3Q 2021 Earnings Call Supplemental Presentation

November 2, 2021

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Factors that could cause actual results or performance to differ from the expectations expressed or implied in forward-looking statements include, but are not limited to, the following: risks related to Regional Management's business, including the COVID-19 pandemic and its impact on Regional Management's operations and financial condition; managing growth effectively, implementing Regional Management's growth strategy, and opening new branches as planned; Regional Management's convenience check strategy; Regional Management's policies and procedures for underwriting, processing, and servicing loans; Regional Management's ability to collect on its loan portfolio; Regional Management's insurance operations; exposure to credit risk and repayment risk, which risks may increase in light of adverse or recessionary economic conditions; the implementation of new underwriting models and processes, including as to the effectiveness of new custom scorecards; changes in the competitive environment in which Regional Management operates or a decrease in the demand for its products; the geographic concentration of Regional Management's loan portfolio; the failure of third-party service providers, including those providing information technology products; changes in economic conditions in the markets Regional Management serves, including levels of unemployment and bankruptcies; the ability to achieve successful acquisitions and strategic alliances; the ability to make technological improvements as quickly as competitors; security breaches, cyber-attacks, failures in information systems, or fraudulent activity; the ability to originate loans; reliance on information technology resources and providers, including the risk of prolonged system outages; changes in current revenue and expense trends, including trends affecting delinquencies and credit losses; changes in operating and administrative expenses; the departure, transition, or replacement of key personnel; the ability to timely and effectively implement, transition to, and maintain the necessary information technology systems, infrastructure, processes, and controls to support Regional Management's operations and initiatives; changes in interest rates; existing sources of liquidity may become insufficient or access to these sources may become unexpectedly restricted; exposure to financial risk due to asset-backed securitization transactions; risks related to regulation and legal proceedings, including changes in laws or regulations or in the interpretation or enforcement of laws or regulations; changes in accounting standards, rules, and interpretations and the failure of related assumptions and estimates, including those associated with the implementation of CECL accounting; the impact of changes in tax laws, guidance, and interpretations, including the timing and amount of revenues that may be recognized; risks related to the ownership of Regional Management's common stock, including volatility in the market price of shares of Regional Management's common stock; the timing and amount of future cash dividend payments; and anti-takeover provisions in Regional Management's charter documents and applicable state law. The COVID-19 pandemic may also magnify many of these risks and uncertainties. The foregoing factors and others are discussed in greater detail in the Company's filings with the SEC. The Company will not update or revise forward-looking statements to reflect events or circumstances after the date of this presentation or to reflect the occurrence of unanticipated events or the non-occurrence of anticipated events, whether as a result of new information, future developments, or otherwise, except as required by law.

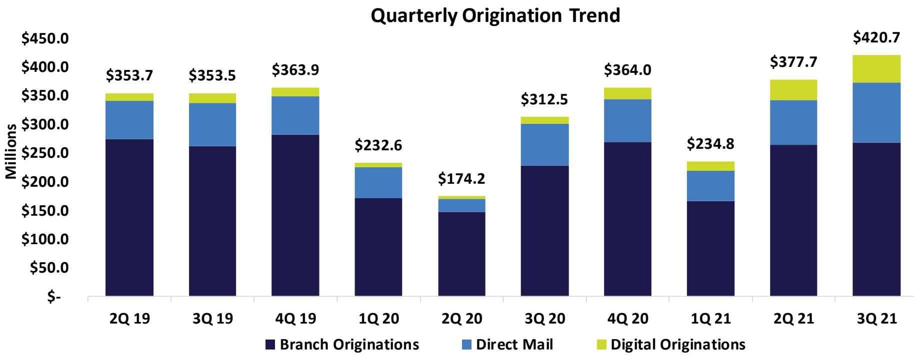
This presentation also contains certain non-GAAP measures. Please refer to the Appendix accompanying this presentation for a reconciliation of non-GAAP measures to the most comparable GAAP measures.

3Q 2021 Financial Highlights

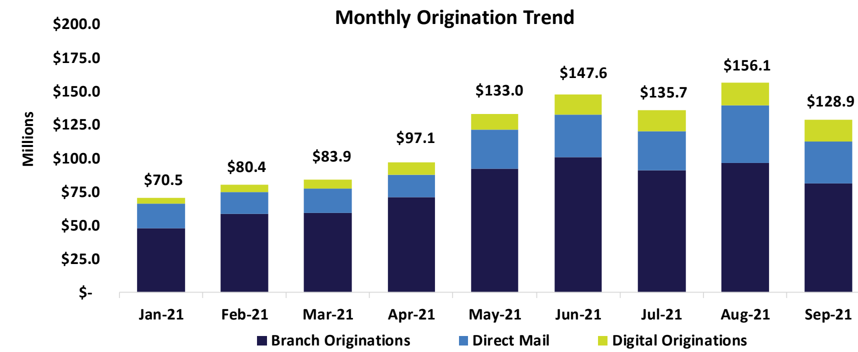
dollars in millions (except per share amounts)	3Q 21	3Q 20	$ Chg B/(W)	% Chg B/(W)
Interest & Fee Income	$99.4	$81.3	$18.0	22.2%
Insurance Income, Net	9.4	6.9	2.6	37.3%
Other Income	2.7	2.4	0.3	13.3%
Total Revenue	111.5	90.5	20.9	23.1%
Provision For Credit Losses	26.1	22.1	(4.0)	(18.1%)
G&A Expense	47.8	43.8	(4.0)	(9.1%)
Interest Expense	8.8	9.3	0.5	5.2%
Income Taxes	6.6	4.2	(2.4)	(58.2%)
Net Income	**$22.2**	**$11.2**	**$11.0**	**97.7%**
Diluted EPS	**$2.11**	**$1.01**	**$1.10**	**108.9%**
Ending Net Finance Receivables (ENR)	$1,314.2	$1,059.6	$254.7	24.0%
Average Net Finance Receivables (ANR)	$1,241.7	$1,032.1	$209.6	20.3%
ROA (annualized)	7.1%	4.4%	2.7%	61.4%
ROE (annualized)	31.6%	16.9%	14.7%	87.0%

- **Net income of $22.2 million, or $2.11 diluted EPS**
- **Total revenue increased $20.9 million, or 23.1%**
  - Interest and fee income up 22.2% year-over-year primarily due to a 20.3% increase in ANR
  - Insurance income, net increased by $2.6 million year-over-year due to portfolio growth
- **Provision for credit losses increased $4.0 million, or 18.1%**
  - Lower net credit losses of $4.7 million on low delinquency levels
  - Increase in provision of $8.7 million from a $12.7 million reserve build from portfolio growth in 3Q 21 compared to a $3.5 million reserve build from portfolio growth in 3Q 20, offset by a $2.0 million COVID-19 related reserve release in 3Q 21 compared to a $1.5 million release in 3Q 20
- **G&A expense increased $4.0 million, or 9.1%**
  - Continued investment in personnel, marketing, and digital capabilities to support revenue growth of 23.1% and branch optimization costs of $0.7 million, offset by incremental deferrals associated with digital loan origination costs of $1.5 million
- **Interest expense decreased $0.5 million, or 5.2%**
  - New debt facilities with lower interest rates

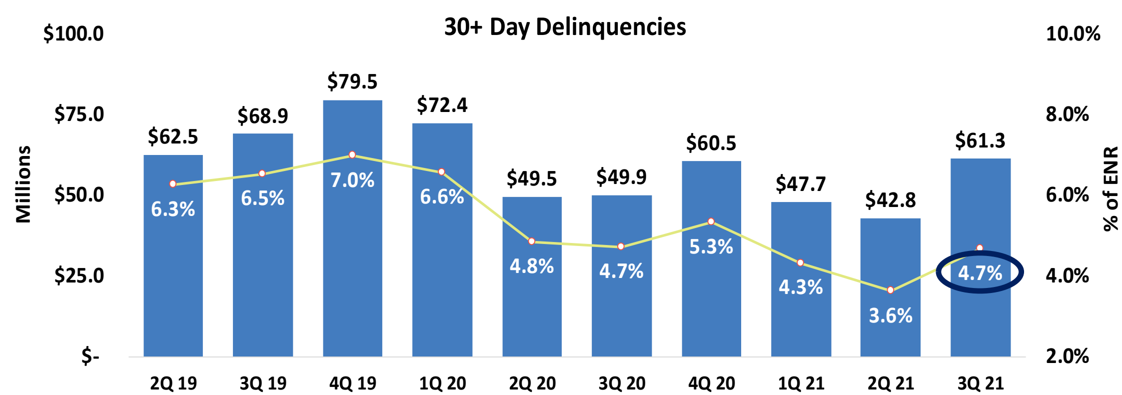
Originations Increase & Delinquencies Remain Low



