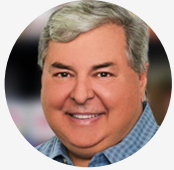


THE ELEMENTS OF A SUCCESSFUL RESTAURANT MENU LTO



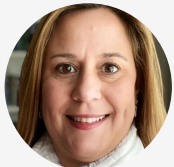
STEVE GUNDRUM

Chairman & Chief Creative Officer
Mattson



PATRICIA COBE

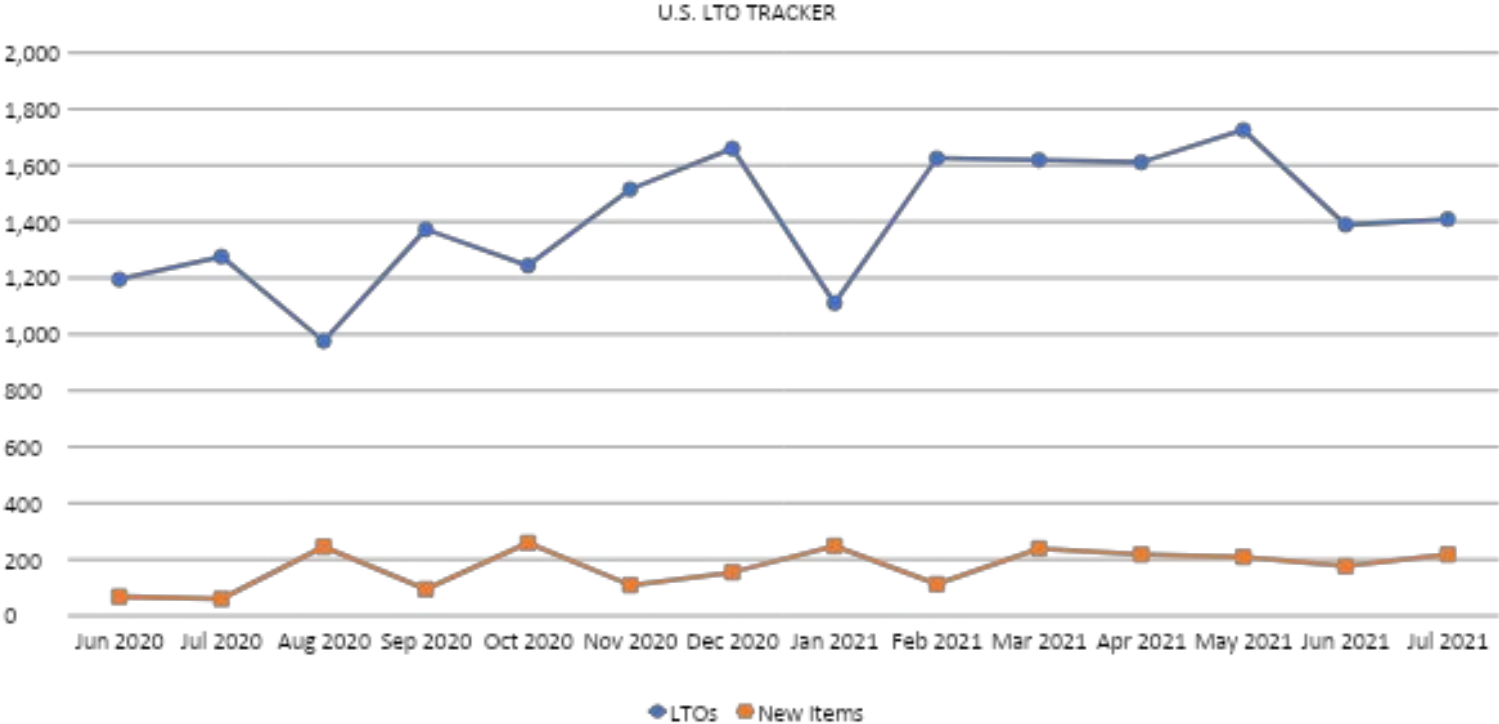
Senior Editor
*Winsight Media's Restaurant Business and
FoodService Director Magazine*



KRISTI BULLOCK

Director of Calendar & Menu Innovation
Tropical Smoothie Cafe





Source: Technomic Ignite menu data

STRATEGY #1:

Best-in-Class Concepts

Goal of Strategy

Inspiration for developing items that can drive sales and traffic among a broad audience

What Is This?

