

Restaurant Technology Update 2024



Introduction to Meridian Capital

Mergers

Growth Equity

Meridian Capital leverages deep industry knowledge to execute complex and important transactions for middle market founder-focused clients

Our Services

We focus exclusively on middle market investment banking services including acquisitions, divestitures, recapitalizations, and strategic advisory

SELL-SIDE ADVISORY

RECAPITALIZATION

Shareholder Liquidity

Management Buyouts

Strategic Sales Minority Sales Subsidiary Divestitures

BUY-SIDE ADVISORY

Targeted Buy-side Execution Add-on Acquisitions Vertical and Horizontal Acquisitions

STRATEGIC ADVISORY

Exit Strategy Assessment Exit Planning and Preparations Corporate Finance Consulting

Our Coverage Sectors ✓ Hospitality Technology Fintech Horizontal Software Infrastructure & Ops Software Vertical Software **Enterprise Solutions** AI, Data, & Business Analytics Cloud Technology Solutions **TECHNOLOGY** Digital Commerce \checkmark Healthtech / Healthcare IT ENGINEERING DIVERSIFIED **BUSINESS SERVICES TELECOM** CONSTRUCTION. 8 INDUSTRIALS BUILDING PRODUCTS AEROSPACE. FOOD & CONSUMER **DEFENSE. & SPACE** AGRIBUSINESS

300+ transactions completed

EXECUTION FOCUSED



INDUSTRY EXPERTS Deep expertise across 8 distinct coverage sectors

CLIENT DRIVEN

\$15B+ in transaction value realized for our clients

Meridian's Restaurant Technology Coverage Team

Meridian's bankers have significant experience across many years and transactions in the restaurant technology space:





Matt Rechtin

Managing Director mrechtin@meridianib.com



Patrick Ringland Principal & Managing Director pringland @meridianib.com



Tim Johnson Senior Associate tjohnson @meridianib.com



Kendell Jensen Associate kjensen@meridianib.com



* Includes transactions completed by current employees while at previous firms



IDENTIFYING IDEAL STRATEGIC INVESTORS Meridian Advises CHEQ on its Sale to Cantaloupe

Situation Overview

CHEQ offers a revolutionary, consumer-facing point of sale (POS) system for stadiums and live events. The Company's highly performant system enables mobile, kiosk, and handheld POS transactions in demanding, high-volume environments.

Having achieved significant and rapid revenue growth, CHEQ sought a partner to broaden its service offerings within existing markets and increase exposure to new markets. It was crucial that the partner share the company's vision and values, with a continued focus on enhancing the customer experience.

Meridian Approach

Leveraged industry connections to vet a wide range of strategic acquirers in the payments systems and technology space who would find strategic value in CHEQ's leading POS solution.

Highlighted CHEQ's marquee customer base, high-performance and user-friendly system, as well as compelling synergy opportunities to help buyers understand the investment opportunity.

Results

Completed an acquisition by a leading, publicly-traded strategic partner with significant synergistic opportunities to drive accelerated growth in the live event and broader F&B POS markets.

The acquirer, Cantaloupe, is poised to harness CHEQ's marquee stadium customer base and bestin-class software to innovate and elevate the customer experience in ordering at stadiums, festivals, and beyond. This strategic alliance promises to deliver enhanced value and cutting-edge solutions to the companies' customers and stakeholders.

Restaurant Technology Market Update: In This Issue



Restaurant Technology Market Overview

Restaurant technology fosters interconnected systems that simplify operations, elevate the guest experience, and cater to the modern diner. This shift towards integrated solutions not only enhances customer service, but also empowers restaurants to optimize operations and reduce costs

Restaurant Technology Valuation Environment

Investors segment the industry into subcategories like POS systems, inventory management, and customer experience platforms, placing a premium on solutions that offer recurring revenue, strong scalability across various restaurant types, and high adoption rates within their specific category

Recent Restaurant Technology Transaction Activity

The restaurant technology industry is experiencing activity through consolidations. Both strategic and financial buyers are making acquisitions in areas like online ordering, kitchen automation, cloud POS systems, and back-of-house efficiency systems to expand their offerings and capture a larger share of the market

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3.

Meridian Capital Technology Investment Banking Overview

Meridian Capital has served as a trusted advisor to business owners on complex merger and acquisition (M&A), corporate finance, and strategic challenges for over 25 years



SECTION 1.