% Y/Y Δ	23.7%	31.8%	21.5%	4.5%	(50.8%)	(11.6%)	-	1.0%	116.8%	34.6%
% Δ from 2019								5.6%	6.8%	19.0%



% Y/Y Δ	(9.0%)	2.8%	9.0%	171.9%	127.1%	84.7%	44.1%	45.5%	16.0%
% Δ from 2019	(8.8%)	15.0%	11.4%	(4.4%)	(4.0%)	29.9%	5.2%	29.1%	24.4%

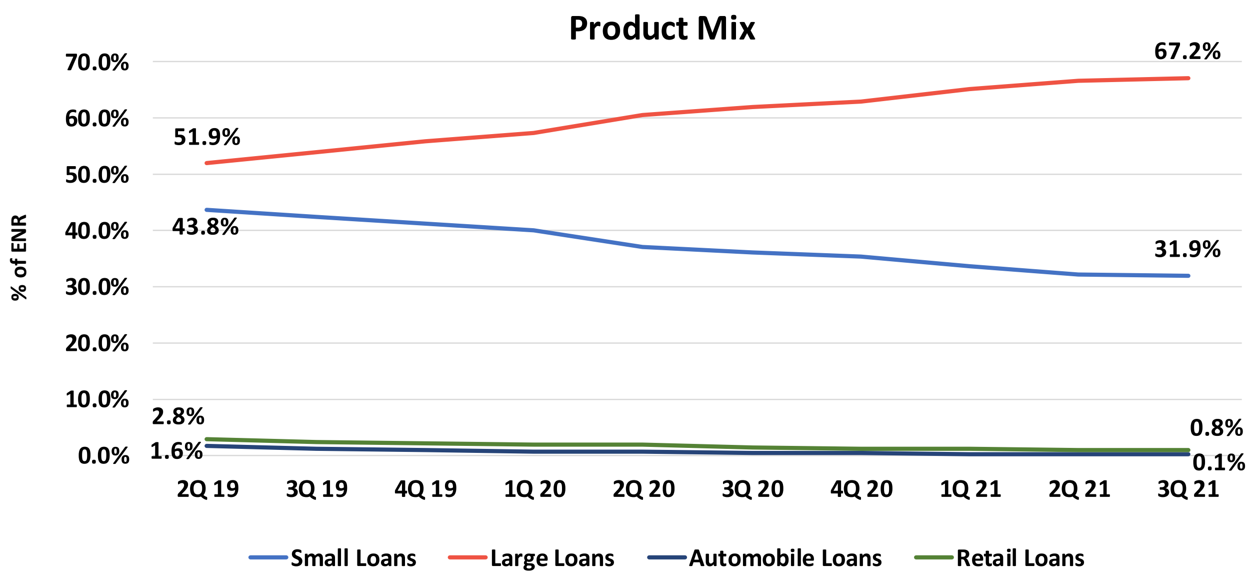


30+ DQ % YoY Δ	0.1%	(0.5%)	(0.6%)	(0.3%)	(1.5%)	(1.8%)	(1.7%)	(2.3%)	(1.2%)	-
% Δ from 2019								(2.6%)	(2.7%)	(1.8%)

- 3Q 21 originations are up 34.6% year-over-year
- Record volume driven by growth initiative originations of $128.6 million in 3Q 21
- Digital channel all-time high originations of $48.1 million, up from $36.0 million in 2Q 21
- 3Q 21 delinquency is flat year-over-year and down 180 basis points from 3Q 19; expected to gradually rise

Record High Portfolio Growth and Solid Small Loan Growth

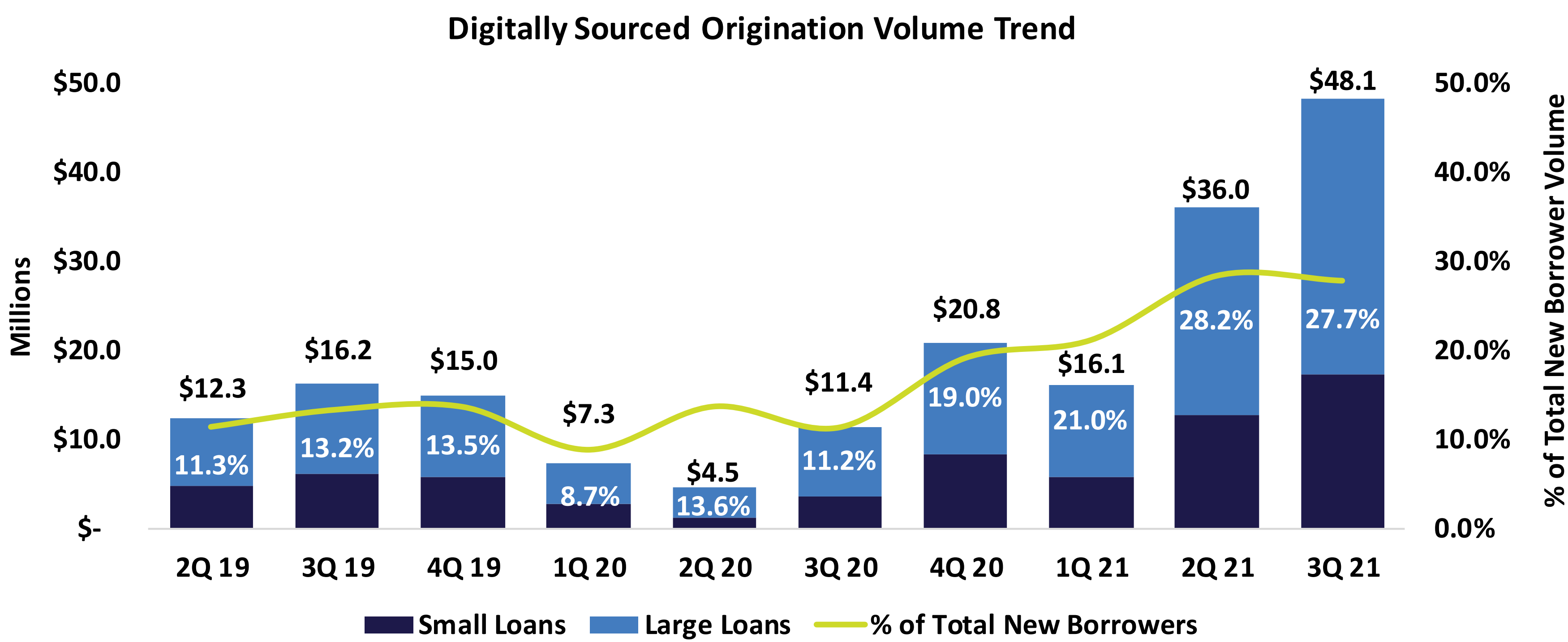
in millions	2Q 19	3Q 19	4Q 19	1Q 20	2Q 20	3Q 20	4Q 20	1Q 21	2Q 21	3Q 21	vs. 2Q 21 $ Chg I/(D)	vs. 2Q 21 % Chg I/(D)	vs. 3Q 20 $ Chg I/(D)	vs. 3Q 20 % Chg I/(D)
	Ending Net Finance Receivables (ENR)													
Small Loans (≤ $2,500)	$435	$454	$468	$440	$380	$383	$403	$371	$381	$420	$39	10.2%	$37	9.6%
Large Loans (> $2,500)	516	575	632	633	618	656	715	719	790	883	93	11.7%	227	34.5%
Core Loan Products	**$951**	**$1,029**	**$1,100**	**$1,073**	**$998**	**$1,039**	**$1,118**	**$1,091**	**$1,171**	**$1,302**	**$132**	**11.2%**	**$263**	**25.4%**
Automobile Loans	16	12	10	8	6	5	4	3	2	2	(1)	(23.7%)	(3)	(64.1%)
Retail Loans	28	26	24	22	18	16	14	12	11	10	(0)	(1.9%)	(6)	(35.0%)
Total	**$995**	**$1,067**	**$1,133**	**$1,102**	**$1,023**	**$1,060**	**$1,136**	**$1,106**	**$1,183**	**$1,314**	**$131**	**11.1%**	**$255**	**24.0%**
Total YoY Δ ($)	**$130**	**$161**	**$182**	**$171**	**$28**	**($8)**	**$3**	**$3**	**$161**	**$255**				
Total YoY Δ (%)	**15.0%**	**17.8%**	**19.2%**	**18.4%**	**2.8%**	**(0.7%)**	**0.3%**	**0.3%**	**15.7%**	**24.0%**				



