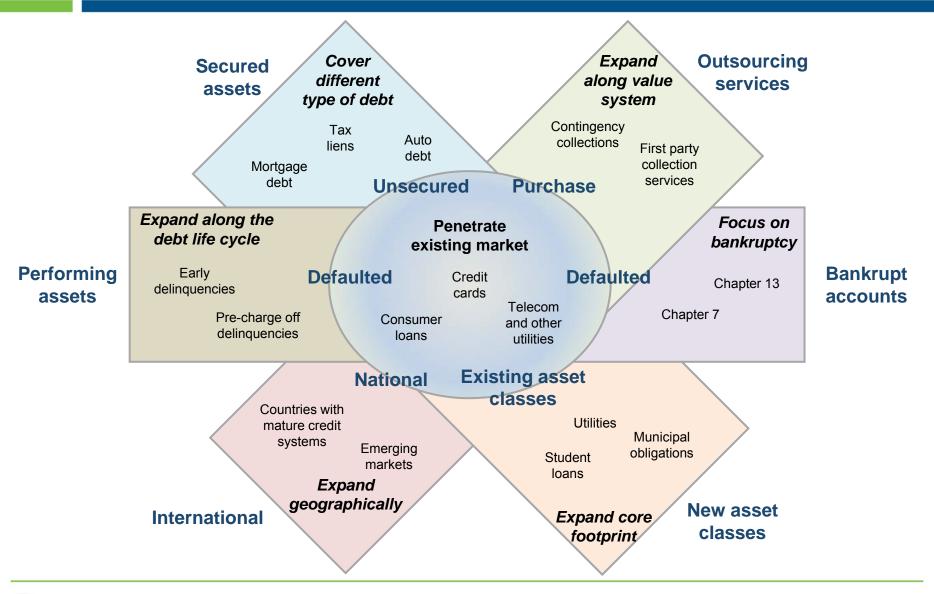
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# EXTENDABLE BUSINESS MODEL EXPANDS REVENUE OPPORTUNITIES

## **Top Quartile Total Shareholder Return** Growth, Margin Expansion, Free Cash Flow, PE Multiple Expansion 3 Superior **Operational Scale Strong Capital** Extendable **Analytics** & Cost Leadership **Stewardship Business Model** Uniquely scalable platform Strategic investment opportunities in nearin geographic and paper type adjacencies **Learning Organization** • **Management Team Principled Intent**

