

## Quick Facts

It all started with a simple idea...make it easy and affordable to buy four-color printing from anywhere, anytime. Then, add knowledgeable, personalized customer support with our down-to-earth, Montana flavor. The result?

**PrintingForLess.com** - The leading source for online commercial printing and one of the fastest growing private companies in the country.

We deliver remarkable customer interactions for small and mid-sized businesses while producing printed marketing materials (brochures, postcards, catalogs, magnets, cards, stationery, business cards, and more) in an environmentally-friendly manner.



**Website:** www.PrintingForLess.com

**No. of Employees:** 141

**Company Founded:** 1996

**Web site Launched:** 1999

**2008 Revenues:** \$26 million

**Location:** 100 PFL Way  
Livingston, Montana 59047  
800-930-6040

## Products/Services

We enable businesses to configure, price, order, and proof affordable, high-quality, full-color printing and mailing projects on the Internet and obtain free, file reviews and advice about commercial printing quickly and easily.

## Unique Qualities

### Green Environment

We use sensible alternatives to help sustain the environment while offering high-quality products our customers can take pride in. For example, our paper sourcing practices have earned us the Forest Stewardship Council's (FSC) Chain-of-Custody Certification and 100% of our energy comes from wind power. For more, visit <http://www.printingforless.com/Green-Printing-Practices.html>

### Employee Training

Our employees receive 14 weeks of in-depth training in customer service, product knowledge and technical pre-press production before placement on one of our technical service teams.

### Extreme Customer Service

Our team system allows customers to have one point of contact for all of their questions and concerns, providing a personalized, concierge touch on every project.



## Quick Facts Continued...

### Technology

We aggressively leverage technology to make it easy for our customers to do business with us:

- Convenient InstaPrice™ calculator, one-page ordering forms, online proofing interface, online change order system, and more.
- Customer-friendly CRM system acknowledged by Harvard Business School researchers.

### Customers

- Over 80,000 customers since site launch in 1999
- Average of 45 new customers per day, 40% from referrals
- Repeat customers account for 70% of revenues
- Customer "love letters" at [www.PrintingForLess.com/customercomments.html](http://www.PrintingForLess.com/customercomments.html)

### Equipment

- Five-color and four-color Heidelberg Speedmasters
- Four-color Heidelberg Quickmaster DI
- Two-color and one-color Heidelberg GTO presses
- Bindery and extensive prepress department

### Memberships



### Awards/Recognition

- Winner of 2007 PIA/GATF's Best Workplace in the Americas Award
- 2007 and 2008 Ernst & Young Award Finalist
- 2007 and 2008 Stevie® Award Finalist
- Inc. 5000 Member 2007
- Montana's 2006 Small Business Person of the Year
- Runner-up for the SBA's National Small Business Person of the Year
- Winner of 2006 American Business Awards<sup>SM</sup> - Best Customer Service Organization;
- 2004 Montana Entrepreneur of the Year by the Montana Ambassadors, a governor-appointed leadership organization
- The winner of the 2005 Fortune Small Business and Winning Workplaces Best Boss Award
- Winner of the 2002 Inc. Magazine "Best of the Web" Award
- Inc. 500 high-growth company for three years in a row: 2002, 2003 and 2004
- FSC Chain-of-Custody Certified for responsible paper sourcing practices

### Fun Facts

- Number of dogs around the offices on an average day: 20
- Number of PFL skiers or snowboarders: 60
- Average number of customer "love letters" each day: 3
- Backcountry miles hiked by employees in 2008: 5,345
- Fish caught by employees in 2008: 2,153



## Company Evolution



Within the walls of an old dairy creamery in Livingston, a charming artist-community and cow town in southwestern Montana, Andrew Field came to a stunning realization. The successful entrepreneur had started Express Color Printing in 1996 to serve the commercial printing markets in nearby Bozeman and Billings.