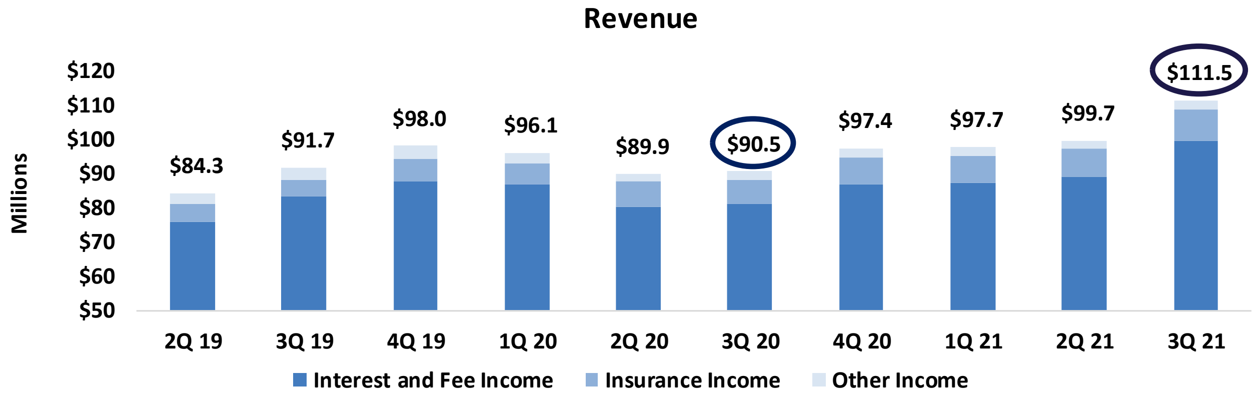
- Generated record sequential total loan growth of $131 million, or 11.1%, in 3Q 21
- Generated sequential small loan growth of $39 million, or 10.2%, in 3Q 21; which contributed to interest and fee yield increase
- Achieved year-over-year core loan growth of $263 million, or 25.4%, in 3Q 21
- Continued the mix shift toward large loans

Digitally Sourced Originations – Record High

- Digital originations are sourced from either our affiliate partnerships or directly from our website
- All digitally sourced loans are underwritten in our branches by our custom credit scorecards and serviced by our branches
- Our new digital volume represented 27.7% of our total new borrower volume in 3Q 21
    - Large loans represented 57.2% of new digitally sourced loans booked

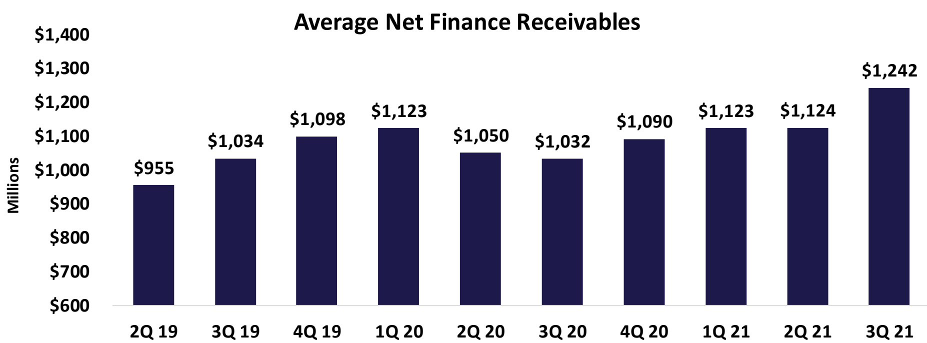


Revenue and Average Net Finance Receivables Trends

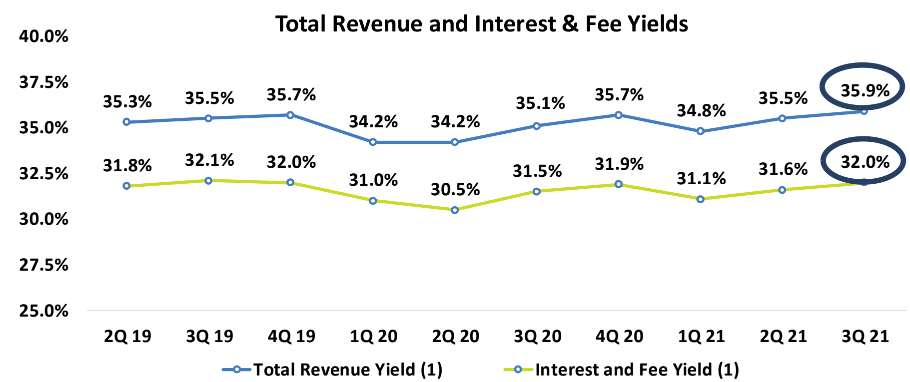


Sequential Δ	3.1%	8.8%	6.8%	(1.9%)	(6.5%)	0.8%	7.6%	0.3%	2.0%	11.8%
YoY Δ	16.4%	17.7%	17.0%	17.5%	6.6%	(1.3%)	(0.6%)	1.7%	10.9%	23.1%

- Total revenue yield increased 80 basis points year-over-year and 40 basis points sequentially
- Interest and fee yield increased 50 basis points year-over-year and 40 basis points sequentially partially due to small loan growth
- As of September 30, 2021, 82% of net finance receivables were at or below 36% APR



Sequential Δ	1.1%	8.3%	6.2%	2.3%	(6.5%)	(1.7%)	5.7%	3.0%	0.1%	10.4%
YoY Δ	14.1%	16.4%	17.8%	18.9%	9.9%	(0.2%)	(0.7%)	-	7.1%	20.3%



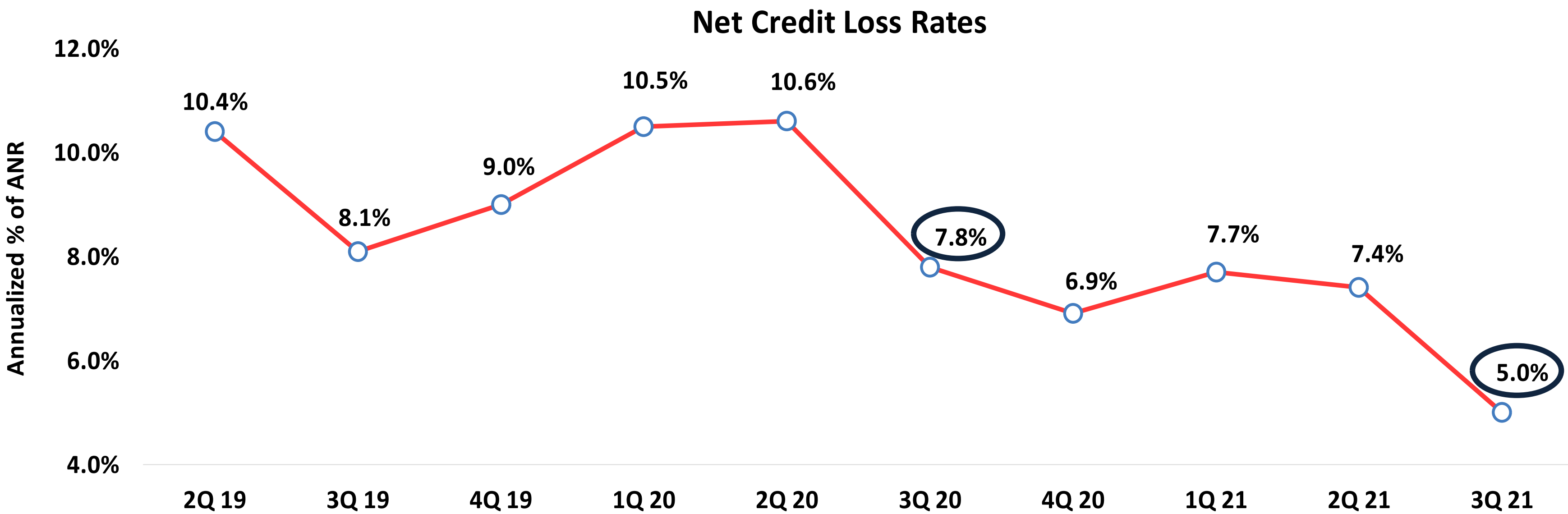
Sequential Δ	0.7%	0.2%	0.2%	(1.5%)	-	0.9%	0.6%	(0.9%)	0.7%	0.4%
YoY Δ	0.7%	0.4%	(0.2%)	(0.4%)	(1.1%)	(0.4%)	-	0.6%	1.3%	0.8%