Above-average purchase intent plus above-average ratings for two of the three other key metrics of draw, uniqueness and craveability

BEST-IN-CLASS CONCEPT EXAMPLE

Jack in the Box

Loaded Breakfast Sandwich

Freshly cracked eggs, hickory-smoked bacon, ham, sausage, melted American cheese and toasted sourdough bread

Purchase Intent 168

Draw 136

Uniqueness 112

Craveability 129



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STRATEGY #2:

Broad Appeal Concepts

Goal of Strategy

Indicators of concepts that could become permanent menu items

What Is This?

Above-average purchase intent

BROAD APPEAL CONCEPT EXAMPLE

First Watch

Watermelon Wake-up

Watermelon, pineapple, lime and mint

Purchase Intent 172

Draw 116

Uniqueness 128

Craveability 107



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STRATEGY #3:

Niche Concepts

Goal of Strategy

To drive incremental traffic and/or sales for passionate fan bases

What Is This?

Above-average rating for draw or craveability, with moderate to low purchase intent

NICHE CONCEPT EXAMPLE

TRUE FOOD KITCHEN

Korean Noodle Bowl

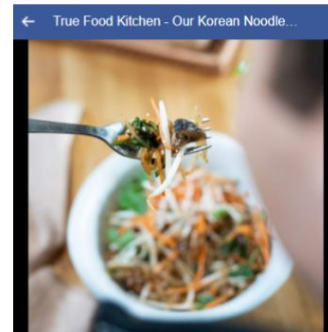
Sweet potato glass noodle, pickled shiitake, organic spinach, rainbow carrot, bean sprout and toasted sesame

Purchase Intent 88

Draw 109

Uniqueness 123

Craveability 129



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STRATEGY #4:

Novelty Concepts

Goal of Strategy

To maximize interest and exclusivity and generate buzz as stunt items

What Is This?

Above-average rating for uniqueness, with moderate to low ratings for the three other metrics

NOVELTY CONCEPT EXAMPLE

Ted's Montana Grill

Bison Brisket

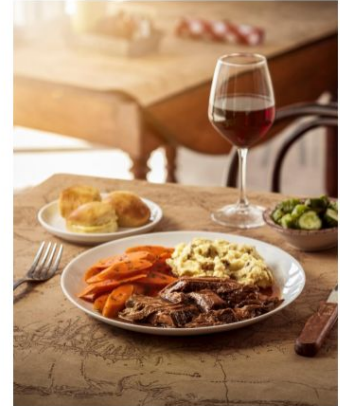
Pulled bison brisket, gravy, garlic mashed potatoes and buttered carrots

Purchase Intent 100

Draw 100

Uniqueness 167

Craveability 102



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LTOs



**MENU EXCITEMENT
IS AN UNENDING
REVENUE-DRIVING FORCE.**





INTRODUCING

PROTOTHINK LTOTM

**A revolutionary way to create
exciting Limited Time Offers**

Your Team + Mattson → Fill Your LTO Pipeline



UNLEASH CREATIVITY



BRING IDEAS TO LIFE



ENSURE YOU ARE INVESTING YOUR TIME AND RESOURCES ON THE LTOs WITH THE STRONGEST POTENTIAL.

LTOiQ™ - A Mattson industry exclusive

Coming out of the Food Studio,™ together we score the LTOs across a range of marketplace success criteria. Our proprietary LTOiQ™ algorithm will help you to select those products to develop, test and potentially add to your LTOs launch calendar.