But after several years in business, the company's monthly revenues hit a plateau and revealed an important insight; there were more deer and elk in Montana than print buyers.

Enter the World Wide Web. Like most Internet entrepreneurs, Andrew saw boundless market potential and the ability to reach customers across the globe. In March of 1999, Express Color Printing launched its Web site,

[www.PrintingForLess.com](http://www.PrintingForLess.com), but it wasn't just another Internet company with a shaky business model. The PrintingForLess.com difference was built on a keen awareness of customer needs and expectations and a strategic approach to overcoming fundamental challenges in the printing industry.

### Service Philosophy

PrintingForLess.com started a slow but steady revolution in the industry. The site offered commercial printing customers the ability to get instant pricing for their orders, upload files in virtually any format, view proofs online, and receive high-quality printed pieces in a matter of days. Now even the smallest of businesses could whip up a four-color brochure without having to buy expert design software, wait for quotes or pay the traditional high prices.

Plus, PFL's service philosophy was unlike other online companies in that real people provided prompt, personal and knowledgeable customer and technical support. All customers receive hands-on attention from the experts at PrintingForLess.com.

### PFL-Net is Created

Six months after PFL was launched, orders trickled in two a day. But as more print buyers discovered they could buy printing from the convenience of their desktop, printing requests increased significantly. To accommodate the company's growth and ensure it could continue to make its printing deadlines, Andrew created a proprietary system called PFL-Net that allowed PFL to "overbook" print orders.

Knowing that idle presses cost commercial printers thousands in lost revenue potential, Andrew envisioned a win-win deal that would enable PFL to keep up with its demand while helping other printers fill their excess capacity. If the company's press schedule was too full to handle an order, the PFL-Net system would make the job available to a tightly integrated network of printing partners to download, print and ship in exchange for a set percentage of the proceeds.

Customers can see instant pricing with PFL's InstaPrice™

InstaPrice™	
Enter Quantity:	250
	(no commas)
Calculate Price	
Base Printing Price:	\$ 379.00
+ Paper Upgrade:	\$ 0.00
+ Aqueous Coating:	\$ 0.00
+ Folding:	\$ 0.00
Printing Subtotal:	\$ 379.00
Cost Each:	\$ 1.52
+ Rush Charge:	\$ 0.00
+ Shipping/Handling:	\$ 8.38
<b>Order Total</b>	<b>\$ 387.38</b>
Javascript and CGI Copyright © 1998-2005 PrintingForLess.com. All Rights Reserved.	

## Company Evolution Continued...

### A Printing Revolution Begins

By late 2000, the growth in order rates and increasing staff support brought PFL to a pivotal point in its development. Andrew knew the company needed a high-powered, internal software program that would allow him to track customers, print jobs and employees. After raising more than \$500,000 in venture capital, the company's founder hired programmers to create an innovative software application while also revving up PFL's marketing and process development efforts.



### TSRs

In September 2002 after a year of extensive, process-design work, the company launched its second revolution: a unique, technical service team system. The team system was built on the creation of a whole new job in the industry, the "Technical Service Representative" (or "TSR") position. A TSR is the mating of a sales/customer service rep and a digital pre-press technician, two traditionally separate jobs with two very different skill sets. Like a rare species of animal in Yellowstone National Park, a TSR exists in only a single ecosystem: PrintingForLess.com.

Technical service teams are comprised of three TSRs who serve all of their customers' needs and questions one-on one and expertly shepherd orders through the pre-press process. From their first order, phone call or other inquiry, customers are assigned to one TSR team for all of their future contacts. Because of the extensive product, technical and sales knowledge and skills needed to do their jobs, TSRs undergo an intensive, 14-week training program and receive ongoing coaching after training. Since fall 2002, PFL has invested heavily in training and continued process development to ensure the success of its business concept.