Note: Table above reflects changes in total revenue yield

(1) Annualized total revenue and interest and fee as a percentage of average net finance receivables

Lower Net Credit Losses on Low Delinquency Levels

Net credit loss rate improved 280 basis points versus the prior-year period on low delinquency levels

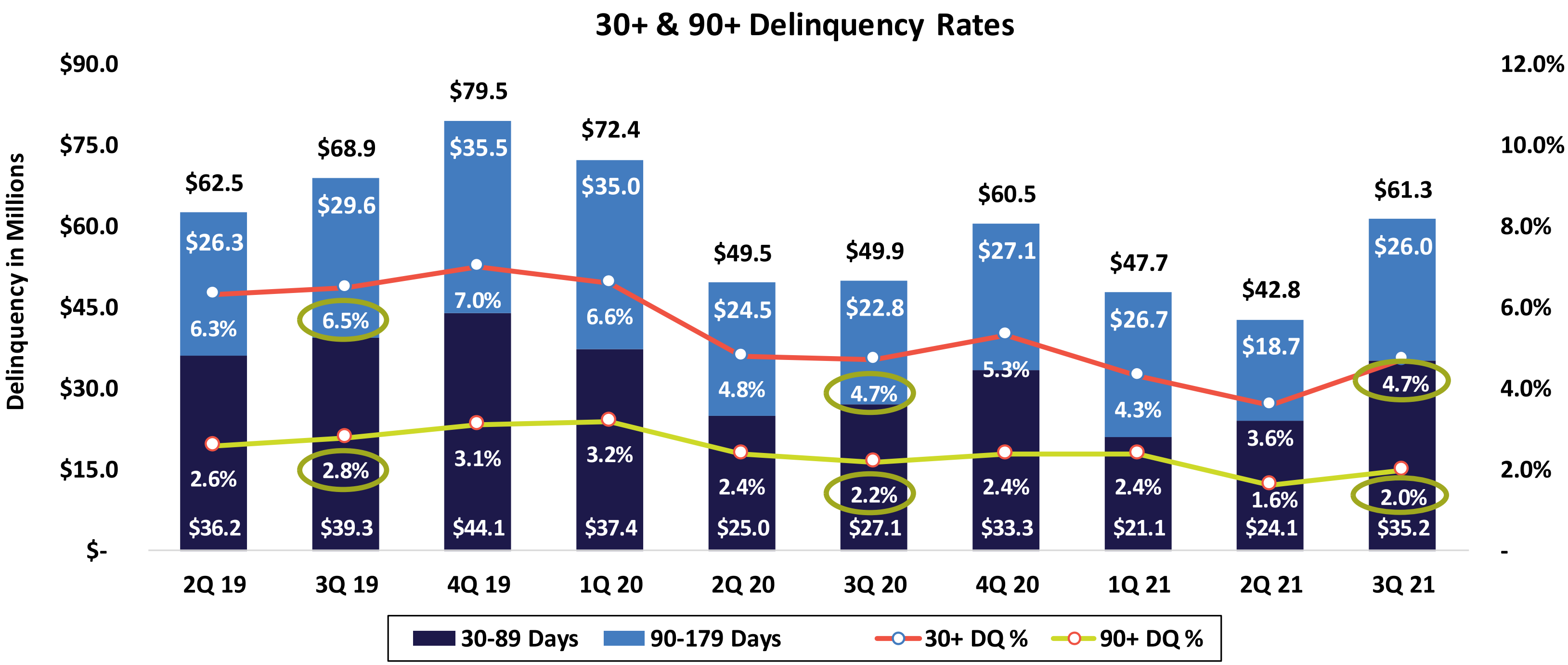


	2Q 19	3Q 19	4Q 19	1Q 20	2Q 20	3Q 20	4Q 20	1Q 21	2Q 21	3Q 21
Sequential Δ	(0.3%)	(2.3%)	0.9%	1.5%	0.1%	(2.8%)	(0.9%)	0.8%	(0.3%)	(2.4%)
Year/Year Δ	1.1%	0.5%	0.1%	(0.2%)	0.2%	(0.3%)	(2.1%)	(2.8%)	(3.2%)	(2.8%)
Δ from 2019								(3.0%)	(3.0%)	(3.1%)
Net credit loss rate above includes:										
System outage	-	-	-	0.3%	-	-	-	-	-	-
Hurricane losses	0.6%	-	-	-	-	-	-	-	-	-

Delinquency Remains Low (Beginning to Normalize)

3Q 21 delinquency is flat year-over-year and down 180 basis points from 3Q 19

- 30+ days past due of 4.7% is equal to prior year
- 30+ days past due of $61.3 million (loan loss reserves of $150.1 million)