LTOiQ Scores - Test Data





▼ MATTSON

**Proprietary
Consumer Insights Study**

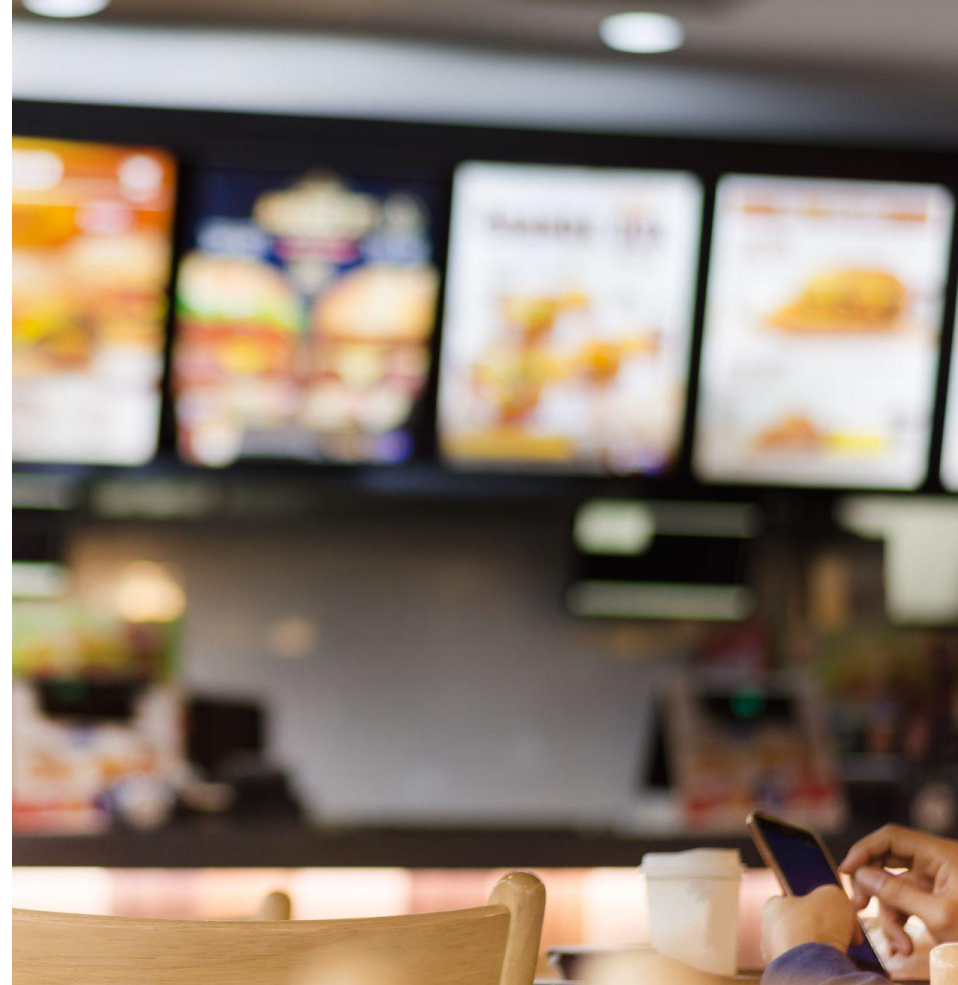
QUICK-SERVE RESTAURANT BEHAVIORS & LIMITED TIME OFFERS STUDY

September 2021

BACKGROUND

- Multiple surveys fielded September 2021
- n=400+ consumers
- Frequent users of QSR
- Demographic mix* of:
 - Geography
 - Age / cohort
 - Gender
 - Income