Restaurant Technology Market Overview



Key Restaurant Technology Trends in 2024



As restaurant automation advances, demand is surging for integrated technology platforms that optimize workflows across standalone systems, with AI leading the way to revolutionize both back-of-house and front-of-house operations

Data Analytics & Identity

Restaurant technology with the capability to track data and generate actionable insights is increasingly important for vendors as data forecasting is increasingly central to business operations

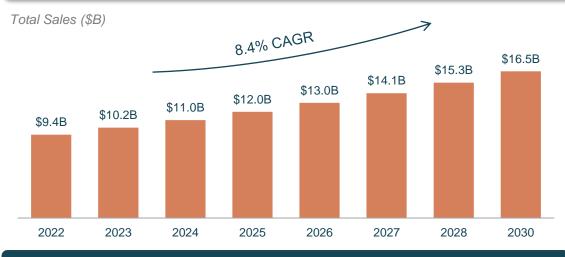
Customer Experience

Driven by rising customer adoption of digital services, restaurant vendors are prioritizing systems with features that enhance the digital customer experience

Cost Effective, Long-Term Solutions

Faced with rising labor costs, vendors are seeing record-breaking demand for automated solutions that deliver cost savings and improve efficiency

Global Restaurant POS Software Market Size



Key Insights

Percentage of people that check menus online before choosing a restaurant

76%+

84%+

Percentage of restaurant owners who switched their POS system in 2022

50%+ Percentage of customers willing to share information with brands to get a more personalized experience



Percentage of customers who say they'd rather order direct over thirdparty

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How We View Restaurant Technology

Restaurant technology is a diverse sector with a number of submarkets and technological use cases:

	Subsector	Definition	Representative Companies
六	POS System	POS systems simplify transactions by processing orders, taking payments, and managing customer data	CHEQ Vend Wightspeed Coast Revel PayFacto TouchBistro Square Clover Paysafe: infor CTO
	Inventory Management	Inventory management software tracks food and beverage supply levels in real-time which allows restaurants to minimize excess waste	MarketMan Month Subderry Altametrics RASI Piece
	Reservations &) Waitlists	Reservation and waitlist software optimizes seating, minimizes no-shows, and provides valuable customer data for marketing	Waitly TableCheck TablesReady RESY SEATED Itoast SEVENROOMS Tabit Wisely Tablespothopper OpenTable yelp Wisely tock hostme Slang
***	Customer Experience	Customer experience software helps restaurants gather real-time customer feedback to analyze trends and enhance guest satisfaction	Guestmeter Medallia Pi Constant Medallia Pi Constant Cons
目	Online Ordering & Pickup	I Online ordering and pickup software for I restaurants allows customers to order food I remotely and schedule convenient pick-up times	LAVU POSTMATES GOPUFF CHOWER MORE Uber Eats Square Ordermark.
	Kitchen Technologies	Kitchen technologies empower restaurants to enhance efficiency, consistency, and food quality through automation, data-driven decision-making	PUDU CARTKEN robochef Leanpath Envysion HYPHEN STARSHIP III iPourIt GRUBBRR* GRUBBRR* GRUBBR* GRUBR* GRUBBR* GRUBBR*
R	. HR & Staffing	HR and staffing software for the restaurant industry helps streamline hiring, schedule, payroll, and employee management tasks	PayServ gusto Restaurant 365 Depaycom workstream & fountain & push (7SHIFTS * bamboohr telepree) homebase agendrix Higher (10 Jurshift Paycor (20 Jurshift Paycor) (20 FISHBOWL connecteam)

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Subvertical Spotlight – Point of Sale

Point-of-Sale (POS) systems have become the essential software for handling orders, payments, and inventory in the restaurant industry. The cloud technology simplifies setup and access, while mobile integration empowers both waitstaff and customers

Benefits of Restaurant POS Systems



Endless Menu Options: Cloud POS systems allows restauranters to update their menus frequently with custom specials and seasonal offerings from an off-site location



Advanced Inventory Tracking: POS systems accurately track ingredients and menu items, pinpointing savings opportunities for restaurant owners



Restaurant Floor Management: POS systems featuring digital floor plans and seamless online booking integrations elevate reservation management, particularly during peak times