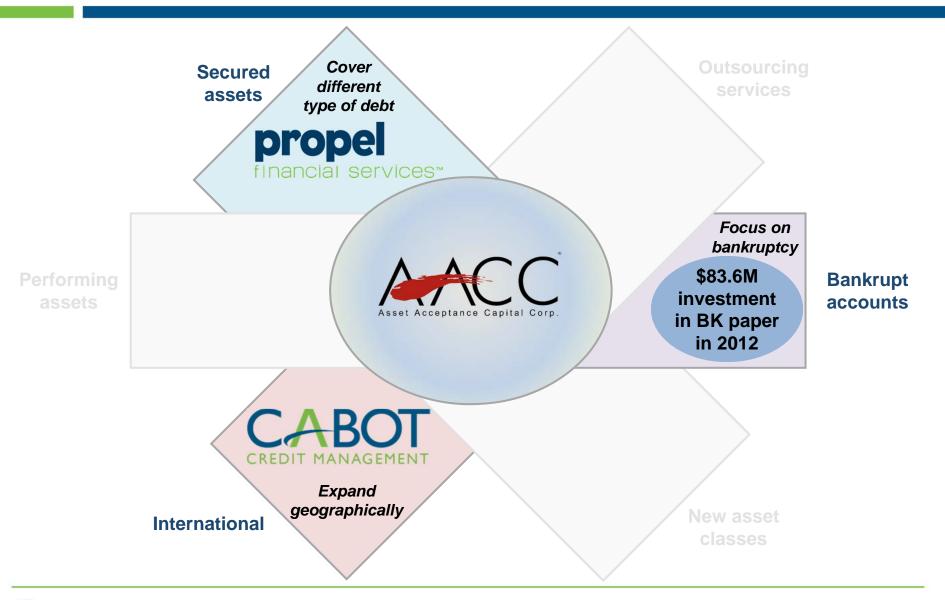


# WE CONTINUE TO EXPLORE ADJACENCIES TO SUPPLEMENT OUR GROWTH





# AND HAVE FOCUSED ON DEALS AND INITIATIVES THAT ALIGN WITH OUR CORE BUSINESS





# WE HAVE MADE SIGNIFICANT PROGRESS EXECUTING OUR PLANS FOR PROPEL

## Our plan

 Working to penetrate the 80% of the Texas market that doesn't use tax lien transfers

## What we've delivered

- Developed & implemented model for direct mailing
- Started outbound calling w/existing Encore facilities



Existing

market

 Lobbying to introduce legislation in other states that will create new markets

- Successfully worked with Nevada to pass legislation
- Advancing legislative push to other states



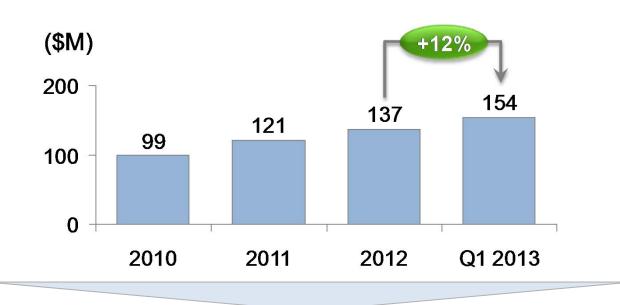
 Exploring alternative tax lien models that will allow us to expand into new markets

 Purchased tax lien certificates in three states



# RESULTING IN GROWTH IN THE SIZE OF OUR PORTFOLIO WHILE MAINTAINING AN EXCEPTIONALLY LOW RISK PROFILE

## Propel portfolio size



## **Texas portfolio characteristics**

- \$8,750 average balance
- 8-year term
- 6-year weighted average life
- 13-15% typical interest rate

- \$230,000 average property value
- 4.6% average LTV at origination
- 1.0% foreclosure rate
- Zero losses



