



THE JOINT[®] chiropractic

THE JOINT CORP. | NASDAQ: JYNT | thejoint.com

Operations Overview

Jorge Armenteros, VP of Operations

My Background Jorge Armenteros

Business Experience

- 40 years franchise experience
 - 4 years as a franchisee
 - 10 years with a start-up
- International experience



Franchisee



Agenda

1

**Operations
Structure
and Roles**

2

**2017 - 2018
Executive Summary**

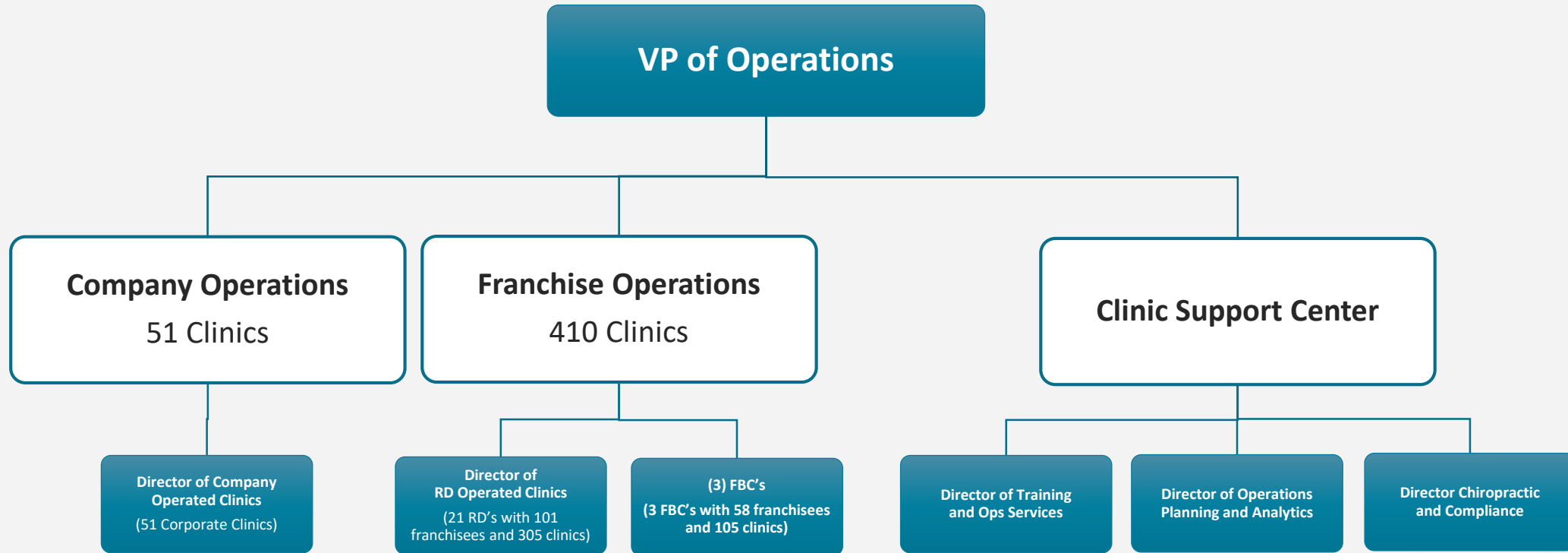
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**2019 Four Pillar
Operations Strategy
Driving Significant Value**

4

**Key
Takeaways**

We are fully staffed and right sized for the job



We started our journey in 2017 focused on improving the patient experience and franchisee relations

The initiatives

driving our
transformation
forward have
been underway
since 2017

2017 was the year of “purposeful change”

2018 was the year of execution and significant progress

Prioritizing Operational Excellence leading with **patient focus** to build programs and systems to improve the performance of our clinics

Evaluated and Implemented New Policies with NFAB Support to improve **patient satisfaction** and sales

Created and Implemented Plans to Increase the Capabilities of Our Franchisees and Rd’s with new tools, training enhancements and internal protocols