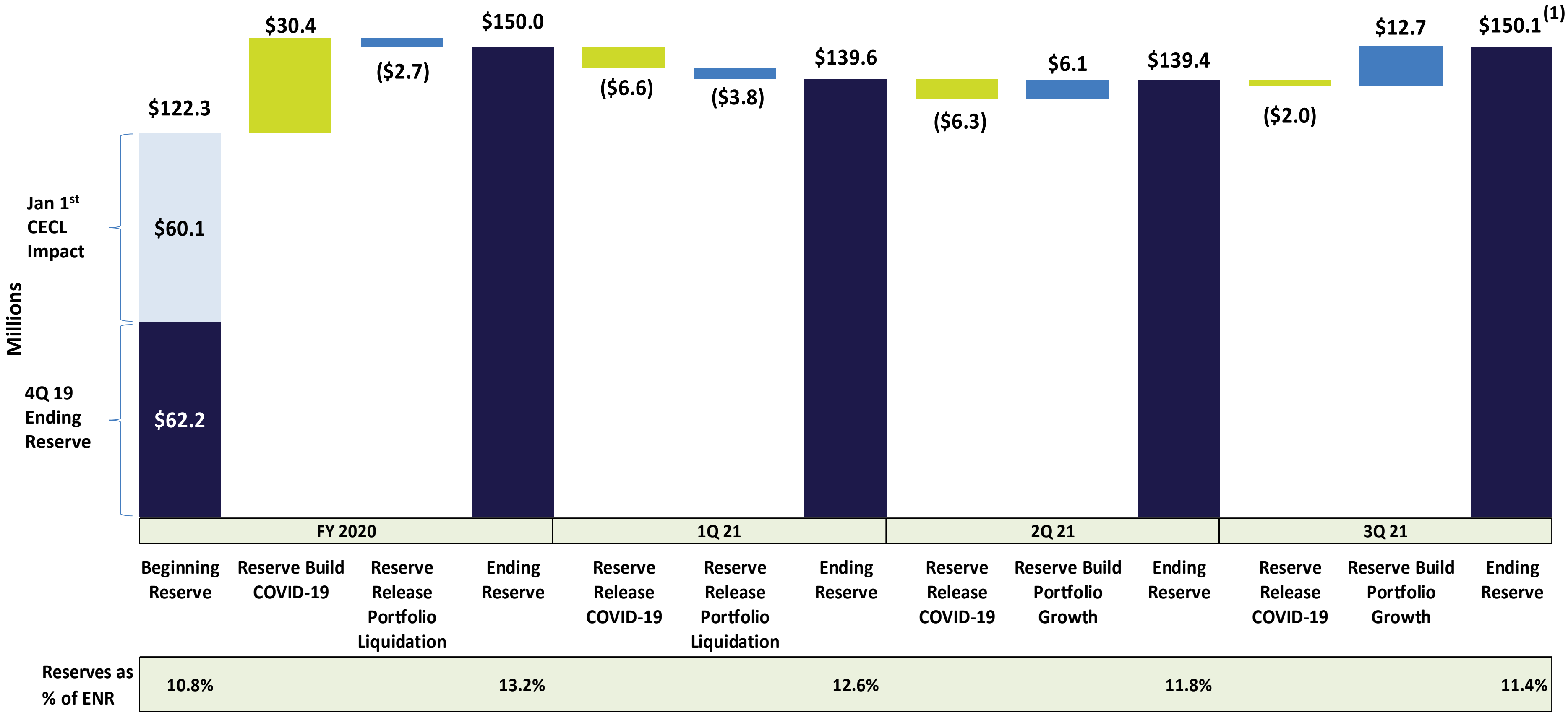


30+ DQ	2Q 19	3Q 19	4Q 19	1Q 20	2Q 20	3Q 20	4Q 20	1Q 21	2Q 21	3Q 21
Sequential Δ	(0.6%)	0.2%	0.5%	(0.4%)	(1.8%)	(0.1%)	0.6%	(1.0%)	(0.7%)	1.1%
YoY Δ	0.1%	(0.5%)	(0.6%)	(0.3%)	(1.5%)	(1.8%)	(1.7%)	(2.3%)	(1.2%)	-

90+ DQ	2Q 19	3Q 19	4Q 19	1Q 20	2Q 20	3Q 20	4Q 20	1Q 21	2Q 21	3Q 21
Sequential Δ	(0.8%)	0.2%	0.3%	0.1%	(0.8%)	(0.2%)	0.2%	-	(0.8%)	0.4%
YoY Δ	-	-	(0.3%)	(0.2%)	(0.2%)	(0.6%)	(0.7%)	(0.8%)	(0.8%)	(0.2%)

Reserved For Stressed Credit Losses

In 3Q 21, we reserved $12.7 million primarily for $130.8 million in sequential portfolio growth and released COVID-19 related reserves of $2.0 million based on the macroeconomic model

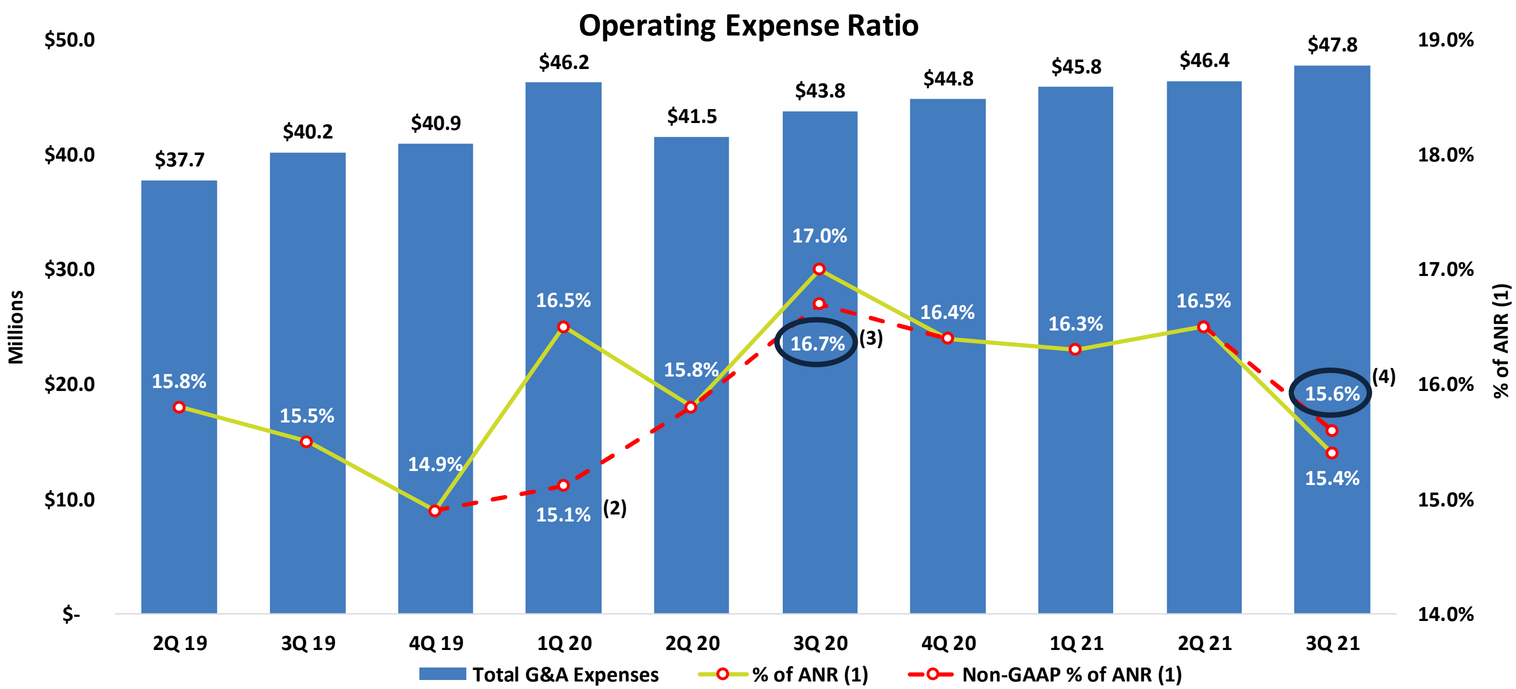


(1) 3Q 21 Ending Reserve includes $15.5 million of remaining COVID-19 reserves

Operating Expense Ratio Trend

The following items impacted the operating expense ratio in 3Q 21:

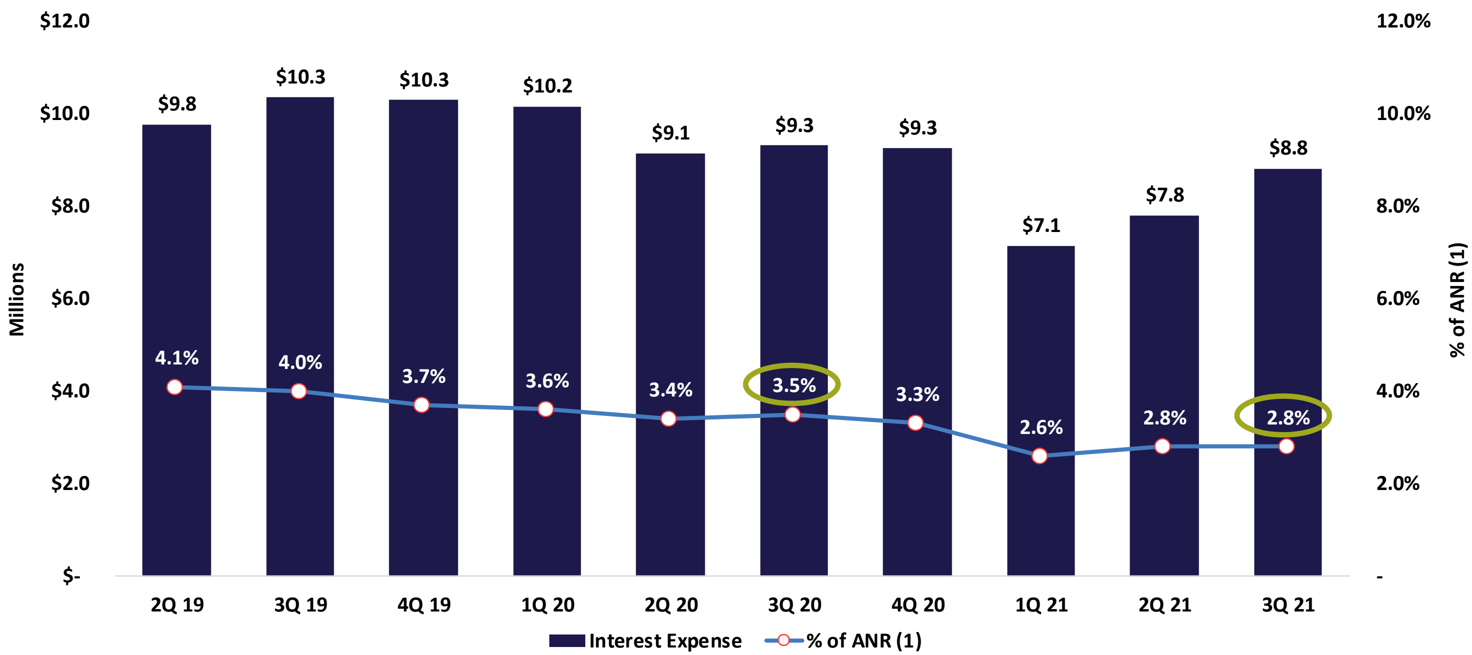
- Incremental deferrals associated with digital loan origination costs of $1.5 million decreased the ratio by 50 basis points
- Branch optimization costs of $0.7 million increased the ratio by 30 basis points



