

## Our Painted Picture of 2016

The best way to ensure that the future happens is to create it – first with a vivid mental image in our minds. At 1-800-GOT-JUNK? we commit to this picture as though it's already happened. Our Painted Picture provides a clear look at our compelling future at 1-800-GOT-JUNK? – it's how we will look, feel and act on December 31, 2016.

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**Aloha!** Welcome to the beautiful island of Maui and to our annual CEO Dinner. Tonight, March 1st, 2017, is an evening we've all been looking forward to. Tonight, I re-read our 2016 Painted Picture followed by a toast to every Franchise Partner and your teams, to every member of the Junktion, and to members of our families who have joined us in Hawaii to celebrate turning our vision into our reality.

### AN EXCEPTIONAL MILESTONE

We live the 1-800-GOT-JUNK? purpose each and every day: To make the ordinary business of junk removal exceptional.

In 2016 we reached an exceptional new milestone together – system-wide sales of \$200M! Our 500,000 annual customers have helped fuel our growth with our pervasive brand dominating virtually every market we service. 1-800-GOT-JUNK? is quickly recognized as a leading household name throughout major metros in the United States, Canada, Australia, and the United Kingdom.

### LEADERSHIP

Together, we have built something much bigger and better than any one of us could have built alone. At 1-800-GOT-JUNK? we take pride in leading the way, taking the road less travelled, in **winning**. Our growth is guided by three leadership principles: Accountability – to each other and our contributions; Collaboration – working together, harnessing the power within our system; and Innovation – perpetually challenging the status quo.

What a feeling it is to be winning – most of us have more than doubled our 2011 revenues, dominated our markets and earned countless awards and accolades for our focused efforts! Our intense commitment to competitive intelligence has allowed us to measure the size and potential of our industry, understand the competitive landscape, and make smart decisions that leave our competition in the dust. We are quickly emerging as a world-class brand recognized not for **what** we do, but for **how** we do it. Our leadership shines – a perfect example: Over two-thirds of what we remove is diverted from landfills making 1-800-GOT-JUNK? not only the world's **largest** junk removal service, but also the **greenest**. Our recycling accomplishments are proudly displayed on our trucks with our system-wide 'number of tons recycled' signs.

We lead by thinking big, by seeing the possible and then making it happen, executing with great Focus, Faith and Effort. We are innovators. We create solutions to common problems using technology to improve every aspect of our business: We have enhanced our customer experience – customers check online to see how far away their truck is and they view a picture of the driver and navigator who are about to arrive. We have improved our operating effectiveness with an app that provides Operations Managers with an instant update on how much junk is in the truck and how much revenue has been collected so far for the day. Our business is now paperless for both Truck Teams and our customers. Our innovation is designed to Drive **Engagement, Awareness and Customer WOW!**

### ENGAGEMENT

Engagement is a simple, yet powerful principle: 'It's All About People'. We are relentless in our pursuit to find the right people and in our commitment to treat them right.

Winning teams are engaged – switched on! Our teams win awards for top employer and top franchisor. Our partnership is at its strongest point in history with a record level of trust and alignment between Franchise Partners and the Junktion. Franchise Partners are engaged, feel supported every step of the way and over 50% are involved in a leadership role on the Franchise Advisory Council, a Department Advisory Panel, helping to host Conference or acting as a Peer Mentor. This is true engagement!

The 1-800-GOT-JUNK? culture is in us and everything we do. We are an enviable organization executing with PIPE (Passion, Integrity, Professionalism, and Empathy). Our accelerating flywheel is propelled faster and faster by our intensely focused, yet fun culture. We are results driven, only recruiting and retaining people who share our values and our excitement for building something special. Our pride is unmistakable. People are banging down doors to work at 1-800-GOT-JUNK? to be a part of our infectious 'Blue Wig Spirit'. Our central recruiting and screening system has made it easier and faster for Franchise Partners to find our TOMs.

### **AWARENESS**

People tell us, "I see your trucks everywhere!" Our remarkable marketing style and happy attitude have generated an unprecedented buzz in the residential and commercial service industry. As we continue to expand world-wide awareness, everyone notices our clean, shiny trucks and our friendly, uniformed drivers who take palpable pride in the 1-800-GOT-JUNK? brand. Franchise Partners smile from ear-to-ear knowing their TOMs are service industry role models.

No brand has ever received as much attention from the media. Customers instantly trust our brand because we're the company **Oprah** told them about, and **Ellen**, *The Wall Street Journal* and *Good Morning America*. We've capitalized on this credibility by integrating our media endorsements into an impactful mass media campaign. Our broadcast strategy has been consistent, cooperative amongst syndicates, scientifically executed and a key part of our 2X growth.

Our biggest competitive advantage, our customer base, now exceeds 2,000,000 promoters! We tap into the power of our customer data to contact them at just the right time with just the right message, taking our marketing results to new heights. Our innovative use of technology engages our customers with hyper-personalized marketing that is tailored to their unique needs and triggers.

### **WOW!**

If there was one metric that is responsible for our sustained growth, it's our exceptional Net Promoter Score. With our NPS now a **whopping** 90, and over 100,000 testimonials collected, it's clear that our customers **love** 1-800-GOT-JUNK?.

Although 1-800-GOT-JUNK? is international in size, our customers experience highly personalized service. We see every interaction with our customers as an opportunity to **connect** with them – from our 'go above and beyond' Sales Center to the Welcome Call; from the Truck Team listening to the initial customer call to our unforgettable follow-up and thank you call. Our agents and Franchise Partners even send handwritten thank you cards.

We deliver what we promise. We're committed to our QFAs: On-Time Service, Up-Front Rates, Clean, Shiny Trucks, and Friendly, Uniformed Drivers. Our customers know we've built something special. They **love** it when our TOMs arrive... ahhh, the **RELIEF!**

### **SUCCESS**

Franchise Partner profitability, which now averages 20%, is the fuel that drives 1-800-GOT-JUNK?. We grow the top line without ever taking our eyes off the bottom line. We know Franchise Partner profitability is the key to our growth and success, and both the Junktion and Franchise Partners continue to reinvest their earnings.

'People don't fail; systems do' is a belief woven tightly into our culture. Our search for missing systems and continuous improvement is vital to keeping us on top. Best practices are documented, shared and encouraged system-wide.

Success means winning, contributing, being recognized and having **fun**. We work as a team to paint this picture of a globally admired brand. We support one another in reaching personal goals. We celebrate each milestone along this journey of making the ordinary business of junk removal... **exceptional**.