

## SALES BATTLE CARD

COMPANY OVERVIEW	PRODUCTS	PRICING
<p>Toast is a bar and restaurant cloud-based POS company that has grown rapidly through significant VC funding, recent IPO, a direct sales team, and aggressive marketing.</p> <p>Toast offers proprietary hardware and software and includes payment processing with Android systems designed to service more complex restaurants. Their back end can be managed on any device in real time, and they are able to develop and iterate very quickly due to their large development team.</p>	<p><b>Program/Features:</b> Order &amp; Pay, Gift Cards Module, Partner Connect (integrations), Third-Party Delivery Integration Bundle, xtraCHEF (inventory), Marketing + Loyalty, Email Marketing, Tips Manager, Payroll &amp; Team Management, Capital, Restaurant Card, Pay Card, Delivery</p> <p><b>Hardware:</b> Toast Flex/...for Guest/...for Kitchen, Toast Go 2, Kiosk, accessories</p>	<ul style="list-style-type: none"> <li>• Set up + monthly + additional processing fees for features</li> <li>• Costly for fully integrated merchants with all of the additional features and integrations</li> <li>• Toast shop in back of POS allows for merchants to view and add features at flat rate without sales support</li> </ul>

COMPETITOR STRENGTHS	COMPETITOR WEAKNESSES
<p><b>Mature cloud product</b></p> <ul style="list-style-type: none"> <li>• Software allows for greater intricacies of needs (modifiers, etc.)</li> <li>• Quick development and iterations of products</li> </ul> <p><b>'Sticky' product model</b></p> <ul style="list-style-type: none"> <li>• Sell "simpler" solution with own versions of analytics, online ordering, delivery, etc.</li> <li>• Get merchants 'on the hook' with initial "POS and Go" use</li> </ul> <p><b>Sept 2021 IPO</b></p> <ul style="list-style-type: none"> <li>• Influx of cash to build sales teams, promote product</li> </ul> <p><b>Brand awareness and marketing</b></p> <ul style="list-style-type: none"> <li>• Social media, merchant-facing articles, support, community</li> </ul>	<p><b>Third-party integration cost</b></p> <ul style="list-style-type: none"> <li>• Monthly integration fees for third-party integrations increase overall cost</li> <li>• They need these monthly fees to help sustain their growth without having their own payments</li> </ul> <p><b>Platform cost</b></p> <ul style="list-style-type: none"> <li>• Base product sold with SaaS and processing fees</li> <li>• Add-on modules each monetized separately adding significant cost to the platform</li> </ul> <p><b>Direct sales model</b></p> <ul style="list-style-type: none"> <li>• Inefficient installation and support service, with most work done remotely</li> </ul>
HOW TO ADDRESS THEM	HOW TO ADDRESS THEM
<p><b>Significant ongoing investment into Bar &amp; Restaurant</b></p> <ul style="list-style-type: none"> <li>• Building out features and functionality</li> <li>• Want and use merchant feedback to determine features</li> </ul> <p><b>End-to-end payments pricing model</b></p> <ul style="list-style-type: none"> <li>• Using Shift4 opens up a plethora of features and functionality that is free of charge, both setup and monthly</li> <li>• Built-in features like contactless ordering and payments as well as online ordering, allowing for more inherent functionality</li> </ul> <p><b>Shift4's June 2020 IPO</b></p> <ul style="list-style-type: none"> <li>• Grow development teams, expand footprint of small business with ecommerce options</li> </ul> <p><b>Diverse product portfolio</b></p> <ul style="list-style-type: none"> <li>• Allows us to be more resilient as a company in difficult industry environments</li> </ul>	<p><b>Own processing</b></p> <ul style="list-style-type: none"> <li>• Rates based on card type; may be less of a fee than having a flat rate depending on customer mix</li> <li>• Self-reliant; have more control over payment operations and potential downtime</li> </ul> <p><b>Platform cost</b></p> <ul style="list-style-type: none"> <li>• Being an end-to-end brings additional features and functionality; Marketplace and enhanced Lighthouse Business Manager features at no additional charge; pay only for partner's services</li> </ul> <p><b>Reseller and direct sales model</b></p> <ul style="list-style-type: none"> <li>• Mature reseller community with nationwide coverage of local resources to install, train, and support</li> <li>• New strategic direct sales team with SkyTab focus</li> </ul>