### Radically-Different Customer Service

We have no Hollywood celebrities working here at Printingforless.com. Yet judging by the amount of fan mail we regularly receive, you'd think at least a few of us were movie stars. (To see a small sample of the thousands of love letters from our customers, visit: [www.printingforless.com/customercomments.html](http://www.printingforless.com/customercomments.html)). Our secret is unrivaled customer service. Every time we work with someone we strive to provide a remarkable interaction. For one client that may mean fast-tracking their job, for another it may mean catching a spelling error before their piece hits the presses.

100% Satisfaction



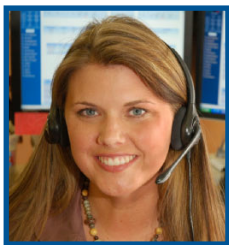
Remarkable interactions are unique to each customer and take forethought. First, we hire the best and brightest people. Then we train them extensively for 14 weeks in the areas of customer service, product knowledge and technical pre-press production. Our graduates become "Technical Service Representatives," and are assigned to autonomous three-person teams who are empowered to make decisions based on customer satisfaction.

When a customer calls in, they only have to deal with one TSR team. This innovative team approach helps to ensure that customers only interact with employees who are up-to-speed on all aspects of their project. Being assigned to one team also gives everyone involved the opportunity to develop deeper relationships during repeat jobs.





## Company Evolution Continued...



We also provide our TSRs with the best and newest technology. For instance, we installed a new phone system that intelligently routes our existing customers to the right three-person team and also chooses which team is most available to serve new callers, based on each team's workload. This way, our customers get someone who knows their business and can spend valuable time on the phone helping customers achieve their marketing goals. And the phone system displays the customer account for the TSR so within seconds, they have a complete understanding of every project they've ever done with that customer, which better helps TSRs meet their customer's needs.

Not surprisingly, returning customers account for 70 percent of our business, while an astonishing 40 percent of our new customers come from referrals. The American Business Awards, nicknamed the "Stevies," honored us as the best customer service organization in 2006. They say it's love that makes the world go round. Here at Printingforless.com, we say it's our superior customer service. Come to think of it, we're both saying the same thing.

### PFL Today

When the company's online ordering system debuted in 1999, it offered only printed brochures. Today, our service offerings have expanded to more than 18 standard product types plus custom requests.

The company is on track to hit revenues of \$30 million with 70,000 customers (with an average of 45 new customers placing orders every day, returning customers accounting for 70% of our business and 40% percent of new customers coming from referrals). Staff members have jumped from a modest 10 to over 160, and our workforce could grow to as many as 300 employees in the next few years.

In 2006, PFL moved into a 46,000 square-foot, environmentally-friendly facility to become the biggest, private employer in Livingston, Montana. The healthful building is on a smoke-free campus, and has humidified air, radiant heating and lots of plants. And it offers spectacular views of mountain ranges and wildlife.

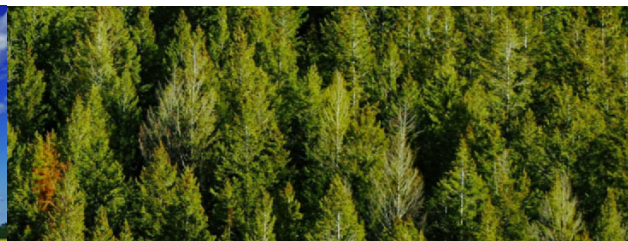
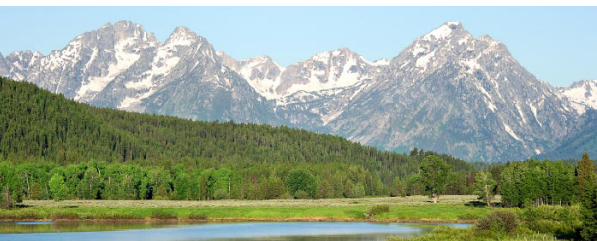


### A Green Environment

Employees enjoy the benefits of an on-site, company-run child-care center, friendly dogs roaming the halls, regular barbeques, an annual chili-cook-off, parties, and other team-building events throughout the year. But more importantly, we are passionate about sensible alternatives that help sustain the local and global environment while offering high-quality products.

