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This presentation includes “forward-looking statements” within the meaning of the Private Securities Litigation Reform Act of 1995, Section 27A of the Securities Act of 1933, as amended, and Section 21E of the Securities Exchange Act of 1934. Forward-looking statements appear throughout this presentation, including express or implied forward-looking statements relating to our expectations regarding anticipated financial performance, customer and product opportunities, and assumptions as to future events. Forward-looking statements are subject to a variety of risks and uncertainties, many of which are beyond the Company’s control, that could cause actual results to differ materially from those contemplated in this presentation. Factors that could cause actual results to differ materially, include delays in new product development and/or product introduction, changes in customer product and service demands, concentration of revenues from a small group of customers, product and service competition, risks associated with our ongoing internal investigation into possible violations of the FCPA and similar laws, including sanctions, fines or remedial measures that may be imposed by the DOJ or SEC, additional expenses related to remedial measures, risks associated with our identified material weakness in internal control over financial reporting and any other failure to maintain effective internal controls, and the other factors discussed in our most recent Annual Report on Form 10-K and other filings with the Securities and Exchange Commission. The Company undertakes no obligation to update or revise any forward-looking statements, whether as a result of new information, future events, or otherwise, except as may be required under applicable securities law.
PAR Overview

- PAR Technology is a POS technology provider in the midst of a software/SaaS transformation
- For over a generation PAR has supplied POS terminals to the world’s largest restaurant organizations
- That proven success has paved the way for PAR to now be the leading cloud POS SaaS solution to Tier 1 QSR/Fast Casual restaurants – **dramatically changing PAR’s financial profile**
- PAR’s hardware terminals still command leading market share, Our cloud software solution -Brink- is growing at more than 40% year-over-year with **extremely low churn**
- Within “Cloud Software” there are a number of levers to increase MRR, including building out tech stack for restaurants and the introduction of payment services
- PAR also operates a strategic legacy Government Services Business delivering double digit contract margins
Leader Across Hospitality and Government

**High Growth SaaS For QSR And Fast Casual**

Brink POS

...With Large Greenfield Opportunity

- **10,300+** Brink Restaurants Installed Today
- **35%** Increase in MRR YoY – Q2 2020

**POS Hardware For Blue-Chip QSR**

- **60%** Site Penetration Within Key Logos

**Mission Critical Geospatial Intelligence And SATCOM Capabilities For The DoD And Intelligence Community**

- **13%** YoY Revenue Growth 06/30/2020
- **7.4%** Contract Margin Q2 2020
- **75%** Revenue from Prime Contacts
- **55%** Fixed Price or T&M Contract

**Founded:** 1968
**HQ:** New Hartford, NY
**Employees:** 1,100+

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Our Vision

To be the number one food service transaction platform in the world by 2030.

As measured by:
- Revenue
- Locations
- Churn
- NPS
- ARPU
- Partners
We will get there by constantly focusing on how we can **SERVE** our customers.
We believe our ambition is only limited by our ability to attract and retain great talent
It’s a big market that’s only growing

And POS is the hub
## Our Market Today

### U.S. Restaurant Breakdown by Tier\(^{(1)}\)

<table>
<thead>
<tr>
<th>Tier 4</th>
<th>Tier 3</th>
<th>Tier 2</th>
<th>Tier 1</th>
<th>Total Units</th>
</tr>
</thead>
<tbody>
<tr>
<td>QSR</td>
<td>27.8%</td>
<td>16.1%</td>
<td>14.0%</td>
<td>42.1%</td>
</tr>
<tr>
<td>Fast Casual</td>
<td>23.2%</td>
<td>25.9%</td>
<td>36.5%</td>
<td>14.4%</td>
</tr>
<tr>
<td>Casual</td>
<td>63.3%</td>
<td></td>
<td>30.4%</td>
<td>6.3%</td>
</tr>
<tr>
<td>Total</td>
<td>45.2%</td>
<td>23.9%</td>
<td>11.7%</td>
<td>19.2%</td>
</tr>
</tbody>
</table>

### Total Units
- Tier 4: 302,287
- Tier 3: 47,463
- Tier 2: 348,201
- Tier 1: 697,951

**Source:** Technomic 2017.

\(^{(1)}\) Restaurant segmentation breakdown: Tier 1 (concepts with 2,000+ sites), Tier 2 (100-1,999), Tier 3 (10-100), and Tier 4 (1).

### Current ARPU ~ $2,019
Our Market Tomorrow – Units

- QSR
- Fast casual
- Table Service
- Fine Dining
- Virtual kitchens
- International
- ....

