

**PAR**<sup>TM</sup>

Q3 Quarterly Results  
November 9, 2021

NYSE: PAR



### **Forward-Looking Statements.**

This presentation contains "forward-looking statements" within the meaning of Section 21E of the Securities Exchange Act of 1934, as amended, Section 27A of the Securities Act of 1933, as amended, and the Private Securities Litigation Reform Act of 1995. Forward-looking statements are not historical in nature, but rather are predictive of our future operations, financial condition, business strategies and prospects. Forward-looking statements are generally identified by words such as "anticipate," "believe," "belief," "continue," "could," "expect," "estimate," "intend," "may," "opportunity," "plan," "should," "will," "would," "will likely result," and similar expressions. Forward-looking statements are based on management's current expectations and assumptions that are subject to a variety of risks and uncertainties, many of which are beyond our control, which could cause our actual results to differ materially from those expressed in or implied by forward-looking statements contained in this presentation, including forward-looking statements relating to and our expectations regarding the Punchh business and anticipated benefits of such acquisition and the impact of the COVID-19 pandemic, including the Delta variant, on our business, operations, financial condition, and financial results. Factors that could cause our actual results to differ materially from those expressed in or implied by forward-looking statements contained in this presentation are described in our filings with the Securities and Exchange Commission.

### **Non-GAAP Financial Measures**

The Company reports its financial results in accordance with GAAP. However, non-GAAP adjusted financial measures included in this presentation are provided because management uses these non-GAAP financial measures in evaluating the results of the Company's continuing operations and believes this information provides investors supplemental insight into underlying business trends and operating results. These non-GAAP financial measures are not based on any comprehensive set of accounting rules or principles and should not be considered a substitute for, or superior to, financial measures calculated in accordance with GAAP. While we believe that these non-GAAP financial measures provide useful supplemental information to investors, there are limitations associated with the use of these non-GAAP financial measures. In addition, these non-GAAP financial measures should be read in conjunction with the Company's financial statements prepared in accordance with GAAP.

### **Trademarks**

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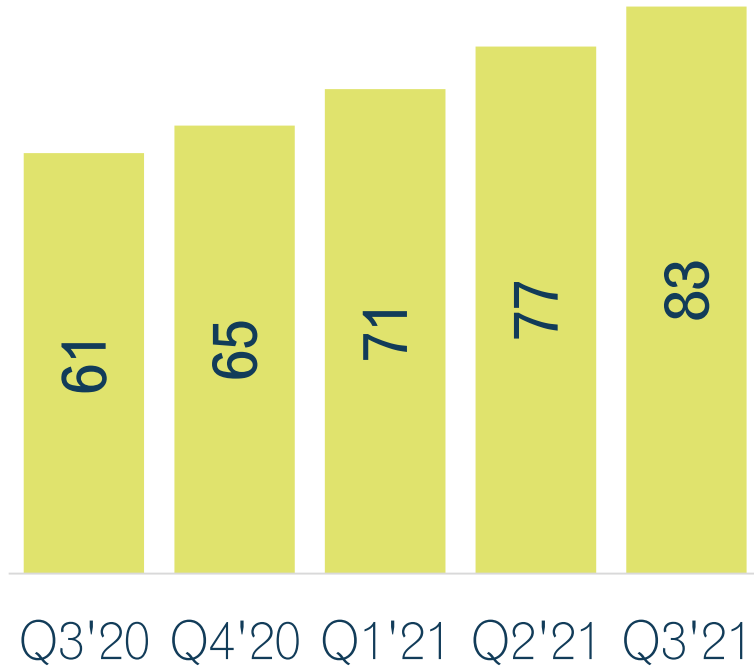
# Q3 Financials