Our paper sourcing practices have earned us the Forest Stewardship Council's (FSC) Chain-of-Custody Certification, and 100% of our energy comes from wind power. In addition, we use Elemental Chlorine Free milled paper, vegetable-based ink, biodegradable padding materials, water-based aqueous coating, and other environmentally-friendly products. Plus, we are focused on reducing waste. By using top-grade paper with highly-trained press operators, we have considerably reduced the number of test or "make-ready" sheets needed to run through the presses as we set up your printing project.

PFL has planted its roots firmly in the community. And the fruits of its labor are already apparent, not only in the company's success, but in the opportunities and rewards it has provided for its employees, local community and partners.



## Executive Team



**Andrew S. Field**  
**President and CEO**

Andrew Field launched PrintingForLess.com in 1996. Since then, he has led a revolution in the commercial printing industry, tapping the power of the Internet to build one of the country's fastest-growing companies.

Andrew's affinity for the printing business began when he learned to run a press in high school and got a job at a local print shop in his hometown of San Mateo, California. From there he worked for print shops in Minneapolis and Los Angeles, until switching careers to sales and business management when he moved to Montana in 1989.

He started a successful local automotive service business and then secured and ran an award-winning regional distributorship for Wynn Oil Company, a worldwide manufacturer of specialty chemicals. After founding PFL in 1996, Andrew turned over operations of American Automotive Supply to his wife, Victoria, in 2001 so he could devote his efforts to growing his third startup company.

Andrew was named Montana's Entrepreneur of the Year in 2004 for his contributions to the local economy. He was recognized by Winning Workplaces and Fortune Small Business as a winner of the "2005 Best Bosses Award" for innovative approaches that have created a high-performance workplace. Through his leadership of the company's operations and progressive business practices, he has built a dynamic culture that both empowers and inspires his employees for success.



**Marne Reed**  
**VP, Human Resources**

Marne Reed has personally recruited more employees during her HR career to date than many of us will work with over a lifetime. Her role of leading the search for the right people and securing the right benefits to keep them happy is mission critical to the continuing growth of PFL.

Since joining the company in April 2002, Marne has been at the helm of PFL's successful initiatives to provide high-value benefits without breaking a small-business budget. The birth of her son, Nicholas, and lack of local childcare options helped prompt the push for Montana's only company-owned, licensed childcare facility in 2003 to meet the needs of the company's current and future working parents.

Marne has worked heavily with PFL's management team to translate its key people strategy into an effective hiring process and implementing a metrics-based performance evaluation system. She gained experience in the field from 1997-2002 winning awards at AppleOne Employment and handling rapid growth needs at a corporate, HR department in Boulder, Colorado. Marne attended college in Oklahoma and Albuquerque and worked as a personal loan officer and team leader at Norwest Bank in 1996.

Marne also loves to spend time with her husband, son and two step sons in outdoor adventures and more home-bound pursuits such as cooking and landscaping. You can also find her relaxing with a good book in those rare moments to herself.

## Executive Team Continued...



**Jared Tanner**  
**Vice President, Marketing**

Jared Tanner brings an extensive background in web-based marketing, direct and database marketing, and general advertising. He has served in several marketing leadership positions – most recently as Director of Customer Marketing for Blockbuster, Inc in Dallas, TX. Prior to Blockbuster, Jared was recruited by Logoworks as VP of Marketing and helped position the company for its sale to HP.

Jared has also managed direct marketing and ecommerce for national retailers Golfsmith and Harry & David. In these last two positions, he more than doubled sales and profits for his respective business units in very short periods of time. Jared started his marketing career on the agency side where he won a CLIO award in the direct mail category in 1996 for Habitat for Humanity. He holds a BA in advertising from Brigham Young University and a master's degree in direct marketing from Northwestern University.