Integrate Online Orders: Many POS systems allow for simple integration with third party online ordering platforms which efficiently communicates online and in person orders to the kitchen



Manage Staff & Timesheets: Many restaurant POS systems allow owners to manage their staff timesheets through clock-in and clock-out options



Process Different Payment Methods: Most POS systems give the option to accept different types of payments including Apple Pay, Android Pay, and other contactless options



Live Order Changes and Tracking: POS systems enable real-time order modifications and tracking, ensuring kitchen accuracy and customer satisfaction





Subvertical Spotlight - Inventory Management

Restaurant inventory management software optimizes sales through delivering real-time insights. This translates to significant cost savings through minimization of waste, elimination of overstocking, and optimized pricing strategies – boosting profitability for restaurants of all sizes

Restaurant Inventory Management Benefits



Less Food Waste

By tracking stock levels, sales data, and implementing FIFO procedures, restaurant inventory management software empowers precise ordering and minimizes food waste by prioritizing the use of expiring items



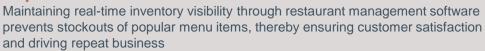
Lower Cost of Goods

Restaurant inventory management eliminates overstocked ingredients and empowers optimized pricing strategies, ultimately leading to a significant reduction in overall food costs

Automatic Inventory Supply

Restaurant inventory management software automates resupply with real-time stock levels, triggering automatic reorders to prevent stockouts, minimize human error, and ensure a seamless flow of ingredients

Improved Customer Satisfaction



Enhanced Supplier Partnerships



Effective restaurant inventory management fosters stronger supplier relationships by providing clear data for better negotiation and preventing stockouts that disrupt service

Global Restaurant Inventory Management Software Size



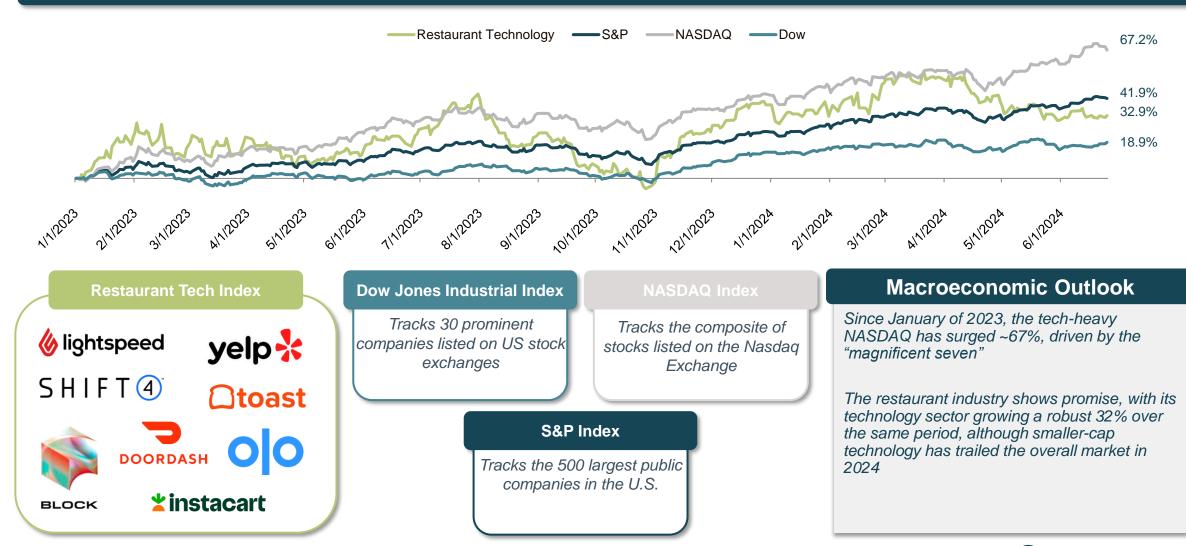
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Recent Restaurant Technology Performance

Public Market Index Performance, % Change since [Jan-23]