in thousands	Three months ended		Percentage of total		Increase (decrease) 2021 vs 2020
	September 30,		revenue		
	2021	2020	2021	2020	
<b>Revenues, net:</b>					
Product	\$ 30,291	\$ 20,470	38.9%	37.3%	48.0%
Service	29,530	16,877	37.9%	30.8%	75.0%
Contract	18,039	17,500	23.2%	31.9%	3.1%
<b>Total revenues, net</b>	<b>\$ 77,860</b>	<b>\$ 54,847</b>	<b>100.0%</b>	<b>100.0%</b>	<b>42.0%</b>
<b>Total gross margin</b>	<b>\$ 18,214</b>	<b>\$ 11,671</b>	<b>23.4%</b>	<b>21.3%</b>	<b>56.1%</b>
<b>Operating expenses</b>					
SG&A	\$ 21,662	\$ 10,512	27.8%	19.2%	106.1%
R&D	10,122	4,210	13.0%	7.7%	140.4%
Amort of identifiable intangible assets	539	257	0.7%	0.5%	109.7%
Adj to contingent consideration liability	-	(2,310)	0.0%	-4.2%	-100.0%
<b>Total operating expenses</b>	<b>\$ 32,323</b>	<b>\$ 12,669</b>	<b>41.5%</b>	<b>23.1%</b>	<b>155.1%</b>
Other expense, net	(539)	(486)	-0.7%	-0.9%	10.9%
Interest expense, net	(5,406)	(2,235)	-6.9%	-4.1%	141.9%
Loss on extinguishment of debt	(11,916)	-	-15.3%	0.0%	0.0%
<b>Loss before benefit from income taxes</b>	<b>(31,970)</b>	<b>(3,719)</b>	<b>-41.1%</b>	<b>-6.8%</b>	<b>&gt; 200%</b>
Benefit from income taxes	37	8	0.0%	0.0%	> 200%
<b>Net loss</b>	<b>\$ (31,933)</b>	<b>\$ (3,711)</b>	<b>-41.0%</b>	<b>-6.8%</b>	<b>&gt; 200%</b>
Non-GAAP Adjustments	\$ 22,613	\$ 1,344			
Adjusted Net Loss	\$ (9,320)	\$ (2,367)			
Adj Diluted Loss Per Share	\$ (0.36)	\$ (0.13)			
Adj Weighted Avg Shrs	25,998	18,250			

- Q3 Revenue Reported-- \$77.9 million
- 42% Increase from Q3 '2020
- 24% Organic Revenue Growth

# Live ARR

ARR (USD '000,000)

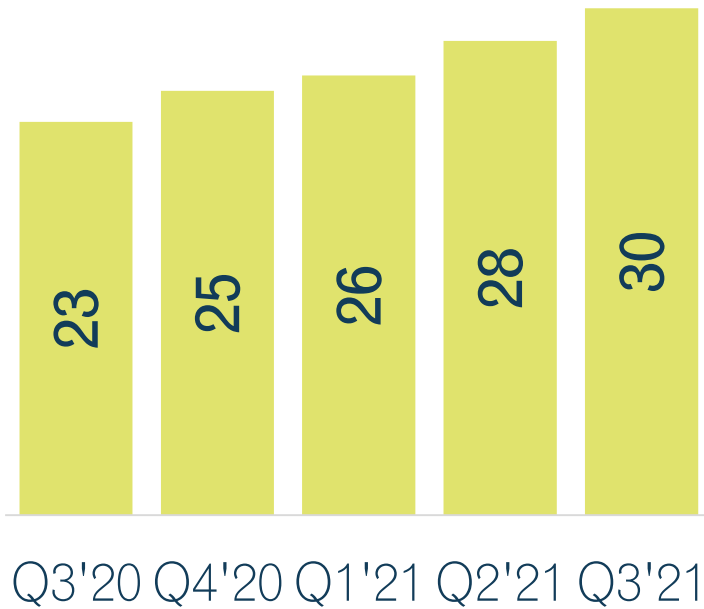


Total ARR grew 35% YoY from Q3 '20

- Punchh ARR increased 47% from Q3 last year
- Brink POS ARR increased 29% from Q3 last year
- Data Central increased 9% from Q3 last year
- Organic ARR growth increased 26%
- Contracted ARR now totals approximately \$97M at end of Q3

# Brink POS ARR

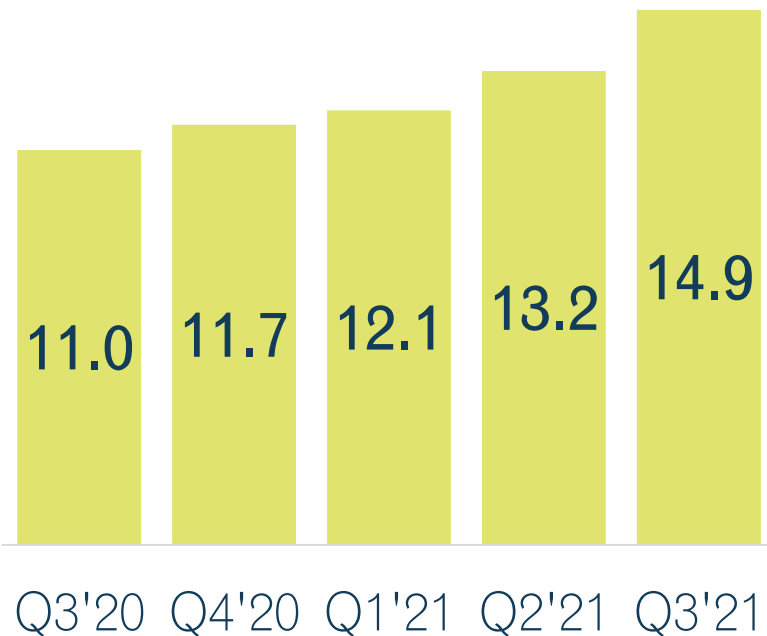
ARR (USD '000,000)