There are currently 6.5 Million Restaurants Globally who utilize a POS System
Our Market Tomorrow - ARPU

Average Monthly Price Per Category

- Digital Signage
- Network Services
- Employee Scheduling
- Acquiring Talent Systems
- Video Surveillance
- Delivery
- Data Analytics
- Catering
- Online Ordering
- Loyalty
- Food Costing/Inventory
- Back Office
- Kiosk
- Brink
OUR TAM Tomorrow

Highlights

- Existing Products
- Existing Products enhanced through organic growth or partnering
- Net New Offering

Monthly List Price

<table>
<thead>
<tr>
<th>Service</th>
<th>Price</th>
</tr>
</thead>
<tbody>
<tr>
<td>Baseline</td>
<td>$90</td>
</tr>
<tr>
<td>Each Additional</td>
<td>$50</td>
</tr>
<tr>
<td>Add-ons</td>
<td></td>
</tr>
<tr>
<td>Online ordering baseline</td>
<td>$100/Site</td>
</tr>
<tr>
<td>Loyalty</td>
<td>$100/Site</td>
</tr>
<tr>
<td>Future Date Ordering</td>
<td>$15</td>
</tr>
<tr>
<td>Surveys</td>
<td>$15</td>
</tr>
<tr>
<td>Kitchen video</td>
<td>$20 per display</td>
</tr>
<tr>
<td>Support</td>
<td>$85</td>
</tr>
<tr>
<td>PAR Pay</td>
<td>$49</td>
</tr>
<tr>
<td>Back Office</td>
<td>$124/Site</td>
</tr>
<tr>
<td>Network Services</td>
<td>$50/Site</td>
</tr>
<tr>
<td>Monthly Total</td>
<td>$714</td>
</tr>
<tr>
<td>ARPU</td>
<td>$335</td>
</tr>
</tbody>
</table>

ARPU: $2,000
$150-160 per month
And it’s just beginning

This revenue opportunity is growing daily

Our ability to acquire/partner with providers in these categories accelerates daily, as restaurants continue to update their tech stack
And we’ve learned from the mistakes of others (and some of our own)

But it all starts with our customers...how do we **SERVE** them better
The market is coming our way

Restaurants are now digital first and we have THE solution that addresses those needs while not losing sight of their daily operations
Our Ambition is Rooted in Reality

Last 12 months ..... 
• Brink scaling, but not growing as fast as it once was 
• Technical debt 
• Perception that we’re hardware running software 
• Strong customer interest, poor execution 
• Competition coming from both up and down market

Goals for 2020 
• Product led organization, able to develop AND release software regularly 
• Refresh management with an obsession on high quality product and service 
• Ambitions well beyond POS 
• Partnerships, M&A and continued innovation 
• Obsessive focus on ROIC and rigor around capital allocation
Our Priorities

- Get our customers to be raving fans by delivering the best POS experience
- Expand our market share within each restaurant through our partnership program or M&A
- Expand our TAM by adding new product offerings and growing into new vertical (e.g. table service)
- Never losing sight of point 1
Brink POS Takeaways

- We look to SERVE our customers
- Our ambition is only limited by our ability to attract and retain talent
- We are in the very early innings of a generational change in restaurant operations
- We have THE product to be THE player in this transformation
- We’re building the foundation to become the #1 player in the space now
Where are we Today?
A Leading Software POS Business

- High-growth SaaS business with significant opportunity to leverage existing Tier 1 QSR relationships and multi-decade incumbencies
- Cloud-based portfolio of software applications designed for multi-unit restaurants
- Despite under-investment relative to well-capitalized competitors, Brink has attained a position of market leadership among cloud-based restaurant management SaaS solutions
- The only cloud POS solution to be implemented at multiple brands with 1,000+ restaurants
- Merchant services offering, launched in 2020, will provide a credible lever for growth – an area where competitors have driven 3x ARPU
- Mobile ordering, loyalty and other integrations drive restaurant revenue and efficiency
- Large corporate and franchisee wins provide strong ARR visibility

Brink Overview

Key Customers and Statistics

- 10,300+ Brink Restaurants Installed Today
- $21.4M Exit ARR Q2 2020
- 26% Increase in Site Count Over Past 12 months
- 35% Increase in MRR YoY – Q2 2020
Brink Growth
Multiple Levers for Growth

**Merchant Services Opportunity**

- PAR’s market-leading POS products sit close to billions of dollars of credit card transactions
- PAR has rolled out an EMV payments solution, PAR Pay, to select customers to initiate payments dialogue
- PAR Pay provides a natural entry point into margin accretive merchant services

**Mid-Tier and Table Service Expansion**

- PAR’s focus on large, multi-unit restaurant operators leaves a considerable untapped opportunity
- Negotiating leverage with Tier 2-4 accounts allows ~100% merchant services attachment with favorable economics

**Upsells and M&A Drive ARPU**

- Continue to develop and sell additional, value-added capabilities to existing customer base

*Available Now:* Online Ordering, Loyalty, Future Date Ordering, Surveys, Kitchen Video Systems

*In Development / Discovery:* Merchant Services, API Access Tiers, Self Order Kiosks, Mobile Applications, Business Intelligence

**Growth Through Customer Site Expansion**

- Built for multi-unit chains, Brink has demonstrated the ability to scale quickly and support fast growing restaurant concepts