Restaurant Technology– Publicly Traded Comparables

(\$ in millions, except for share data)			l 17, 2024	F () () ()	EV / Re		<u>EV / EB</u>		Revenue			
<u>Company Name</u> Restaurant Technology	Share Price	LTM Change	<u>Market Cap</u>	Enterprise Value	<u>CY 2023E</u>	<u>CY 2024E</u>	<u>CY 2023E</u>	<u>CY 2024E</u>	<u>CY 2023E</u>	<u>CY 2024E</u>	<u>Gross Margin %</u>	<u>EBITDA %</u>
DoorDash	\$108.74	27.8%	\$43,202	\$40,533	4.7x	3.9x	34.3x	23.7x	31.0%	20.7%	46.8%	14.9%
Block	\$72.07	(8.8%)	\$44,464	\$39,464	1.8x	1.6x	23.5x	14.1x	24.9%	14.7%	34.5%	9.3%
Toast	\$27.30	2.0%	\$14,390	\$14,082	3.7x	2.9x	NM	52.6x	41.7%	27.0%	22.1%	3.3%
Instacart	\$36.51	nd	\$9,201	\$8,345	2.7x	2.5x	13.6x	10.1x	nd	9.9%	74.4%	21.6%
Shift4 Payments	\$73.10	6.1%	\$6,302	\$6,133	6.5x	4.6x	13.3x	9.3x	31.3%	38.9%	26.8%	18.1%
Yelp	\$37.71	(12.8%)	\$2,451	\$2,193	1.6x	1.5x	6.8x	6.8x	12.2%	6.9%	91.5%	25.1%
Lightspeed POS	\$14.25	(21.9%)	\$2,144	\$1,489	1.8x	1.4x	NM	NM	22.2%	26.1%	42.4%	0.1%
Olo	\$4.88	(25.5%)	\$738	\$447	2.0x	1.6x	23.1x	17.8x	21.8%	23.0%	58.8%	1.1%
Mean Median	\$46.82 \$37.11	(4.7%) (8.8%)	\$15,362 \$7,752	\$14,086 \$7,239	3.1x 2.4x	2.5x 2.1x	19.1x 18.3x	19.2x 14.1x	26.5% 24.9%	20.9% 21.9%	49.7% 44.6%	11.7% 12.1%

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SECTION 3.

Recent Restaurant Technology Transaction Activity



Select Active Strategic Investors

Investor	# of Investments Since 2020		າຣ				
AMERICAN EXPRESS (NYS: APX)	11	orooam Jun-24	Restaurant payment platform that integrates directly into existing POS systems with no extra hardware Deal Type: M&A Amount: \$16.32M	O tock Jun-24	Restaurant reservation management system to assist with bookings and payments Deal Type: M&A Amount: \$400.00M	RESY May-19	Cloud-based restaurant management software system to assist with reservations Deal Type: M&A Amount: \$17.00
Restaurant 365 (KKR, L Catteron)	3	SEXPANDSHARE Apr-24	Mobile-first platform that helps restaurants organize and automate their training Deal Type: M&A	🕀 everee Jan-22	Cloud-based payroll management and time tracking software for HR Deal Type: M&A Amount: \$45.00M	Compeat Jun-21	Restaurant specific accounting and back-office system that provides integrated solutions Deal Type: M&A
(NYS: TOST)	5	My Wine Guide* May-24	Software designed to attract, engage, and retain the most valuable customers Deal Type: M&A	DELPHI Feb-23	Restaurant kiosk and drive through confirmation manufacturer Deal Type: M&A Amount: \$10.00M	SLING Jul-22	Restaurant management software designed to assist with employee scheduling Deal Type: M&A Amount: \$49.00M
DOORDASH (NAS: DASH))	12	Flink Jun-23	Open-source stream processing framework that allows real time analysis on large data streams Deal Type: Later Stage VC Amount: \$144.52M	May-22	Food and grocery delivery platform that connects customers with local restaurants Deal Type: M&A Amount: \$2.48B	Bbot Mar-22	Smart ordering technology for restaurants intended to streamline food and beverage operations Deal Type: M&A Amount: \$88.00M
(NYS: OLO)	2	{OMNIVORE } Mar-22	Software that bridges the gap between online ordering platforms and POS systems Deal Type: M&A Amount: \$49.33M	Wisely Jul-19	Software that helps restaurants collect and use customer data to improve guest experience Deal Type: M&A Amount: \$177.81M		



