

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

William Blair & Company 33rd Annual Growth Stock Conference

June 12, 2013

#### 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.



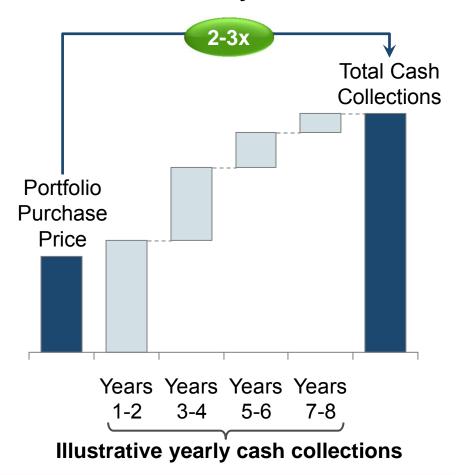
PROPRIETARY 2

### 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 PROVIDES A PRINCIPLED AND ESSENTIAL SERVICE**



### 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







Collection time frame

Consumer

experience

• 4-6 months

 84 months to recover financially

#### **Pressure**

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

#### **Partnership**

- Create partnership strategy and set goals
- Tailor solutions to individuals
- Single point of contact

Outcome

 Consumer is confused and frustrated  Maximizes repayment likelihood, and ensures fair treatment



### OUR BUSINESS PRINCIPLES ARE BUILT ON TREATING 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

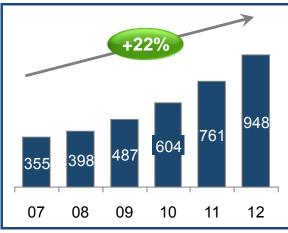
- Living the Consumer Bill of Rights
- Creating resources and directing financially stressed consumers to best external references
- Founded Consumer Experience Council



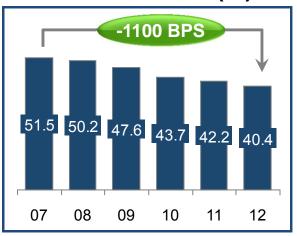
# ENCORE HAS DELIVERED A TRACK RECORD OF STRONG, SUSTAINABLE FINANCIAL RESULTS

# Strong business fundamentals...

#### **Cash Collections (\$M)**

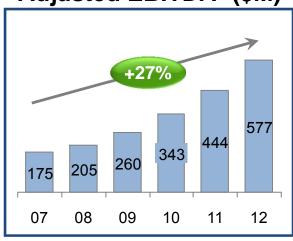


**Cost to Collect (%)** 

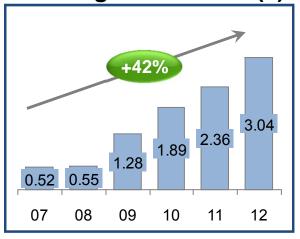


Adjusted EBITDA<sup>1</sup> (\$M)





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



<sup>1.</sup> 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



# AND HAS CONTINUED TO BUILD UPON THIS PERFORMANCE WITH STRONG RESULTS THIS YEAR

#### Year over year financial results

	Q1 2013	Q1 2012	Increase/ (Decrease)
Collections	\$270	\$231	17%
Revenue	\$144	\$126	14%
Cost to collect	36.5%	38.4%	(190 bps)
Adjusted EBITDA <sup>1</sup>	\$174	\$144	21%
EPS <sup>2</sup>	\$0.86	\$0.70	23%

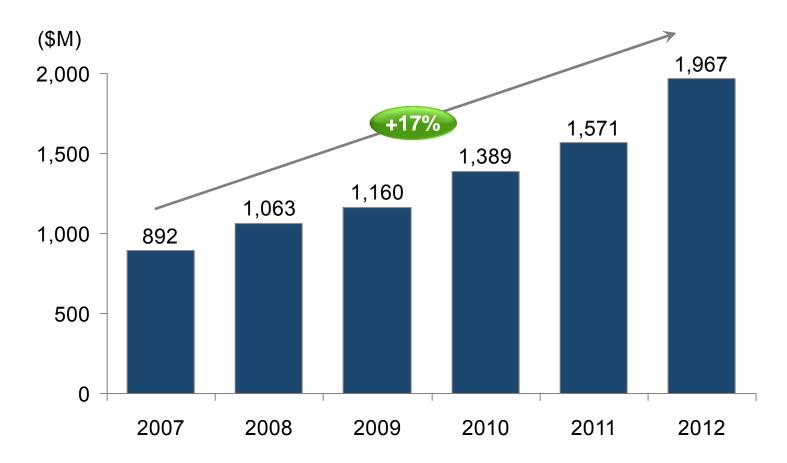
<sup>1.</sup> Adjusted EBITDA is a non-GAAP number which the Company considers to be and utilizes as a meaningful indicator of operating performance See Reconciliation of Adjusted EBITDA to GAAP Net Income at the end of this presentation. 2. Excludes one-time deal costs and non-cash convert interest