Jared and his wife Dixie have 4 kids. His hobbies include camping and fishing with his family, bird hunting with his three German Shorthair Pointers and golf when he needs to be humbled.



**Wyeth Windham**  
**Vice President, Manufacturing**

Wyeth Windham is someone who is never at a loss for words or the wherewithal to get a job done. After starting in the Technical Service department in November 2003, Wyeth quickly wound his way up into production management. As a member of the production coordination team, he developed and documented more efficient processes for pre-press output and plate production. As co-manager of PrintingForLess.com's production facility since 2004, Wyeth has been instrumental in coordinating process development efforts to ramp up the plant's throughput and staff productivity to record levels.

Born and raised in Bozeman, Montana, Wyeth earned his degree in business marketing and Spanish literature and language from Montana State University in 2003. His degree pursuit included a school year studying in Spain along with his wife, Diana. Wyeth has been actively involved with the Boys & Girls Club of southwest Montana since 1996 and has served on its Board of Directors as the Chairman of Resource Development.

Wyeth enjoys cooking, a good movie, being out in Montana and sharing his time with friends and family over great food and good wine. The newest development in his life is his new baby girl, Athalia, born in June 2005. He is grateful to have both a career and home life that drive his passion and challenge him to grow every day.



## Executive Team Continued...



**William J. Schell**

**Vice President, Strategy and Development**

Bill Schell launched his engineering career as a Bozeman-based consultant to small manufacturers and has now come full circle in lending his expertise and talent to Montana-based manufacturers. He left Bozeman in 1999 to join the strategic operations team at American Express. In his six years with the company, he held positions of increasing responsibility with the travelers cheques, brokerage and corporate-card divisions. In 2005, Bill left American Express to serve as vice president of operations engineering at Wells Fargo Bank.

As a Six Sigma "Master Black Belt" and registered professional engineer, Bill brings depth of experience in process improvement and project execution to PFL, including business process outsourcing, supply chain management, systems development, and change implementation. He holds both a B.S. and M.S. in Industrial and Management Engineering from Montana State University and has completed coursework toward a Ph.D. in Engineering Management from the University of Alabama - Huntsville. Bill is currently working on his dissertation researching leadership development. He has presented at conferences and published various papers on knowledge worker productivity, international project management and transformational leadership.

Bill joined PFL in 2007. An avid traveler, Bill has visited South America, Europe, Asia and Australia. He enjoys being outdoors with his family, wrapped around the fingers of his two young daughters. Bill is also a triathlete, scuba diver, skier, and cyclist.



**Danton Rice**

**Vice President, Corporate Affairs**

Dan Rice has perhaps the most diverse background and job role of any member of the PFL management team. Since joining the company in January 2003, he has taken on the roles of PFL's Legal Counsel, Information Technology Manager, Accounting Manager, Facilities Manager, Community Relations Lead, and Project Lead for the location, financing, design and construction of our 46,500 square-foot building.

Drawing on his background in recruiting and human resources, Dan also works extensively with the HR team to ensure a continuous flow of high quality applicants and employees. He gained his experience running the day-to-day operations of a multi-state staffing company and has personally interviewed over 10,000 applicants in his career.

Dan has over 20 years of experience in legal, political, financial, and operational management of organizations of varying sizes. Prior to joining PFL, he served as a vice-president and CFO of a multi-state staffing company which grew from \$2 million to \$25 million in annual revenues. During this position, he negotiated and completed the sale of the company to a NYSE-traded company. Previously, Dan worked as an attorney, stock broker and legal counsel to the Kansas Secretary of State. He holds a J.D. from Washburn University and a B.A. from Wichita State University. And when not wearing one of his many "hats" at PFL, Dan spends time with his wife and two German Shepherds and enjoys hiking, skiing and snowshoeing.