Select Active Strategic Investors

Investor	# of Investments Since 2020		Se	elect Investme	ent Targets & Description	ons	
SHIFT (1) (NYS: FOUR)	15	Revel Jun-24	Restaurant POS system that offers inventory management and employee scheduling Deal Type: M&A Amount: \$250.00M	Appetize Oct-23	Restaurant software that offers POS, digital ordering and enterprise-level management Deal Type: M&A Amount: \$108.70M	Pos systems Apr-23	Software that focuses on POS systems offering customer management Deal Type: M&A Amount: \$45.20M
(NYS: PAR)	5	MENU Aug-22	Cloud-based software that helps restaurants manage omnichannel ordering Deal Type: M&A Amount: \$38.93M	Punchh Apr-21	Cloud-based designed for customer loyalty and customer engagement Deal Type: M&A Amount: \$507.70M	Restaurant Magic Dec-19	Back-office restaurant software to increase efficiency and ensure data movement is always secured Deal Type: M&A Amount: \$42.00M
(TSE: LSPD)	7	Ecwid Oct-21	E-commerce platform designed to help restaurants add online ordering to their websites Deal Type: M&A Amount: \$595.26M	() Upserve Dec-20	Restaurant management platform that offers POS systems and inventory management Deal Type: M&A Amount: \$411.36M		
(TKS: 6098)	10	CleverTap Aug-22	Engagement platform that helps restaurants improve customer retention Deal Type: Series D Amount: \$105.00M	Feb-22	Cloud-based software to assist restaurants with reservations and online bookings Deal Type: Series G Amount: \$17.67M	TouchBistro Aug-18	All-in-one restaurant management system with POS, inventory management and customer insights Deal Type: Series D Amount: \$54.85M
fiserv. (NYS: FI)	32	Merchant One Dec-22	Provider of processing services, POS systems, and iPhone/Android card readers for restaurants Deal Type: M&A Amount: \$302.00M	nextable _{Sep-22}	Cloud-based restaurant reservation and table management platform Deal Type: M&A Amount: \$27.00M	Nov-21	Marketing and commerce platform that assists with website building and online ordering Deal Type: M&A Amount: \$317.00M



Select Active Financial Investors

Investor	# of Investments Since 2020		Se	elect Acquisit	ion Targets & Description	ns	
CORSAIR (New York, NY)	70	VN-SYSTEMS Oct-23	Developer of software for payment processing and website designer for restaurants Deal Type: Buyout	PAYMENT Sep-22	Provider of restaurant credit card processing technology designed for restaurants and retailers Deal Type: Buyout	Ģ HungerRush Jun-22	Software for restaurants to help manage POS, online ordering, and loyalty. Deal Type: Buyout
(New York, NY)	61	Food&SupplySource Mar-24	Provider of group purchasing services that offers menu planning and inventory control Deal Type: Buyout	Dec-22	Operator of end-to-end outsourced accounting, payroll, and finance platform for restaurants Deal Type: Buyout	beyond menu Feb-22	Developer of a food ordering platform to connect users with nearby restaurants Deal Type: Buyout Amount: \$100.00M
(Houston, TX)	23	Coct-21	Developer of an online food ordering platform to help restaurants with deliveries Deal Type: Buyout	May-21	Online food ordering and digital marketing software platform designed for restaurants Deal Type: Buyout	G HungerRush Oct-18	Software for restaurants to help manage POS, online ordering, and loyalty Deal Type: Buyout
MARLIN $EQUITY$ p a r t N e r s (Hermosa Beach, CA)	93	Mar-22	Payment system intended to help companies automate accounts payable and receivable Deal Type: Buyout	Reputation Jan-22	Reputation management platform designed to assist businesses to respond to customer feedback Deal Type: PE Growth Amount: \$150.00M	Jul-19	Cloud-based software that assists restaurants with inventory and operations management Deal Type: Buyout Amount: \$300.00M
GALA CAPITAL PARTNERS (Costa Mesa, CA)	15	<mark>∽ SocialCrowd</mark> Jul-19	Software for employees to track progress towards goals and reminder of work they have left Deal Type: Early Stage VC Amount: \$1.60M	Codify Jul-19	Platform that connects farmers and restaurants through highways, waterways, and air travel Deal Type: Series A Amount: \$7.95M		