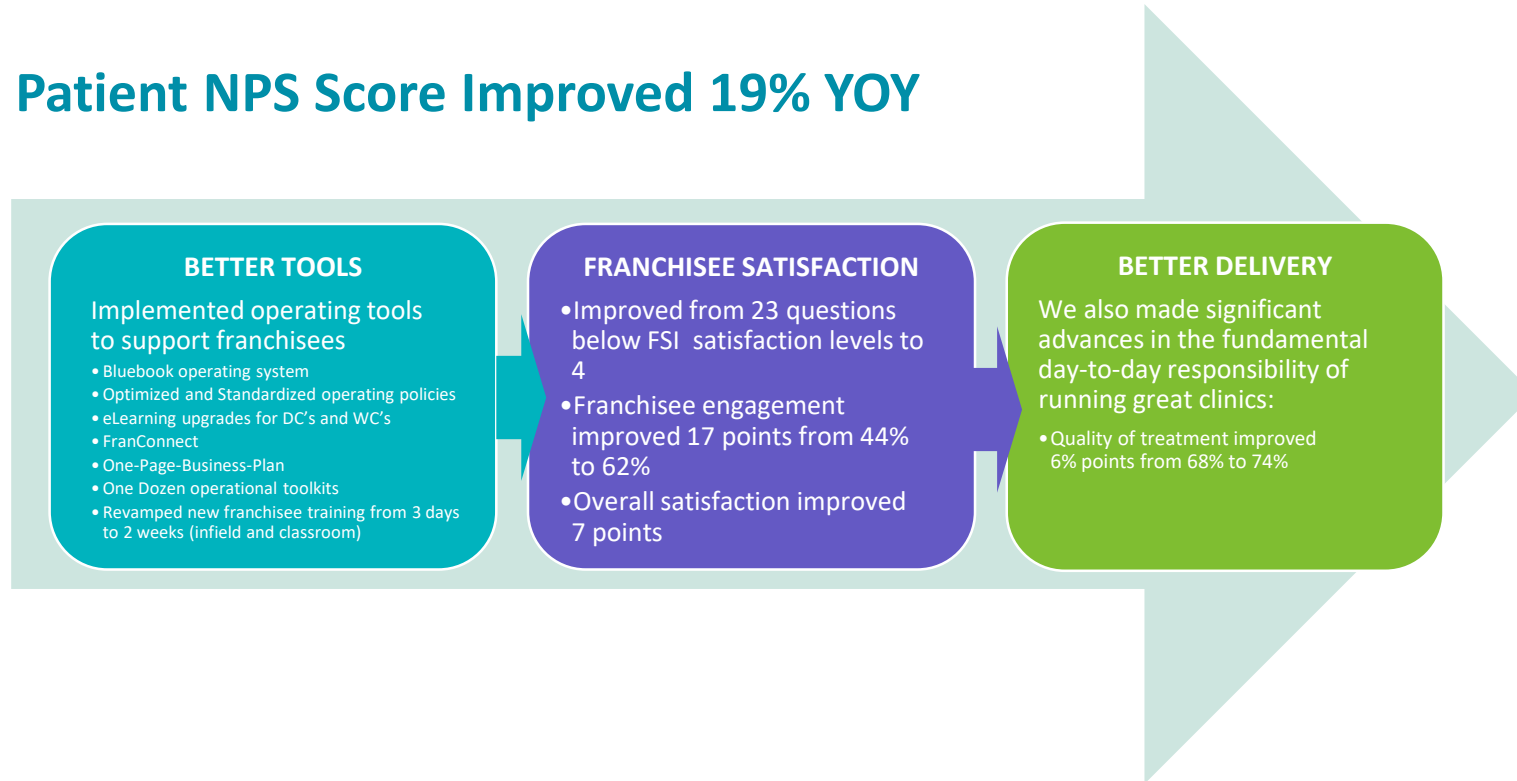
Built and Implemented a Company Operated Clinic Operations Plan including a restructure of the team to focus on optimizing clinic sales and profitability

Implemented Accountability Measures used to quantitatively assess performance outcomes in a transparent manner

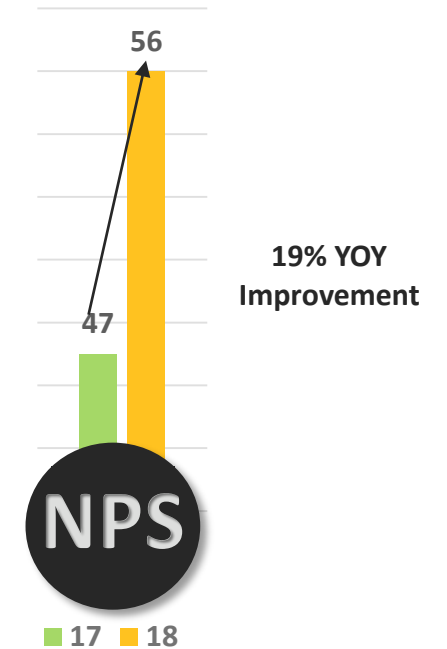
Started Journey to Build a Chiropractic Culture of Quality and Trust by putting the focus on building industry relationships, DC employment experience and improved training and oversight

Initiatives are driving results and...