As % of ANR (1)	2Q 19	3Q 19	4Q 19	1Q 20	2Q 20	3Q 20	4Q 20	1Q 21	2Q 21	3Q 21
Year/Year Δ	(0.1%)	(0.6%)	(0.8%)	0.3%	-	1.5%	1.5%	(0.2%)	0.7%	(1.6%)

(1) Annualized general and administrative expenses as a percentage of average net finance receivables
(2) Normalized to exclude $3.8 million of non-operating costs; $3.1 million related to the CEO transition and $0.7 million from the system outage. This is a non-GAAP measure. Refer to the Appendix for a reconciliation to the most comparable GAAP measure.
(3) Normalized to exclude $0.8 million of severance related to workforce actions. This is a non-GAAP measure. Refer to the Appendix for a reconciliation to the most comparable GAAP measure.
(4) Normalized to exclude branch optimization costs of $0.7 million and incremental deferrals associated with digital loan origination costs of $1.5 million. This is a non-GAAP measure. Refer to the Appendix for a reconciliation to the most comparable GAAP measure.

Cost of Funds Remains Low

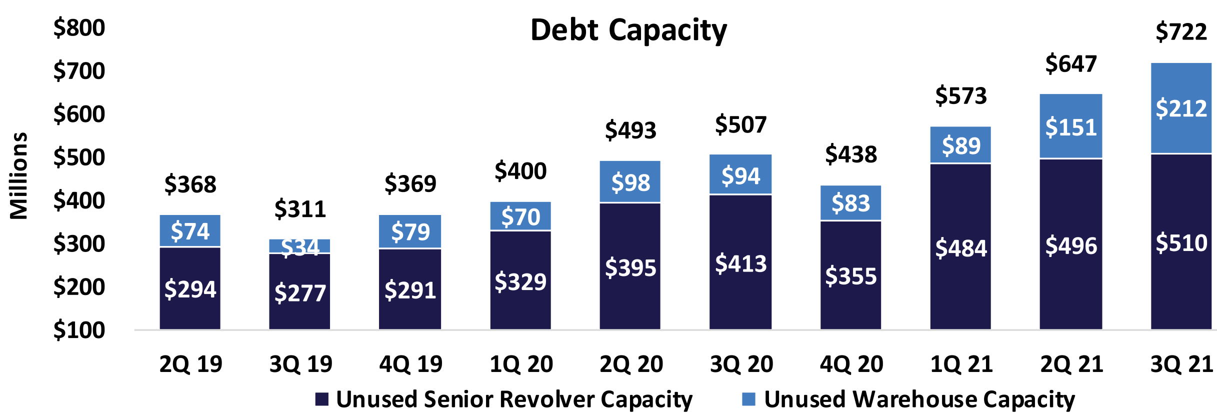


As % of ANR (1)	2Q 19	3Q 19	4Q 19	1Q 20	2Q 20	3Q 20	4Q 20	1Q 21	2Q 21	3Q 21
Year/Year Δ	0.4%	-	(0.4%)	(0.5%)	(0.7%)	(0.5%)	(0.4%)	(1.0%)	(0.6%)	(0.7%)

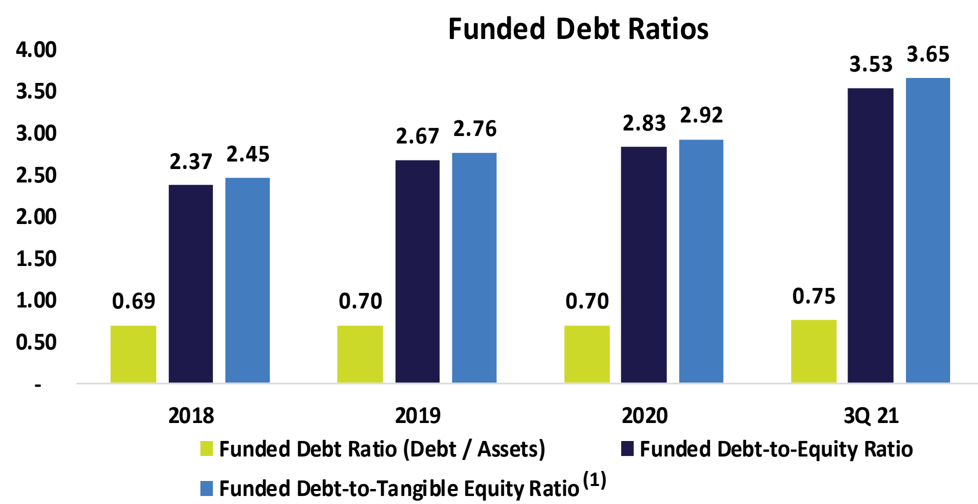
- 3Q 21 annualized interest expense as a percentage of ANR improved 70 basis points from the prior-year period
- 3Q 20 interest expense included $0.7 million, or 30 basis points, of accelerated debt issue cost amortization from calling a prior securitization transaction
- Favorable market value increases on interest rate caps impacted 1Q 21 by 30 basis points
- Closed securitization transactions in 3Q 20 and 1Q 21 with weighted-average coupons (WACs) of 2.85% and 2.08%; replacing prior transactions with WACs of 3.93% and 4.87%, respectively (closed new transaction in 3Q 21 with a WAC of 2.30%)
- Closed new private securitization in October 2021 with a 5-year revolving period and fixed rate of 3.875%, which pays down higher rate variable debt and allows for the funding of loans with APRs greater than 36%

(1) Annualized interest expense as a percentage of average net finance receivables

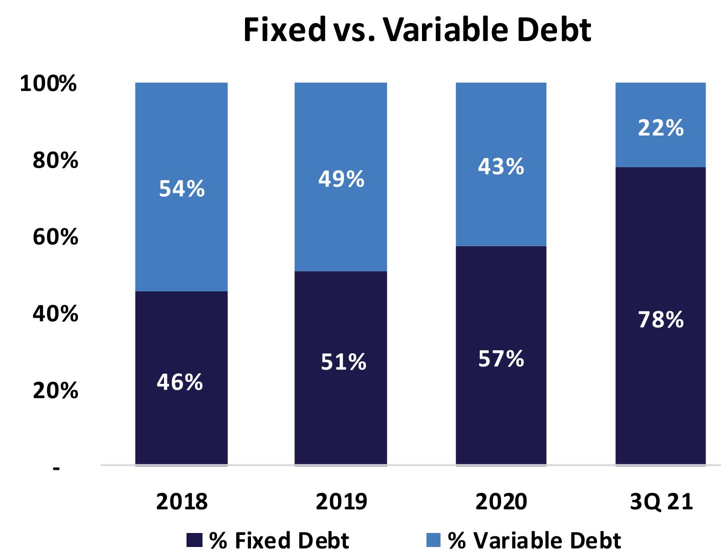
Strong Funding Profile



- As of September 30, 2021, total unused capacity was $722 million (subject to borrowing base)
- Available liquidity of $194 million as of September 30, 2021
- Fixed-rate debt represented 78% of total debt as of September 30, 2021 (87% of total debt following the closing of the private securitization on October 8, 2021)
- Senior revolver has a 1% LIBOR floor; as such, we are nearing the lower end of our cost of funds