Select Active Financial Investors

Investor	# of Investments Since 2020		S	elect Acquisiti	uisition Targets & Descriptions				
ENLIGHTENED HOSPITALITY INVESTMENTS	24	SEVENROOMS Mar-23	Reservations and guest management software designed to more efficiently fill seats Deal Type: PE Growth	Oct-22	Al-powered virtual ordering assistant designed to connect restaurants with their customer Deal Type: Series A Amount: \$10.50M	7SHIFTS Feb-22	Software that helps restaurant managers schedule and evaluate their workforce Deal Type: Series C Amount: \$80.00M		
VISTA EQUITY PARTNERS (HQ Location)	239	Merri Jun-24	Platform that allows restauranter to create 2D and 3D customizable floorplans Deal Type: Buyout	fiserv. Jui-23	Platforms offers financial services, and utilities enabling multiple verticals to its customers. Deal Type: Buyout Amount: \$230.00M				
(San Francisco, CA)	96	Restaurant365 May-24	All-in-one software that managing accounting, inventory, scheduling, and payroll for restaurants Deal Type: PE Growth Amount: \$175.00M	rizepoint° Feb-24	Cloud-based software that safeguards enterprise compliance for restaurant industry Deal Type: Buyout	Feb-22	Software intended for transaction processing and account data validation for restaurants Deal Type: Buyout		
(Frisco, TX)	44	Kofoodle Apr-23	Software with allergen management and recipe analysis designed for restaurants Deal Type: Buyout	Spoonfed online catering software Dec-21	Hospitality management platform intended to automate and manage catering orders for restaurants Deal Type: Buyout	AVANTI MARKETS. Aug-21	Manufacturer of self-checkout systems for unattended food and retail services Deal Type: Buyout		
FRANCISCO PARTNERS (San Francisco, CA)	195	🔗 litmos Dec-22	Software platform focused on delivering transformative training to employees, Deal Type: Buyout	TouchBistro Nov-22	Developer of a point-of-sale software designed to serve restaurants Deal Type: Later Stage VC Amount: \$109.23M				



Select Recent Notable Restaurant Tech Transactions

nextable fiserv.	SpotOn SHIFT (4)			V OȚCEBȚTE 🕨 🕈 ItsaCheckmate.	
ate: Sep-22	Date: Oct-23	Date: Jan-24	Date: Mar-24	Date: May-24	Date: June-24
arget: Nextable	Target: SpotOn	Target: CHEQ	Target: Bear Robotics	Target: VoiceBite	Target: Tock
cquirer: Fiserv	Acquirer: Shift4	Acquirer: Cantaloupe	Acquirer: Founder Friendly	Acquirer: ItsaCheckmate	Acquirer: American
arget Description:	Target Description:	Target Description:	Labs	Target Description:	Express
pplication for online	Provider of payments,	Developer of system that	Target Description:	Automates customer voice	Target Description:
servation, intelligent table	point-of-sale, custom	enables mobile, kiosk, and	Developer of Al-powered	interactions for restaurants	Restaurant reservation
anagement, smart texting	websites, appointments,	handheld POS transactions	serving robots that	so employees can focus on	management system to
nd customer relationship	marketing, reviews,	in demanding, high-volume	automate tasks in	their other tasks	assist with bookings and
arketing services	analytics, and loyalty	environments	restaurants		payments
		the second s			
Date: Feb-23	Date: Jan-24	Date: Mar-24	Date: Apr-24	Date: June-24	Date: June-24
Target: Delphi	Target: Synq3	Target: Food & Supply Source	Target: Relay	Target: Rooam	Target: Revel
Acquirer: Toast	Acquirer: SoundHound AI	Acquirer: Bregal	Acquirer: Wonder	Acquirer: American	Acquirer: Shift4
Torget Description.	Target Description:	Sagemount	Target Description:	Express	Target Description:
Target Description: Manufacturer and provider	Target Description: Software that provides	Target Description:	Provider of an online	Target Description:	Provider of cloud-based
of restaurant kiosk and	restaurants with	Provider of group	delivery service intended	Contactless payment	point-of-sale and busines
drive through confirmation	conversational AI-powered	purchasing services that	to connect restaurants to	solutions for restaurants	management systems for
	technology to streamline	offers menu planning,,	transport pending orders	and bars, letting customers	restaurants and retailers
		onoro mona planning,,	transport portaining or abro		
hardware		recipe development and		pay through their phones	
	takeout, delivery, and drive- thru ordering	recipe development and inventory control		pay through their phones	
	takeout, delivery, and drive-			pay through their phones	
	takeout, delivery, and drive-		RELAY 🕨 Wonder	© rooam ► AMERICAN	Revei > SHI

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SECTION 4.