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# WE HAVE RAPIDLY GAINED SCALE AND POSITIONED THE COMPANY FOR SUSTAINED GROWTH

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

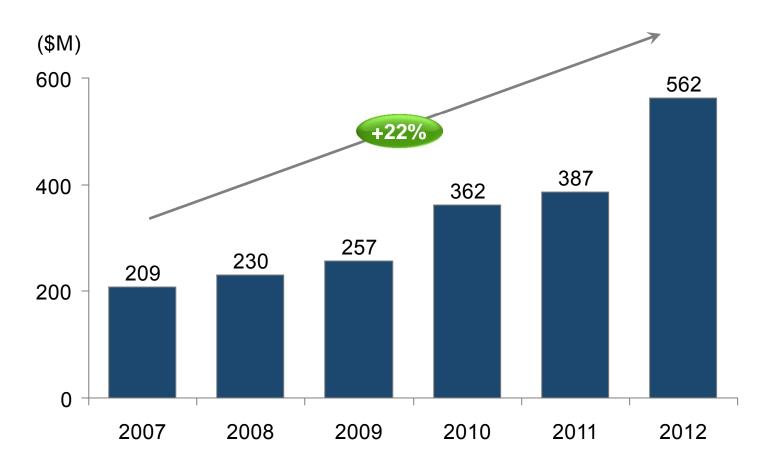


Note: Excludes the ~\$1B in ERC of AACC; Also excludes £908M in ERC of Cabot at year end 2012 of which Encore would have had a 42.8% economic interest



### THIS SCALE HAS BEEN CREATED BY MARKET LEADING INVESTMENTS

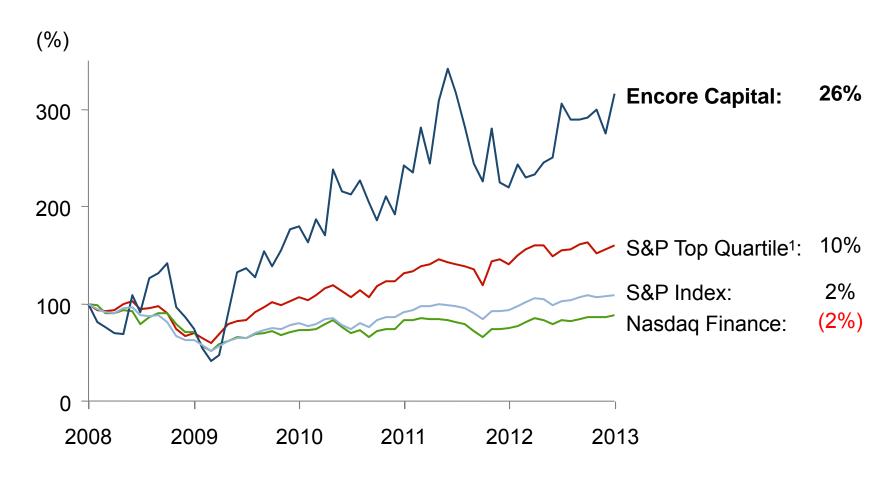
### Capital deployed in core receivables





# WE HAVE 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



### WE ARE WELL POSITIONED TO MAINTAIN OUR MOMENTUM AND CONTINUE DELIVERING TOP QUARTILE TSR

### **Top Quartile Total Shareholder Return**

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

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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