Interest Expense % (2)	3.7%	4.0%	3.6%	2.8%



(1) This is a non-GAAP measure. Refer to the Appendix for a reconciliation to the most comparable GAAP measure.
(2) Annualized interest expense as a percentage of average net finance receivables

Appendix

Items Impacting 3Q 21 Results

in millions (except per share amounts)	Pre-Tax Income/(Loss)	Net Income/(Loss)[2]	Diluted EPS
Provision for credit losses	($26.1)	($19.6)	($1.86)
Net credit losses	(15.4)	(11.5)	(1.10)
Change in allowance	(10.7)	(8.0)	(0.76)
Rate cap market value impact	(0.3)	(0.2)	(0.02)
Branch optimization costs	(0.7)	(0.5)	(0.05)
Deferred digital loan origination costs[1]	1.5	1.1	0.11

(1) Incremental deferrals associated with digital loan origination costs
(2) Net income/(loss) calculated based on a 25% tax rate

Significant Capacity to Absorb Losses

Our balance sheet is in a strong position to absorb losses

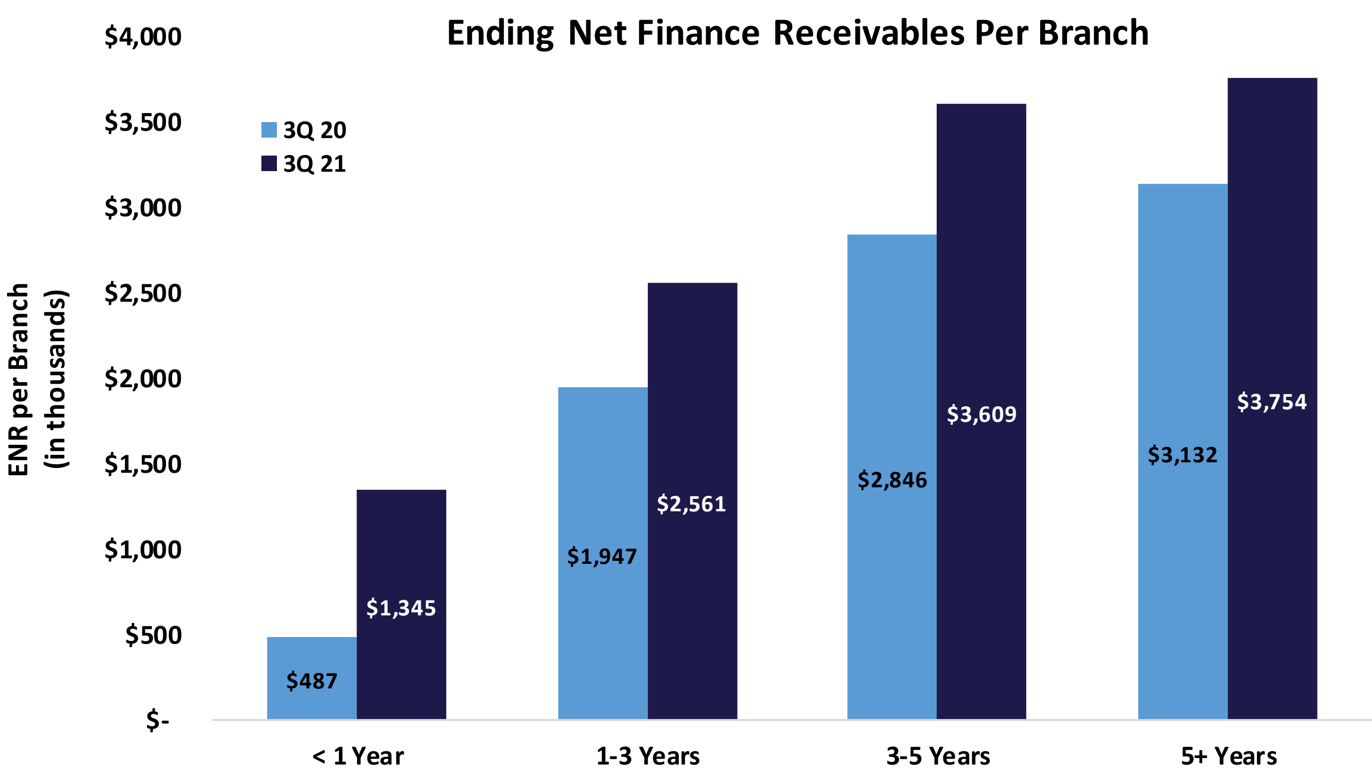
Absorption Capacity (in millions)	3Q 21
Total stockholders' equity	$277.5
Allowance for credit losses	$150.1
Total absorption capacity	**$427.6**
Absorption capacity as % of net finance receivables	**32.5%**
TTM Margin (revenue less G&A and interest expense) (1)	$188.5
Additional capacity using TTM margin	**14.3%**
Total absorption capacity with TTM margin	**46.9%**
TTM Net credit loss rate (2)	**6.7%**
Net finance receivables	$1,314.2

(1) TTM Margin defined as total revenue of $406.3 million, less general and administrative expenses of $184.8 million and interest expense of $33.0 million from 4Q 20 through 3Q 21

(2) Net credit losses as a percentage of average net finance receivables

Same Store Portfolio Growth

- Same store[1] year-over-year growth rate of 22.7% in 3Q 21 vs. a decrease of 1.5% in the prior-year period
- Considerable growth opportunities in our existing branch footprint, particularly from branches opened within the last 3 years



	< 1 Year	1-3 Years	3-5 Years	5+ Years
# of Branches (3Q 21)	13	41	13	305
# of Branches (3Q 20)	21	24	32	291

(1) Same store sales based on branches more than 1 year old

Diversified Liquidity Profile

- Long history of liquidity support from a strong group of banking partners
- Diversified funding platform with a senior revolving facility, warehouse facilities, and securitizations

Senior Revolver

Size: $640 million

Interest Type: Floating

Maturity: September 2022

Lenders: Wells Fargo Bank (Agent), Bank of America, BMO Harris, First Tennessee, Texas Capital, Synovus, Bank United, Axos Bank

Collateral: Allows for the funding of all products

Facility has been upsized and renewed multiple times over the last 30 years

Warehouse Facilities

Size: $300 million

Interest Type: Floating

Maturities:
$100 million, Oct 2023
$75 million, Mar 2024
$125 million, Apr 2024

Administrative Agents:
JPMorgan Chase Bank - $100 million
Credit Suisse - $75 million
Wells Fargo Bank - $125 million

Collateral: Allows for the funding of large and small consumer loans and convenience checks, including loans originated online

Securitizations

Size: $884 million

Interest Type: Fixed

Maturities:
$130 million, Nov 2028, WAC - 3.17% (1)
$180 million, Oct 2030, WAC - 2.85%
$249 million, Mar 2031, WAC - 2.08%
$200 million, Aug 2033, WAC - 2.30%
$125 million, Oct 2033, Fixed - 3.875% (2)

Lenders: Qualified institutional investors

Collateral: $130 and $180 million - Allows for the funding of large loans

$249, $200, and $125 million - Allows for the funding of large and small consumer loans and convenience checks

(1) Weighted-Average Coupon
(2) Private Offering closed in October 2021 - allows for funding of loans with APRs greater than 36%