Meridian Capital Technology Investment Banking Overview CONTRACT ON AND

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Exit Strategy Assessment Exit Planning and Preparations Corporate Finance Consulting



INDUSTRY EXPERTS Deep expertise across 8

distinct coverage sectors

CLIENT DRIVEN

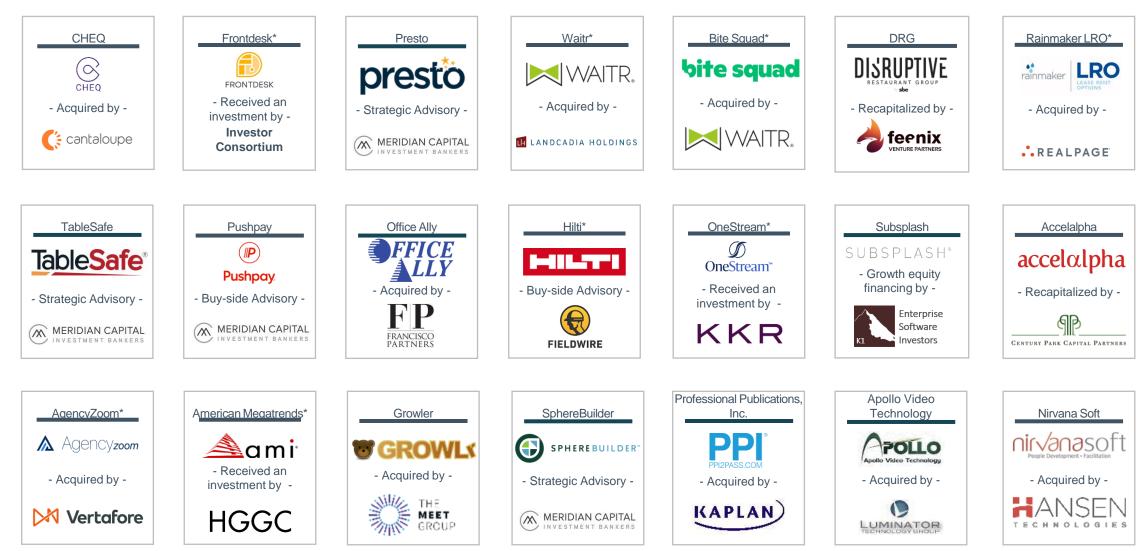
\$15B+ in transaction value realized for our clients

EXECUTION FOCUSED

300+ transactions completed



Meridian's Select Software & Technology Transactions



Deep Relationships with Private Equity Funds Investing in Restaurant Technology

Deep Investor Connectivity

Founder-Focused

Meridian leverages its connections with financial investors to exclusively work on behalf of founders

Longstanding Relationships

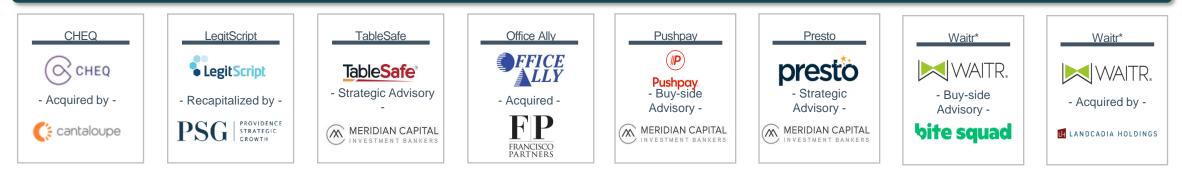
Through decades of relationship building, Meridian's senior bankers have direct connections with principal decision makers at leading PE funds

Storied Heritage

Meridian's reputation for representing best-inclass companies ensures our clients have every opportunity to interact with investors