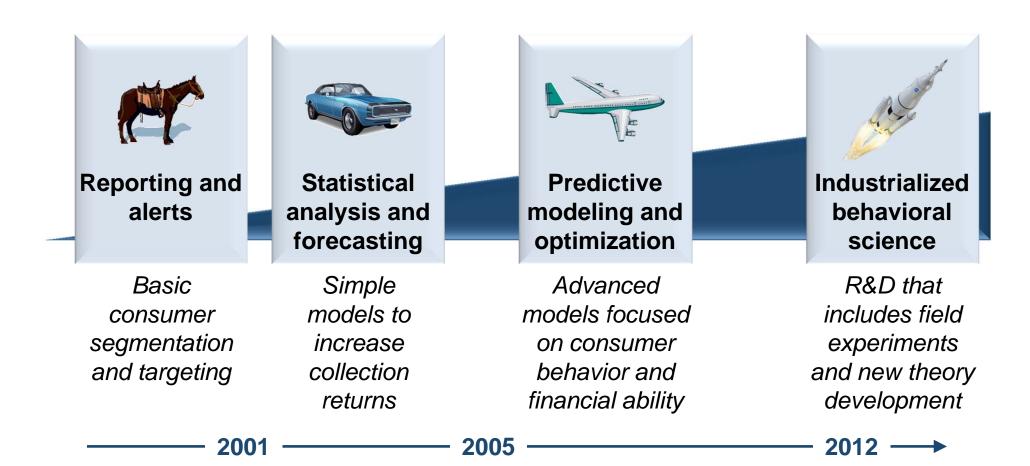
**Extendable Business Model** 

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

Management Team • Learning Organization • Principled Intent



# 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

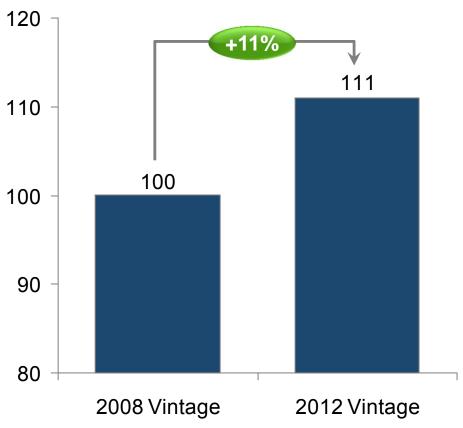




# THROUGH OUR INVESTMENTS IN ANALYTICS OUR EFFECTIVENESS HAS INCREASED BY 11%

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

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





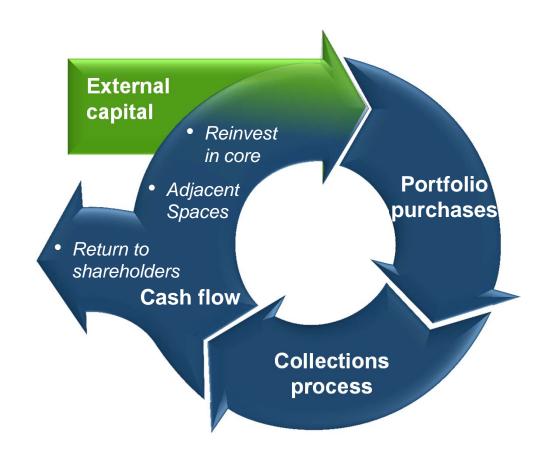
### EFFICIENT CAPITAL STEWARDSHIP IS CRITICAL TO ENCORE'S SUCCESS

#### Debt is our working capital

 Capital deployment business which generates strong cash flows

#### Strong cash flow allows for TSR driving investments

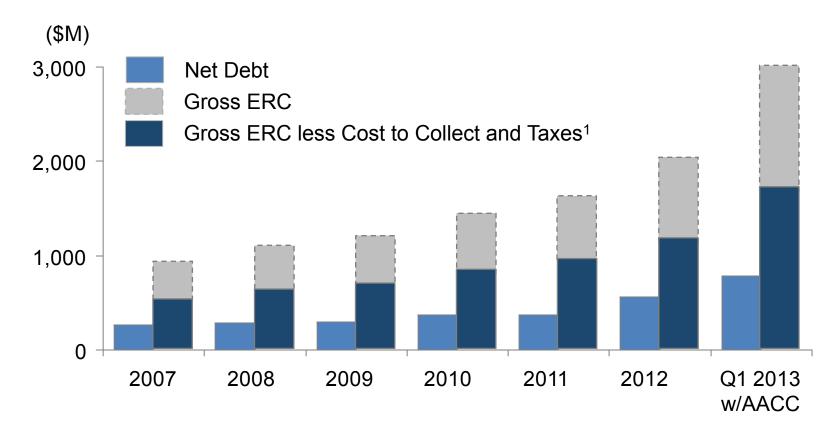
- Reinvest in wide range of receivables
- Prudent investment in adjacencies to supplement core growth
- Return capital to shareholders when it is highest return option