Patient NPS Score Improved 19% YOY



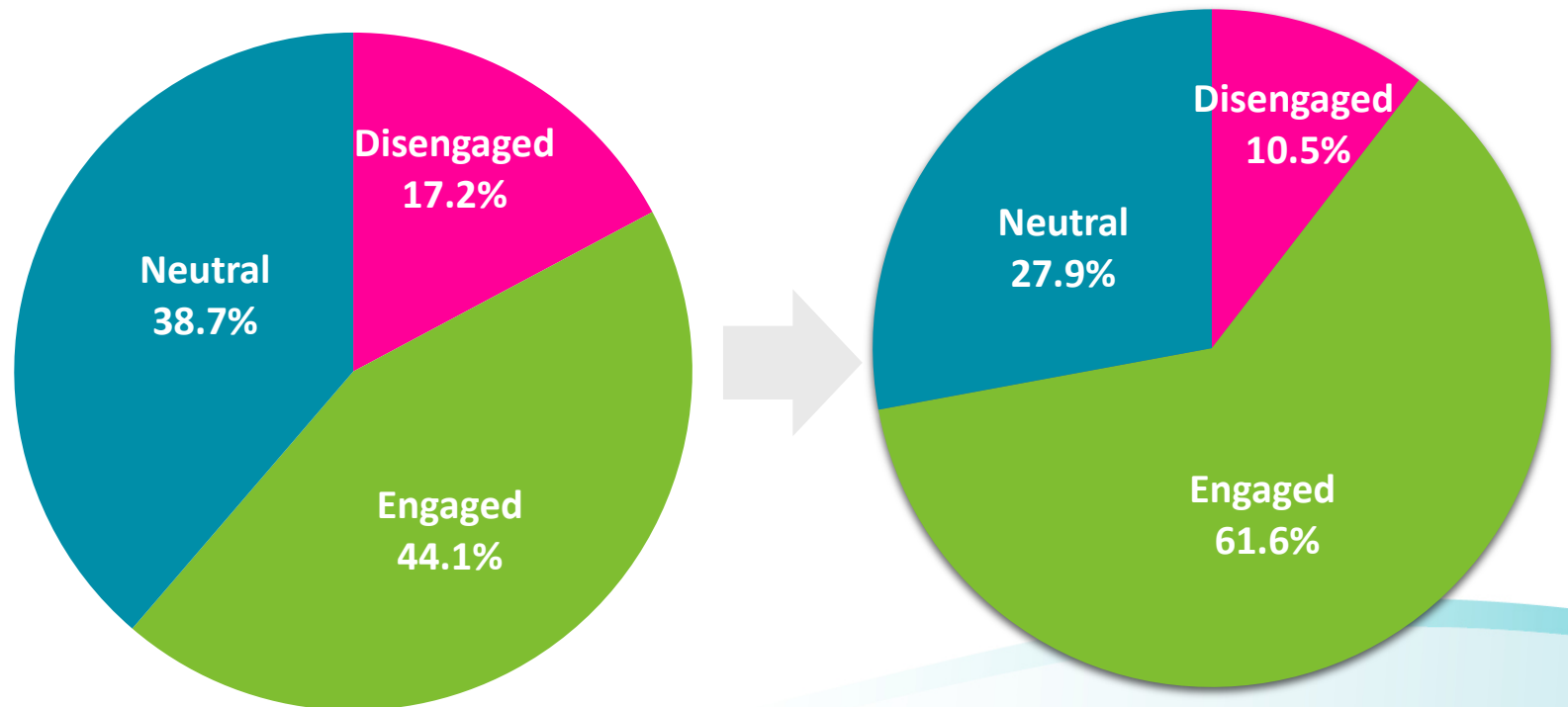
Increased Patient Loyalty



... our franchisees are more satisfied

- Franchisee Net Promoters Score (NPS) improved from 27% to 51%
- Overall franchisee satisfaction above average increased from 68% to 81%
- Existing franchisee base purchase over 50% of new licenses sold
- As we strive to be a model franchisor, we listen, partner, share, refine and invite participation from our franchisees in virtually all brand strategies and initiatives through our National Franchisee Advisory Boards
- One of the largest-ever turnouts at the 2019 Annual Franchisee Conference (135 franchisees representing 87% of our total franchise community and 94% of our total clinic) is evidence of our growing momentum and brand relevance

