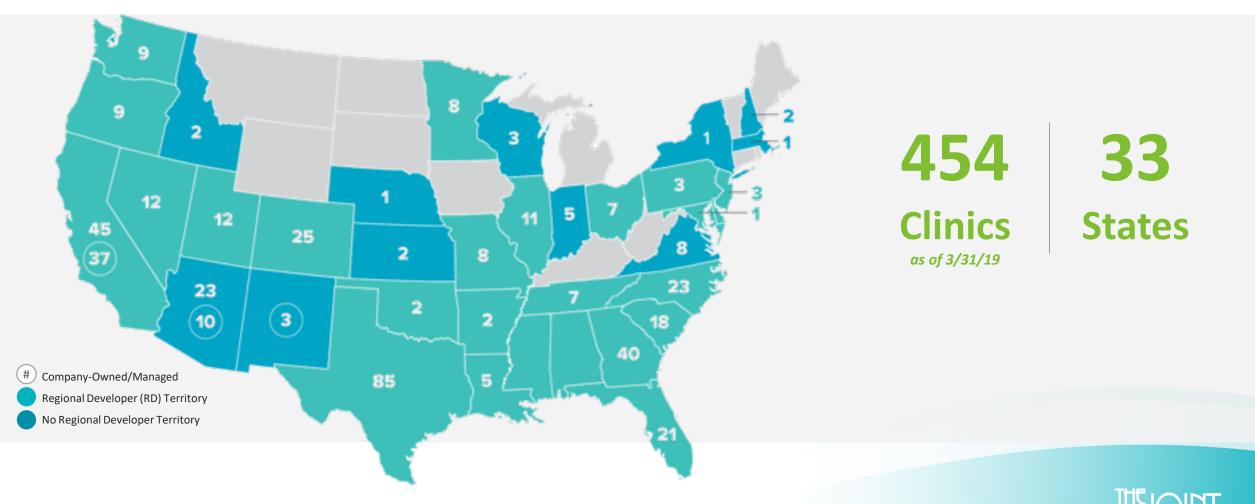
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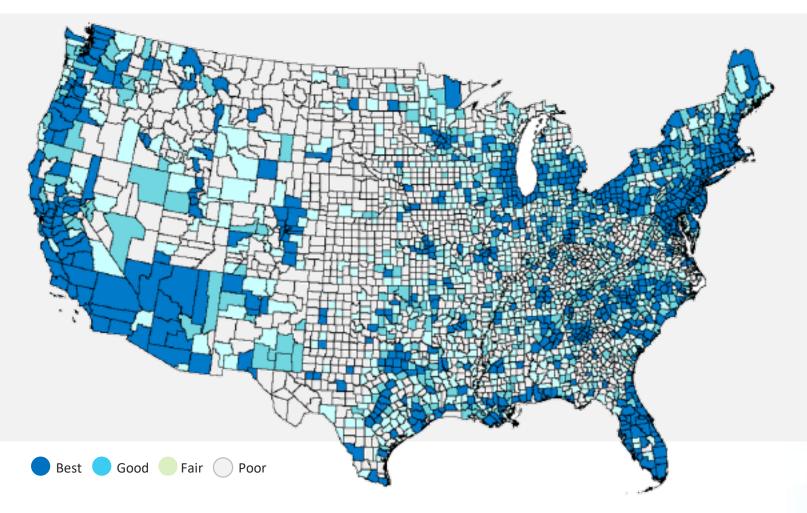
Long-term Financial Overview
Jake Singleton, CFO

## Advancing Robust National Footprint



## Data Analytics Yields 1700+ Clinics

Projected Core Customer & Trade Area Potential (based on current usage patterns)



**550+k** patient records

- Analyze demographics and psychographics
- Model attributes
- Roll across country

**1700+** similar points of distribution



## **Growth Strategy**

## Building nationwide brand to deliver shareholder value

- Continue to focus on franchise sales
  - Further leverage RD strategy
- Accelerate the expansion of corporate clinic portfolio within clustered locations
  - Build greenfield clinics in clustered locations
  - Acquire franchised clinics opportunistically