Brink Customer & Fastest Growing Fast Casual Concept of 2017
PAR’s Core Business: Hardware Overview

PAR Technology Corporation
CORE Overview

Decades long history of best-in-class POS terminals

- CORE provides POS hardware and support services to restaurant operators, primarily blue-chip QSRs
- 40+ years of experience serving the restaurant industry has created longstanding relationships and deep institutional knowledge
- Software-agnostic POS platform supports on-premise and cloud (e.g., Brink SaaS) deployment models
- Market-leading penetration across the biggest names in domestic QSR

60% Site Penetration Within Key Logos

- 75%
- 70%
- 100%
- 45%
- 70%
- 50%
- 70%
Takeaway: PAR is a Complete Solutions Provider

Leading Cloud Software

Industry Proven Hardware Platforms

Ensuring Customer Success
Improves Customer Lifetime Value
ACQUISITIONS -- 2019

Restaurant Magic®

BACKOFFICE SOFTWARE

DRIVE-THRU WIRELESS COMMUNICATIONS
Acquisition – Restaurant Magic®

• Industry leading Cloud Software Backoffice Solution for Enterprise Restaurants

• Annual Recurring Revenues (ARR) - $8+ MM

• 5,400+ active locations – Substantial overlap with Brink (2000+ stores)

• Delivers real-time excellence – Inventory Management, Food Management, Labor/Scheduling, Reporting/Analytics

• Strong Market Opportunity in Combined/Integrated offering with Brink POS and Restaurant Magic
• Strengthens integrated SaaS offering for Restaurants
  • – PAR offers fully integrated Front/Back of House software solution for restaurants – **BUILDS OUT THE STACK**

• Gives PAR Strong Market Positioning in Enterprise Restaurants

• Significant ARPU increase with adding Restaurant Management subscription – Average $132 per month
  • PAR can leverage Brink Sales and service infrastructure to rapidly grow customer base

• Restaurant Magic has strong market brand with significant standalone opportunities
Strong Customer Base!!
Current PAR Restaurant Management Technology Stack

- Hardware-agnostic platform and broad integration capabilities enable restaurants to increase visits and check size, while delivering efficiency to restaurant operations (e.g., loyalty members typically spend 67% more at restaurants compared to new guests)

- Use case breadth and large integration ecosystem reduces ability for restaurants to rip-and-replace. Strong multi-unit penetration provides competitive advantage. Average 5-7 year refresh cycle reduces churn and provides revenue visibility.
Acquisition – 3M Drive-Thru Communication Systems
Drive-Thru Communications

• Wireless Headsets, Base Stations, Charging Stations, Service and associated parts and accessories

• TTM Revenues - $18 MM with Solid Gross Margins

• Primary Customers are QSR Restaurants (strong overlap with PAR)

• 71% of revenues are U.S. based. All sales done through distribution partners

• 3M’s Leadership position has been built by reliable performance, quality, customer focused support and its global coverage
3M Acquisition – Market Opportunities

• New pipeline of Customers to aggressively market Brink POS solution to
  • 3M brings A-list of non-PAR restaurant customers

• Gives PAR Strong Foothold in Critical Drive-Thru Business

• Significant revenue increase with limited associated operating expense
  • PAR can leverage much of its existing infrastructure to run the headset business as is

• Accretive

• 3M brand association

• Potential to sell 3M headsets through PAR’s existing dealer channels or potentially direct

• Potential to sell PAR existing hardware portfolio through 3M’s dealer network
Outstanding Customer List!!
PAR Government Overview

PAR Technology Corporation
Government Solutions
PAR’s Government Business

PAR Provides Essential Services and Solutions for National Defense and Intelligence

• Strong Q2 ’20 YoY Revenue growth – 13%

• Significant backlog at end Q2 2020= $130M

• Contract Margins – 7.4% in Q2 2020
Financial Metrics

PAR Technology Corporation
Q2 2020 Brink Metrics

- ARPU now stands at $2,019
- ARR run rate at end of Q2 '20 now totals $21.4M
- New Install Base grew by 26% over past 12 months
- New Customer signed in Q2 now pay average MRR of $188

ARPU: $2,019
ARR: $21.4M
New Installs: 26%
New Customers Average ASP in Q2: $188
Investment Thesis

• Management making sweeping changes to operating model
  • $100M+ Capital Raise (including refinance of Convertible Bond Issue, Two Acquisitions, Divestiture, Cost Reductions, Accountability & Culture, etc.)

• Aggressive growth targets for Cloud Technology Stack -- Brink & Restaurant Magic

• Providing contemporary solutions and technologies to drive adoption and aligned with customer priorities

• Continued Realignment of Restaurant Business through OCM with recently deployed ERP System that will yield significant savings

• Government Services business is solid Corporate asset with strategic possibilities

• Focused on Stakeholders ... Capital Allocation, ROIC Targets, Enhance Shareholder Value
Contact us!

email
phone
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