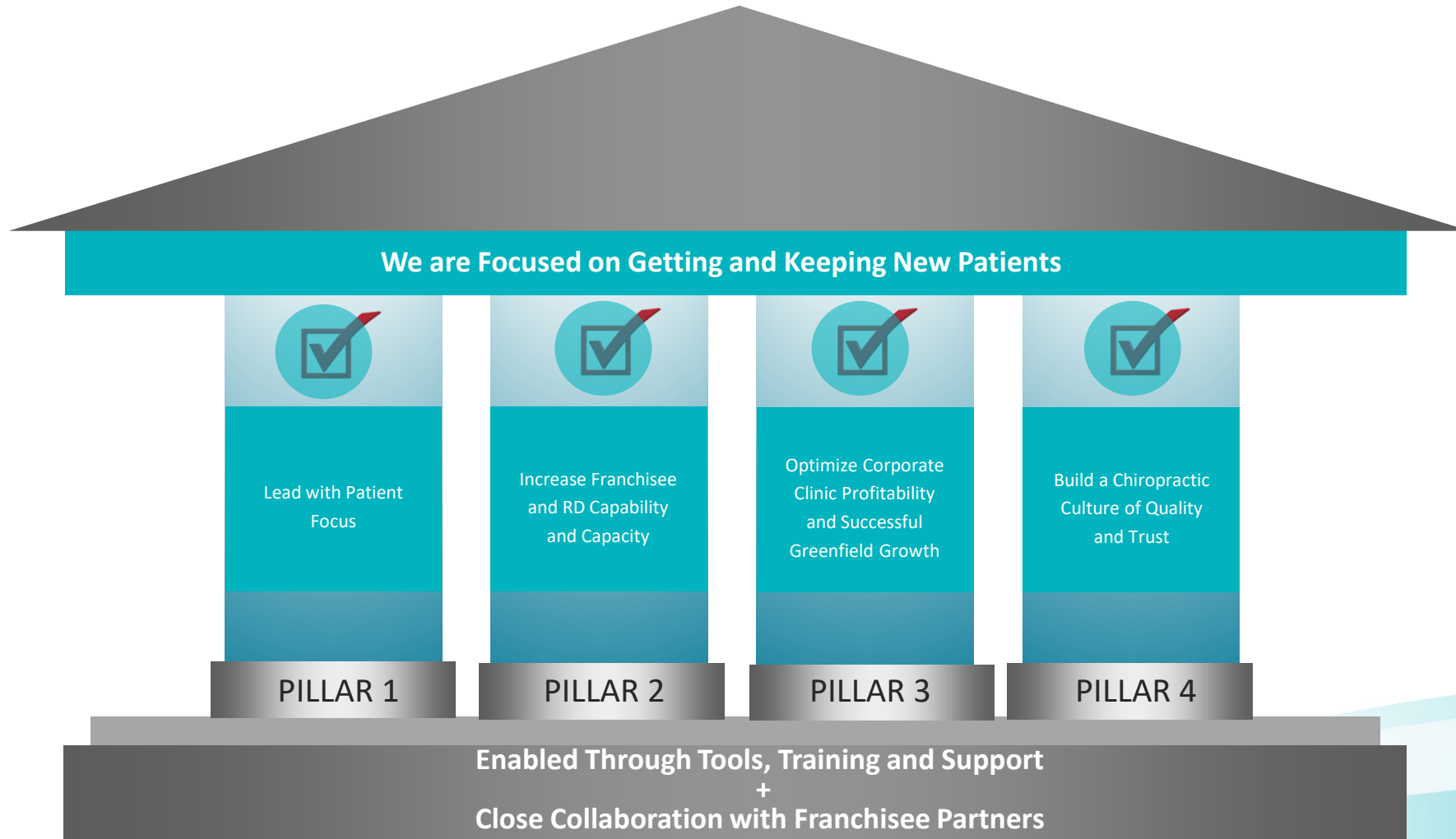
Franchisee Engagement Improved 40% YOY



2019 Four Pillar Operations Strategy



Four Pillar Operations Strategy: Driving Significant Value



1

Lead With Patient Focus

Post new policy implementation - improving key performance metrics

- Implement policies aligned to increase patient experience
- Focus on basic blocking and tackling through existing tool adoption
- Develop and deliver word class training programs (less quantity but more often)
- Invest in patient satisfaction measurement/feedback system
- Define and prioritize system needs based on results

2

Increase the Capability and Capacity of Franchisees and Regional Developers

Initiatives are improving average members per clinic

- Improve operational clinic systems infrastructure and drive adoption of system tools
- Continue to enhance Franchisee and RD training and support
- Improve clinic training and oversight through eLearning and other methodologies
- Support Axis creation and implementation

3

Optimize Corporate Clinic Profitability and Successful Greenfield Growth

Continued execution of our operations initiatives

- Optimize profitability through labor optimization model
- Continued improvements of key performance metrics through execution of our operations initiatives
- Reduce employee turnover
- Build bench strength to support growth
- New greenfield clinic expansion and achieve break-even within 6 – 9 months

4

Build a Chiropractic Culture Of Quality and Trust

Leading the chiropractic profession

- Improve industry reputation and relationships with colleges, boards and associations
- Increase chiropractic influence in our system
- Be the career path of choice for chiropractors
- Improve DC employment experience and recognition
- Improve clinic training and oversight



Key Takeaways

1. Strong partnerships with our franchisees
2. The right strategic plans that continues to evolve
3. Solid management team
4. Committed to doing the right thing for our patients