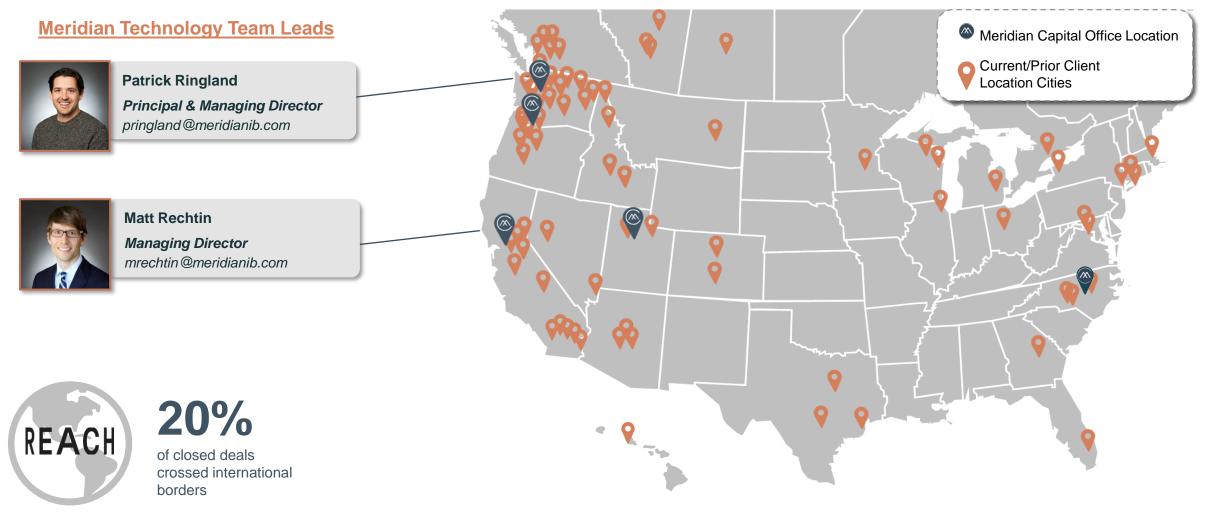


Select Meridian Transactions with Key Restaurant Technology Investors



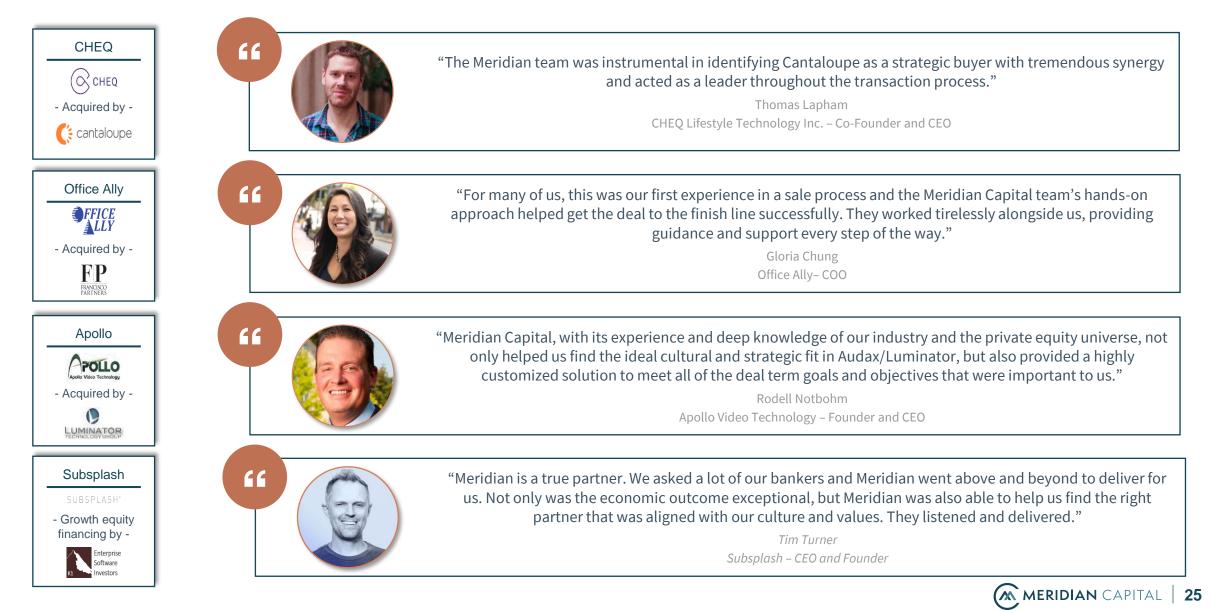
Local Attention, National Reputation, Global Capabilities

Five offices across the Western U.S support national and global transaction engagements across all industry sectors





What Our Clients are Saying



Thank you

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