- Brink POS ARR increased 29% from Q3 last year
- Contracted ARR is \$33.5M at end of Q3
- Consistently low churn ~ 3% annualized in Q3

# Brink POS Site Count

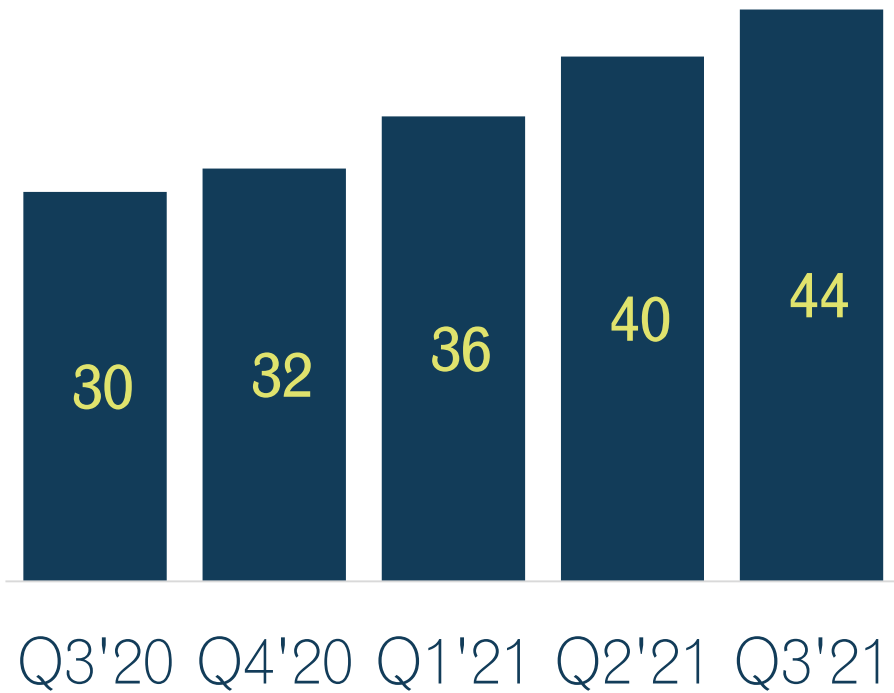
Site Count (locations '000)



- 35% increase of Active Stores from a year ago
- Record high # of Activations in Q3 – 1739
- Active sites now total ~ 14,900
- Q3 Bookings # 782 stores  
– expectations for stronger Q4

# Punchh ARR

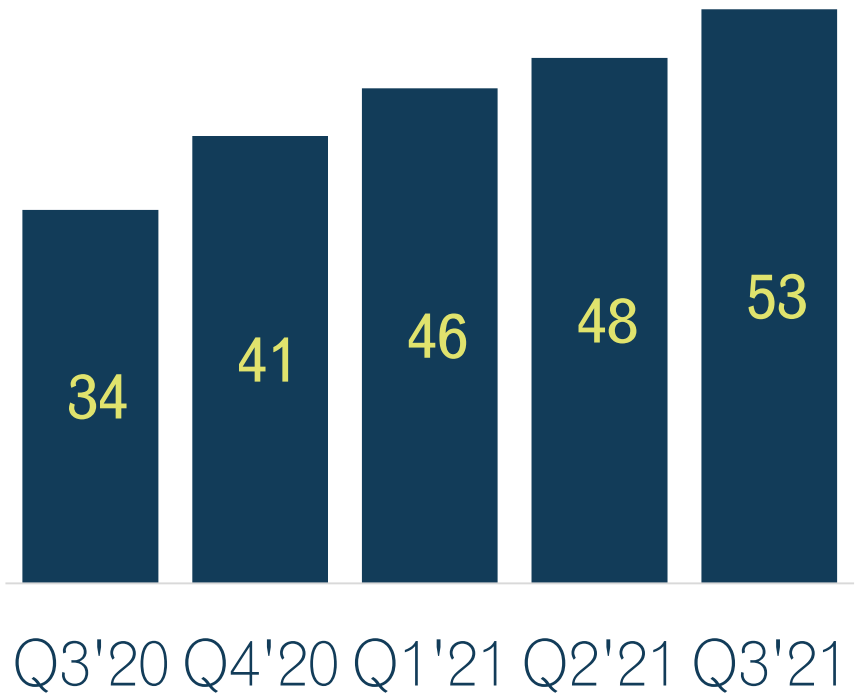
ARR (USD '000,000)