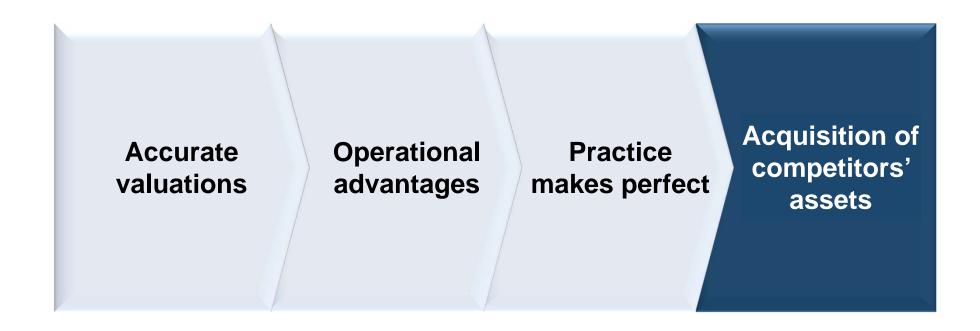
## **AACC INTEGRATION**

## **Ashish Masih**

SVP, Legal Collections / AACC Integration Lead



# WE ARE POISED TO BE INDUSTRY LEADERS AS CONSOLIDATION OCCURS

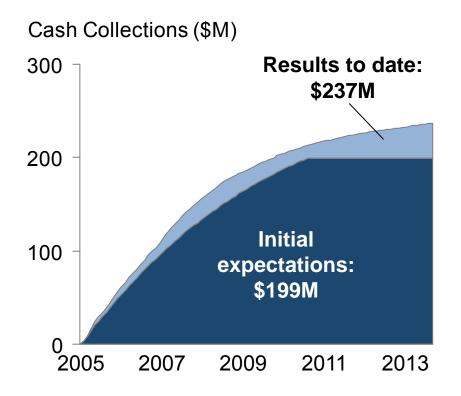


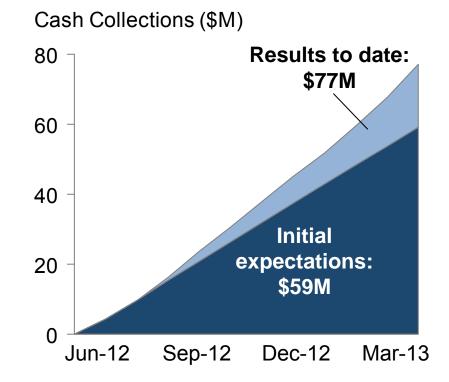


# WE HAVE A STRONG TRACK RECORD ACQUIRING PORTFOLIOS FROM OTHER DEBT PURCHASERS SIMILAR TO AACC

## \$90M portfolio purchased in 2005

## \$100+M portfolio purchased in 2012







# THE ASSET ACCEPTANCE DEAL IS WELL ALIGNED WITH OUR STRATEGY AND ADDS \$1 BILLION TO ERC



Largely satisfies our 2013 purchasing goals with attractive vintages

Allows us to be selective in purchases for the remainder of the year

Able to leverage best practices across the two platforms to drive synergies



# WE CAN LEVERAGE OUR PLATFORM AND CAPABILITIES TO REALIZE SUBSTANTIAL SYNERGY VALUE AT AACC

#### Source of value

**Impact** 

Deeper consumer insight and analytics:
More focused segmentation and targeting,
resulting in better collections

**CCM** target of ~2.0 – 2.5x

Lower cost structure: Leverage Encore's lower cost platform to expand margins on cash collections

Match Encore's lower collection cost in 9 months

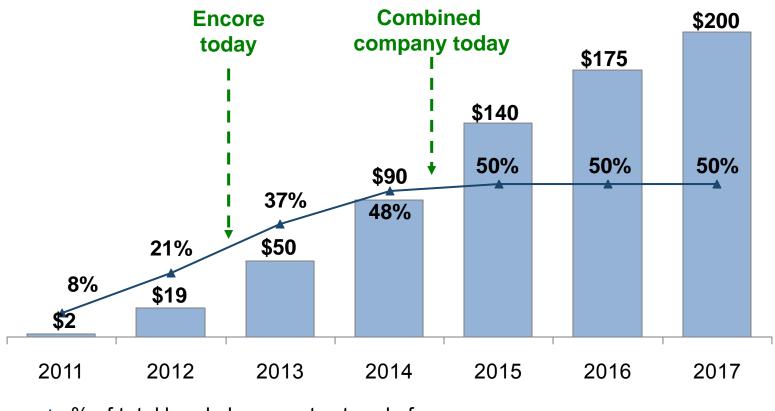
Internal legal collections: Integrate AACC's strong internal legal platform to drive additional overall operating efficiencies