Consolidated Income Statements

in thousands	3Q 21	3Q 20	YTD 21	YTD 20	2020	2019	2018	2017
Revenue								
Interest and fee income	$ 99,355	$ 81,306	$ 275,427	$ 248,370	$ 335,215	$ 321,169	$ 280,121	$ 249,034
Insurance income, net	9,418	6,861	26,059	20,460	28,349	20,817	14,793	13,061
Other income	2,687	2,371	7,381	7,632	10,342	13,727	11,792	10,364
Total revenue	111,460	90,538	308,867	276,462	373,906	355,713	306,706	272,459
Expenses								
Provision for credit losses	26,096	22,089	58,007	99,110	123,810	99,611	87,056	77,339
Personnel	29,299	26,207	86,520	82,581	109,560	94,000	84,068	75,992
Occupancy	6,027	5,893	17,615	16,728	22,629	22,576	20,864	20,462
Marketing	2,488	3,249	9,974	6,373	10,357	8,206	7,745	7,128
Other	9,936	8,405	25,873	25,840	33,770	32,202	27,607	27,373
Total general and administrative	47,750	43,754	139,982	131,522	176,316	156,984	140,284	130,955
Interest expense	8,816	9,300	23,752	28,596	37,852	40,125	33,464	23,908
Income before income taxes	28,798	15,395	87,126	17,234	35,928	58,993	45,902	40,257
Income taxes	6,577	4,157	19,217	4,851	9,198	14,261	10,557	10,294
Net income	**$ 22,221**	**$ 11,238**	**$ 67,909**	**$ 12,383**	**$ 26,730**	**$ 44,732**	**$ 35,345**	**$ 29,963**

Consolidated Balance Sheets

in thousands	3Q 21	3Q 20	2020	2019	2018	2017
Cash	$ 8,146	$ 4,292	$ 8,052	$ 2,263	$ 3,657	$ 5,230
Net finance receivables	1,314,233	1,059,554	1,136,259	1,133,404	951,183	834,045
Unearned insurance premiums	(44,142)	(30,024)	(34,545)	(28,591)	(18,940)	(16,582)
Allowance for credit losses	(150,100)	(144,000)	(150,000)	(62,200)	(58,300)	(48,910)
Net finance receivables, less unearned insurance premiums and allowance for credit losses	1,119,991	885,530	951,714	1,042,613	873,943	768,553
Restricted cash	103,999	58,219	63,824	54,164	46,484	16,787
Lease assets	28,891	27,855	27,116	26,438	-	-
Deferred tax assets, net	12,535	22,960	14,121	619	-	-
Property and equipment	12,495	15,054	14,008	15,301	13,926	12,294
Intangible assets	9,184	8,677	8,689	9,438	10,010	10,607
Other assets	18,317	14,972	16,332	7,704	8,375	16,012
Total assets	$ 1,313,558	$ 1,037,559	$ 1,103,856	$ 1,158,540	$ 956,395	$ 829,483
Debt	$ 978,803	$ 700,139	$ 768,909	$ 808,218	$ 660,507	$ 571,496
Unamortized debt issuance costs	(10,110)	(8,603)	(6,661)	(9,607)	(9,158)	(4,950)
Net debt	968,693	691,536	762,248	798,611	651,349	566,546
Accounts payable and accrued expenses	36,114	43,576	40,284	28,676	25,138	18,565
Lease liabilities	31,285	29,983	29,201	28,470	-	-
Deferred tax liabilities, net	-	-	-	-	747	4,961
Total liabilities	1,036,092	765,095	831,733	855,757	677,234	590,072
Common stock	1,418	1,382	1,385	1,350	1,332	1,321
Additional paid-in capital	106,319	105,866	105,483	102,678	98,778	94,384
Retained earnings	287,825	215,290	227,343	248,829	204,097	168,752
Treasury stock	(118,096)	(50,074)	(62,088)	(50,074)	(25,046)	(25,046)
Total stockholders' equity	277,466	272,464	272,123	302,783	279,161	239,411
Total liabilities and stockholders' equity	$ 1,313,558	$ 1,037,559	$ 1,103,856	$ 1,158,540	$ 956,395	$ 829,483

Non-GAAP Financial Measures

In addition to financial measures presented in accordance with generally accepted accounting principles ("GAAP"), this presentation contains certain non-GAAP financial measures. The company's management utilizes non-GAAP measures as additional metrics to aid in, and enhance, its understanding of the company's financial results. Tangible equity and funded debt-to-tangible equity ratio are non-GAAP measures that adjust GAAP measures to exclude intangible assets. Management uses these equity measures to evaluate and manage the company's capital and leverage position. The company also believes that these equity measures are commonly used in the financial services industry and provide useful information to users of the company's financial statements in the evaluation of its capital and leverage position. In addition, the company has presented non-GAAP measures that adjust for the executive transition, the loan management system outage, the workforce actions taken, the branch optimization costs, and the incremental deferrals associated with digital loan origination costs. The company believes that these non-GAAP measures provide useful information by excluding certain material items that may not be indicative of our core operating results. As a result, the company believes that the non-GAAP measures that it has presented will allow for a better evaluation of the operating performance of the business. This non-GAAP financial information should be considered in addition to, not as a substitute for or superior to, measures of financial performance prepared in accordance with GAAP. In addition, the company's non-GAAP measures may not be comparable to similarly titled non-GAAP measures of other companies. The following tables provide a reconciliation of GAAP measures to non-GAAP measures.

	1Q 20 Non-GAAP Reconciliation		
in thousands	**GAAP**	**Non-Operating (2)**	**Non-GAAP**
G&A expense	$ 46,243	$ (3,786)	$ 42,457
Average net finance receivables	$ 1,123,316	$ -	$ 1,123,316
Operating expense ratio(1)	16.5%	(1.4%)	15.1%

	3Q 20 Non-GAAP Reconciliation		
in thousands	**GAAP**	**Non-Operating (3)**	**Non-GAAP**
G&A expense	$ 43,754	$ (778)	$ 42,976
Average net finance receivables	$ 1,032,133	$ -	$ 1,032,133
Operating expense ratio(1)	17.0%	(0.3%)	16.7%

	3Q 21 Non-GAAP Reconciliation		
in thousands	**GAAP**	**Non-Operating (4)**	**Non-GAAP**
G&A expense	$ 47,750	$ 794	$ 48,544
Average net finance receivables	$ 1,241,685	$ -	$ 1,241,685
Operating expense ratio(1)	15.4%	0.2%	15.6%

(1) Annualized general and administrative expenses as a percentage of average net finance receivables
(2) Non-operating G&A expense items include costs of $3,066 related to the executive transition and $720 related to the loan management system outage
(3) Non-operating G&A expense items include severance costs of $778 related to workforce actions
(4) Non-operating G&A expense items include branch optimization costs of $728 and incremental deferrals associated with digital loan origination costs of $1,522

Non-GAAP Financial Measures (Cont'd)

in thousands	3Q 21	3Q 20	2020	2019	2018	2017
Total assets	$ 1,313,558	$ 1,037,559	$ 1,103,856	$ 1,158,540	$ 956,395	$ 829,483
Less: Intangible assets	9,184	8,677	8,689	9,438	10,010	10,607
Tangible assets (non-GAAP)	1,304,374	1,028,882	1,095,167	1,149,102	946,385	818,876
Debt	978,803	700,139	768,909	808,218	660,507	571,496
Total stockholders' equity	277,466	272,464	272,123	302,783	279,161	239,411
Less: Intangible assets	9,184	8,677	8,689	9,438	10,010	10,607
Tangible common equity (non-GAAP)	$ 268,282	$ 263,787	$ 263,434	$ 293,345	$ 269,151	$ 228,804
Shares outstanding	10,007	11,337	10,932	11,013	11,777	11,659
Funded debt-to-equity ratio	3.53	2.57	2.83	2.67	2.37	2.39
Funded debt-to-tangible equity ratio (non-GAAP)	3.65	2.65	2.92	2.76	2.45	2.50
Total stockholders' equity to total assets	21.1%	26.3%	24.7%	26.1%	29.2%	28.9%
Tangible equity to tangible assets (non-GAAP)	20.6%	25.6%	24.1%	25.5%	28.4%	27.9%
Book value per share	$ 27.73	$ 24.03	$ 24.89	$ 27.49	$ 23.70	$ 20.53
Tangible book value per share (non-GAAP)	$ 26.81	$ 23.27	$ 24.10	$ 26.64	$ 22.85	$ 19.62