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

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



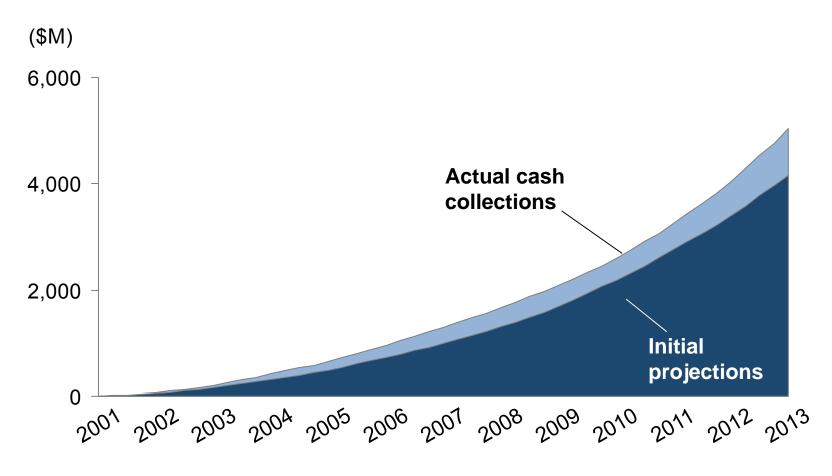
<sup>1.</sup> Assumes liquidation cost to collect of 30% and a tax rate of 39.2%; Q1 2013 values as of 10-q filings; Assumes pro forma \$1B of ERC from AACC