Accelerate migration to internal legal platform by ~2 years



# AACC'S INTERNAL LEGAL PLATFORM ACCELERATES ROLLOUT OF OUR PLATFORM AND HELPS US ACHIEVE END-STATE FASTER

## **Encore internal legal placement forecast**

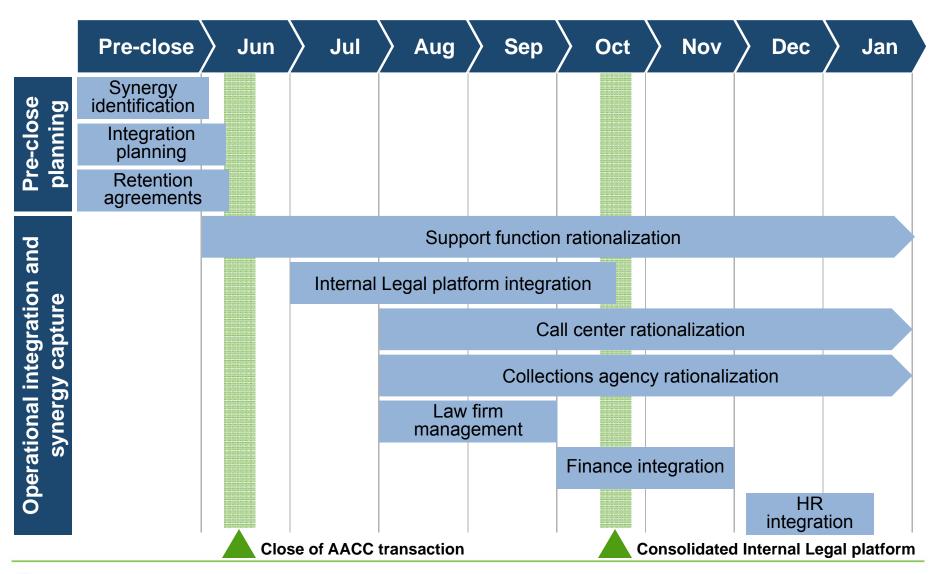


\* % of total legal placements at end of year

Internal legal collections during year (\$M)



## WE HAVE A PLAN FOR A SEAMLESS INTEGRATION WITH AACC





# **CABOT ACQUISITION**

# **Ken Vecchione Chief Executive Officer**



# WE WAITED UNTIL WE FOUND AN OPPORTUNITY THAT FIT OUR CRITERIA

## **Market leader**

- Cabot is the leading player in the U.K. debt purchase market
- Cabot purchased ~£130M of charged off debt in 2012

# Growth potential

 Cabot specializes in the growing semi-performing debt segment, which has very favorable repayment characteristics

## Strong management team

 Cabot has an experienced and skilled management team that can continue to grow its U.K. operations

# Leverages Encore's capabilities

- Cabot can further benefit from Encore's strength in analytics
- Opportunity to leverage our Indian operations for U.K collections

# Available for the right price

 Partnership with J.C. Flowers enables Encore to purchase a controlling interest in Cabot at a reasonable price



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## CABOT IS THE LEADING PURCHASER OF DEBT IN THE U.K.

**PROPRIETARY** 



## Market leader in U.K. debt management

- Over 14 years of collections growth
- Operations in Great Britain and Ireland

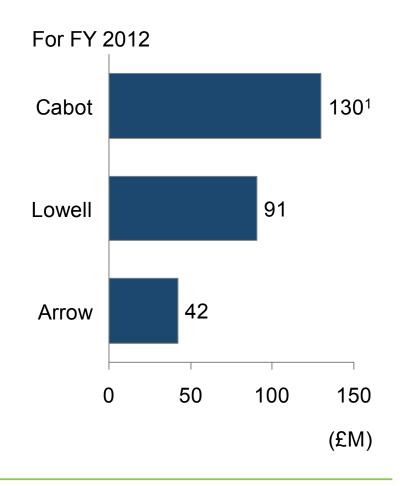
## Specializes in higher balance, "semiperforming" (i.e., paying) accounts

Favorable repayment characteristics

## Key statistics as of March 31, 2013:

- £7.7B face-value of debt acquired for £706M
- ERC = £934M
- 3.6M customer accounts
- 2012 collections = £161M
- 2012 capital deployment = £130M<sup>1</sup>

# Cabot was the leading purchaser of debt in the U.K. in 2012



1. £31M funded by Anacap



# ENCORE PROVIDES CABOT WITH SEVERAL SYNERGY OPPORTUNITIES



Leverage Encore's analytics

- Deploy Encore's superior analytical capabilities to the Cabot platform
- Focus on improving account segmentation and specialized collection strategies

Leverage Encore's operations and knowhow  Enhance collections by leveraging Encore's efficient operations, including our operations in India

Invest in different segments

- Leverage Encore's experience in secondary and tertiary debt to pursue new investments in the U.K.
- Leverage Encore's favorable financing to fund growth