### **Continue Momentum**





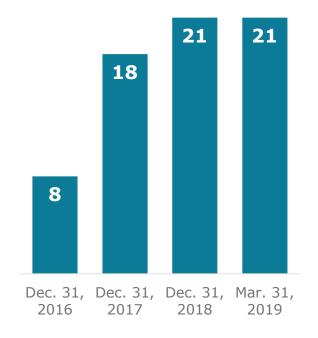
## RD Model Proven to Accelerate Scale

## 1000 units tipping point for national recognition and economies of scale

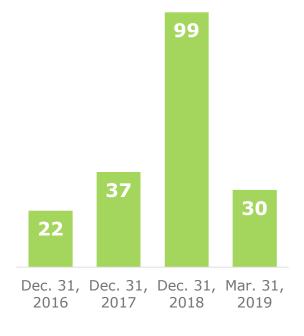
- Regional Developers (RD) model successful for many small-box retail franchises
- RDs pay for territory and manage franchises for revenue split
  - RD license fee varies by area
  - Receives 3% of the 7% royalty on gross sales of RD managed franchises

#### **Percent of Licenses Sold by RDs**

100% of in Q1 2019, vs. 89% in 2018 and 49% in 2017



**Number of Regional Developers** 



**Franchise Licenses Sold Annually** 



## Capital Allocation & Key Assumptions

#### **Capital Allocation Opportunities**

- 1. Franchise unit acquisition
- 2. Corporate greenfield development
- 3. Regional Developer acquisition

### **Key Assumptions**

- Continued franchise unit openings at accelerated rate
- Continued measured greenfield development (funding through operational cashflow)
- Continued franchise unit buybacks on opportunistic basis
- Regional developer territory acquisitions



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Franchise Unit Acquisition

### Franchise Unit Acquisition

Objective: Acquire existing units from franchisees and recapture powerful unit-level economics to be immediately additive to corporate earnings

#### **Historical Buyback Activity**

- Subsequent to the IPO the Company went on to complete 17 transactions with various franchisees to acquire 32 clinics across CA, AZ, NM and NY
- The average purchase price across these transactions was approximately \$230K/clinic utilizing approximately \$7.3M of capital
- Company repurchased one unit in 2019 in West Covina, CA for \$30K

#### **Buyback Potential**

- Company would target franchisees in existing corporate territory (clustering)
- The Company has developed a buyback analysis tool to assist in the evaluation of potential franchise clinics



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**Greenfield Development** 

## Greenfield Development

Objective: Develop corporate units to leverage powerful unit-level economics to contribute to corporate earnings

#### **Historical Greenfield Activity**

- Subsequent to the IPO, the Company went on to develop 29 units across CA, AZ, NY and IL.
- Company eventually sold or closed 14 corporate units in IL and NY due to underperformance and the Company's cash position

#### **Greenfield Potential**

- The Real Estate Group has identified a number of markets for potential GF development around the country up to 250+ units (or 15% of the 1,700 potential clinic sites)
- Potential trade areas were only included if they were Non-RD territories
- Based on current operational overhead structure, we would target a minimum of 8 corporate clinics (i.e. "Rule of 8") in a combination of greenfield or buybacks



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**RD** Acquisition

### Regional Developer Acquisition

Objective:
Recapture
development
rights and 3%
RD Commission

#### **Historical RD Acquisitions**

- Subsequent to the IPO in Nov'14 the Company began to repurchase RD territories and made the following acquisitions: Los Angeles, CA \$507K; San Diego, CA \$400K; New Jersey \$145K; Orange County, CA \$400K; New York \$130K.
- Subsequent to the Secondary Offering in Nov'15 the Company repurchased the following RD territories: Inland Empire, CA \$275K; Virginia \$50K.
- In July 2018, the Company repurchased the RD Territory in Las Vegas, NV for \$278K.
- In January 2019, the Company repurchased the RD Territory in South Carolina for \$682K.

#### **RD Acquisition Pipeline**

21 remaining regional developers. Natural evolution of franchise system to repurchase territory
as they mature, allowing RDs to monetize asset. We hold first right of refusal on all deals