<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**

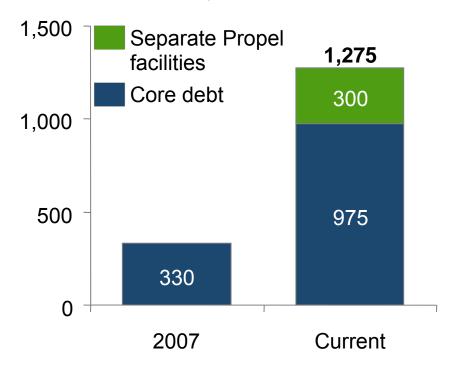




# OUR ABILITY TO RAISE ADDITIONAL CAPITAL ALLOWS US TO PURSUE SUPPLEMENTAL GROWTH IN ADJACENT SPACES

### 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



# OUR CAPITAL DEPLOYMENT STRATEGY FOCUSES 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

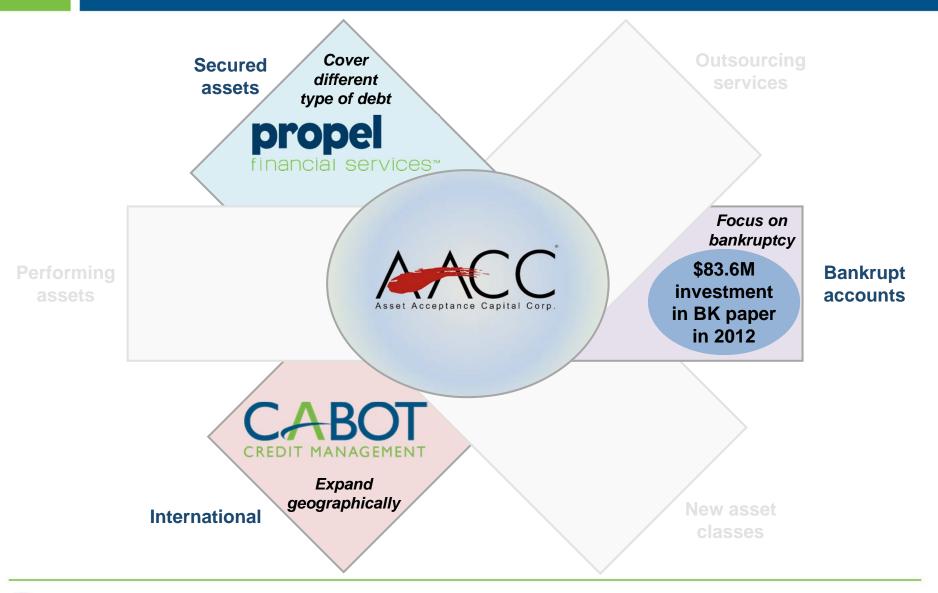
Return of capital to shareholders

 Recognize there are times when best investment is to return cash

All investments viewed through lens of Total Shareholder Return



# WE HAVE PURSUED DEALS AND INITIATIVES THAT ALIGN WITH OUR CORE BUSINESS





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

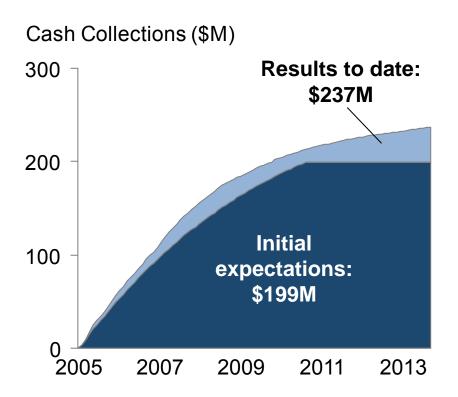


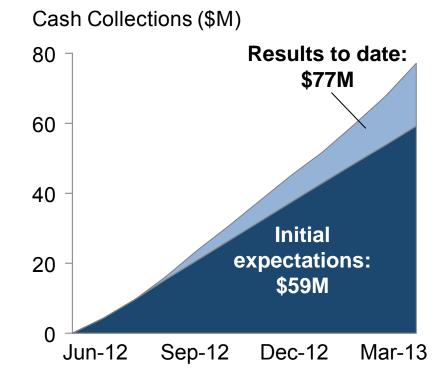
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### WE HAVE A STRONG TRACK RECORD ACQUIRING PORTFOLIOS FROM OTHER DEBT PURCHASERS SIMILAR TO AACC

#### \$90M portfolio purchased in 2005

#### \$100+M portfolio purchased in 2012







### 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



# 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



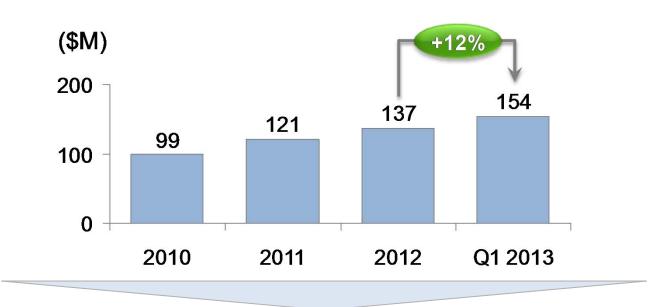
 Exploring alternative tax lien models that will allow us to expand into new markets  Purchased tax lien certificates in three states



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### 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



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



#### Market leader in U.K. debt management

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

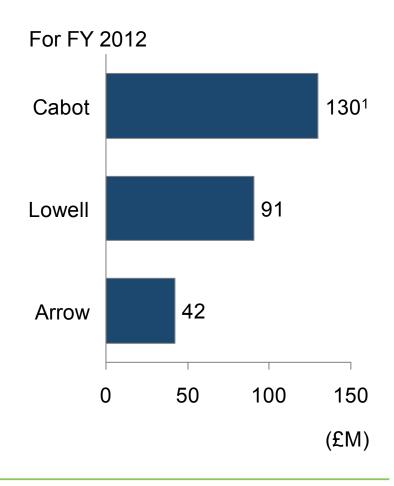
#### Specializes in higher balance, "semiperforming" (i.e., paying) accounts

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



PROPRIETARY 27

# 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



# 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



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### **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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