- Punchh ARR increased 47% from Q3 last year
- Contracted ARR is \$63.3M at end of Q3

# Punchh Live Site Count

Site Count (locations '000)

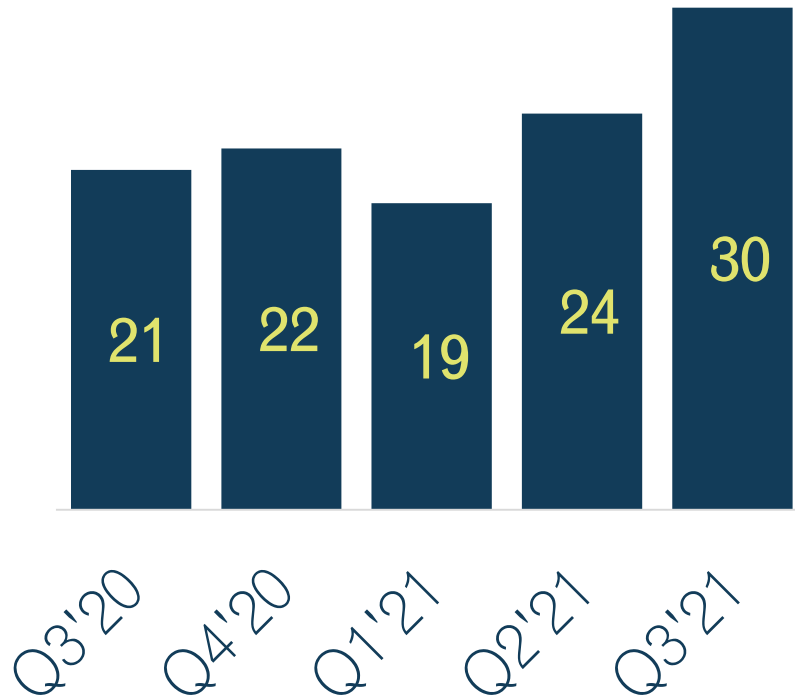


- 67% increase of Active Stores from a year ago
- 4,550+ stores went live in Q3



# Restaurant Segment Product Revenue

product revenue (U\$D '000,000)



- Product revenue increased 46% from Q3 '20
- Proving Value of Complete Tech Stack
- Difficult/Challenging Supply Chain Environment



# Investment Thesis

## 1. Foodservice market ready for disruption

- Large TAM in restaurants with ~1m locations in the US spending 2-3% of total revenue on technology<sup>1</sup>
- The industry shift to cloud technology has led to an explosion in new technology from Voice AI to marketing technology

## 2. Meeting market need with Unified Commerce Platform

- Today technology is driving a wedge between restaurants and their guests
- Brands are shifting to well integrated vendors and more targeted guest interactions
- There is an opportunity to create a platform with unified data source that enables restaurant to have 1:1 relationship with their guests

## 3. ARR at scale with strong SaaS metrics

- Through both organic and inorganic strategies, Live ARR has reached \$83M with significant opportunity to expand within existing customers and win new business. Contract ARR approximately \$97M



## Appendix A – Key Performance Metrics

- **“Annual Recurring Revenue” or “ARR”**, is the annualized revenue from SaaS and related revenue of our software products. We calculate ARR by annualizing the monthly recurring revenue for all active sites as of the last day of each month for the respective reporting period. ARR also includes recurring payment processing services revenue, net of expenses. We charge a per-transaction fee each time a customer payment is processed electronically.
- **“Contracted ARR”** is ARR that also includes signed/booked sites that have yet to be activated
- **“Bookings”** is a customer purchase order for SaaS; upon PAR's acceptance the customer is obligated to purchase the SaaS and pay PAR for the services. In specific cases with our Punchh, bookings are added at the time of execution of the relevant master services agreement.
- **“Activations”** are calculated as of the end of each month based on the number of SaaS customers that have initiated use of our software products/platforms. Once “activated” PAR begins to invoice/bill the customer. In specific cases with Punchh, invoicing begins before activation takes place.
- **“Active Sites”** represent locations active on PAR's SaaS software as of the last day of the respective fiscal period.
- **“Churn”** reflects the negative change in SaaS subscription levels of PAR customers, calculated by dollars. For a specific period.

### Key Performance Indicators and Strategic Financial Metrics

We monitor certain operating and non-GAAP financial metrics in the evaluation and management of our business: certain key operating and non-GAAP financial metrics have been provided as we believe these to be useful in facilitating period-to-period comparisons of our business performance. Operating and non-GAAP financial metrics do not reflect and should be viewed independently of our financial performance determined in accordance with GAAP. Operating and non-GAAP financial metrics are not forecasts or indicator of future or expected results and should not have undue reliance placed upon them by investors.

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Thank You!