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# ENCORE'S ACQUISITION OF CABOT WILL PROVIDE A VEHICLE TO CONTINUE ITS STRONG EARNINGS GROWTH

**Growing market** 

Encore can deploy capital in a growing market

**Profitable market** 

Portfolio IRRs are strong and favorable

**Timeline** 

• Deal expected to close in Q3 of 2013

**Encore EPS** 

Supports Encore's 15% long-term EPS growth<sup>1</sup>

1. Calculation of EPS excludes one-time transaction and integration costs and non-cash interest associated with the Company's 2012 convertible debt offering. For forward-looking EPS projections, such one-time costs or charges are not presently quantified



# ENCORE IS WELL POSITIONED TO MAINTAIN MOMENTUM AND CONTINUE DELIVERING TOP QUARTILE TSR

## **Top Quartile Total Shareholder Return**

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**Extendable Business Model** 

- Uniquely scalable platform
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Management Team • Learning Organization • Principled Intent



# **APPENDIX**



## **RECONCILIATION OF ADJUSTED EBITDA**

# Reconciliation of Adjusted EBITDA to GAAP Net Income (Unaudited, In Thousands) Three Months Ended

	3/31/08	6/30/08	9/30/08	12/31/08	3/31/09	6/30/09	9/30/09	12/31/09	3/31/10	6/30/10	9/30/10	12/31/10
GAAP net income, as reported	6,751	6,162	3,028	(2,095)	8,997	6,641	9,004	8,405	10,861	11,730	12,290	14,171
(Gain) loss from discontinued operations, net of tax	(422)	(89)	46	(483)	(457)	(365)	(410)	(901)	(687)	(684)	(315)	28
Interest expense	5,200	4,831	5,140	5,401	4,273	3,958	3,970	3,959	4,538	4,880	4,928	5,003
Contingent interest expense	-	-	-	-	-	-	-	-	-	-	-	-
Pay-off of future contingent interest	-	-	-	-	-	-	-	-	-	-	-	-
Provision for income taxes	4,227	4,161	2,429	(1,781)	5,670	3,936	5,676	4,078	6,080	6,356	6,474	9,057
Depreciation and amortization	438	482	396	391	410	402	443	516	522	591	650	789
Amount applied to principal on receivable portfolios	40,212	35,785	35,140	46,364	42,851	48,303	49,188	47,384	58,265	64,901	63,507	53,427
Stock-based compensation expense	1,094	1,228	860	382	1,080	994	1,261	1,049	1,761	1,446	1,549	1,254
Adjusted EBITDA	57,500	52,560	47,039	48,179	62,824	63,869	69,132	64,490	81,340	89,220	89,083	83,729
	3/31/11	6/30/11	9/30/11	12/31/11	3/31/12	6/30/12	9/30/12	12/31/12	3/31/13			
GAAP net income, as reported	13,679	14,775	15,310	17,134	11,406	16,596	21,308	20,167	19,448			
(Gain) loss from discontinued operations, net of tax	(397)	(9)	(60)	101	6,702	2,392	-	-	-			
Interest expense	5,593	5,369	5,175	4,979	5,515	6,497	7,012	6,540	6,854			
Provision for income taxes	8,349	9,475	9,834	10,418	11,660	12,846	13,887	13,361	12,571			
Depreciation and amortization	904	958	1,054	1,165	1,240	1,420	1,533	1,647	1,846			
Amount applied to principal on receivable portfolios	85,709	83,939	73,187	69,462	104,603	101,813	105,283	90,895	129,487			
Stock-based compensation expense	1,765	1,810	2,405	1,729	2,266	2,539	1,905	2,084	3,001			
Acquisition related expense												
Acquisition related expense	-	-	-	-	489	3,774	-	-	1,276	<u> </u>		

Note: The periods 3/31/08 through 12/31/08 have been adjusted to reflect the retrospective application of ASC 470-20. All periods have been adjusted to show discontinued ACG operations.



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