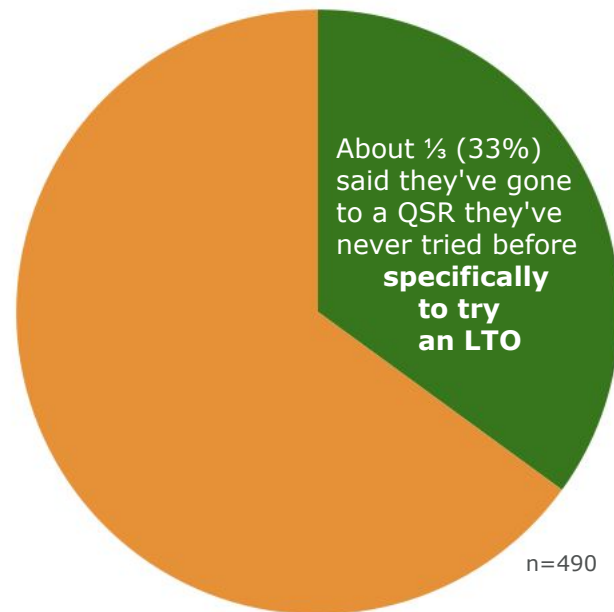
* Oversampled Males Age 18-29
to target typical QSR customers





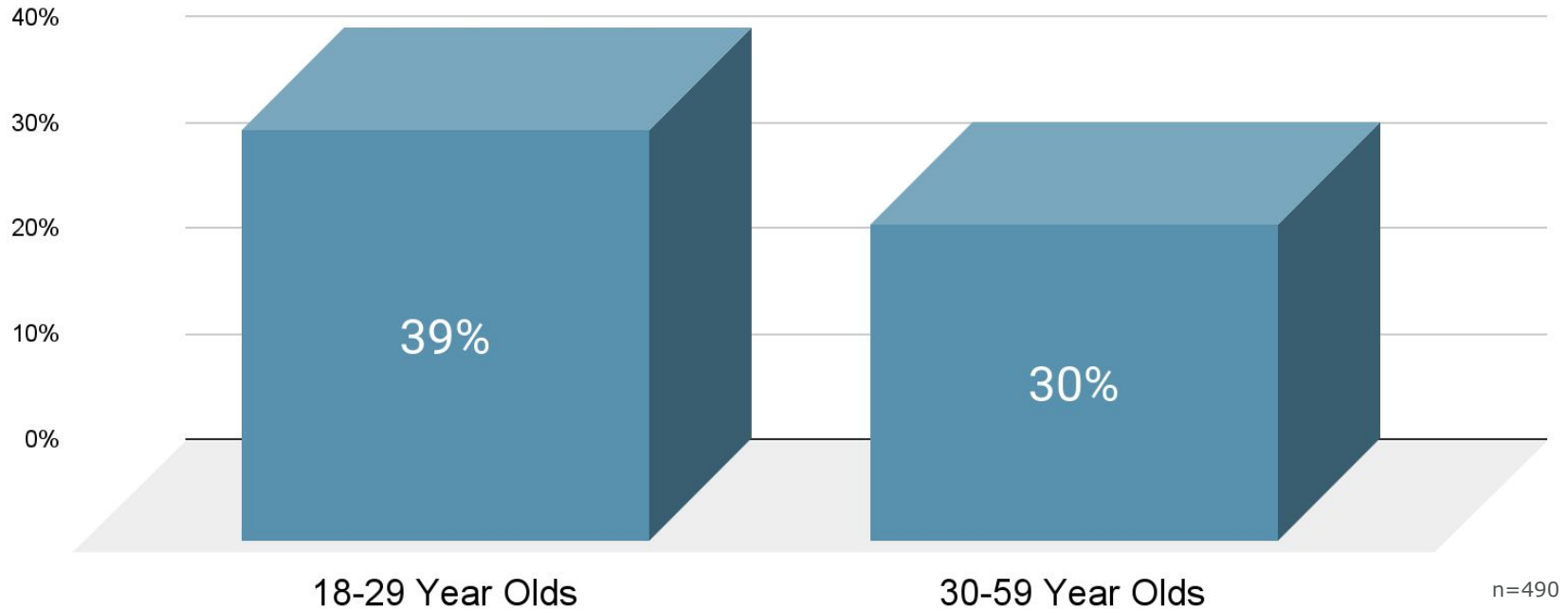
LTO INSIGHT #1

A Powerful LTO Can Drive Trial Visits.



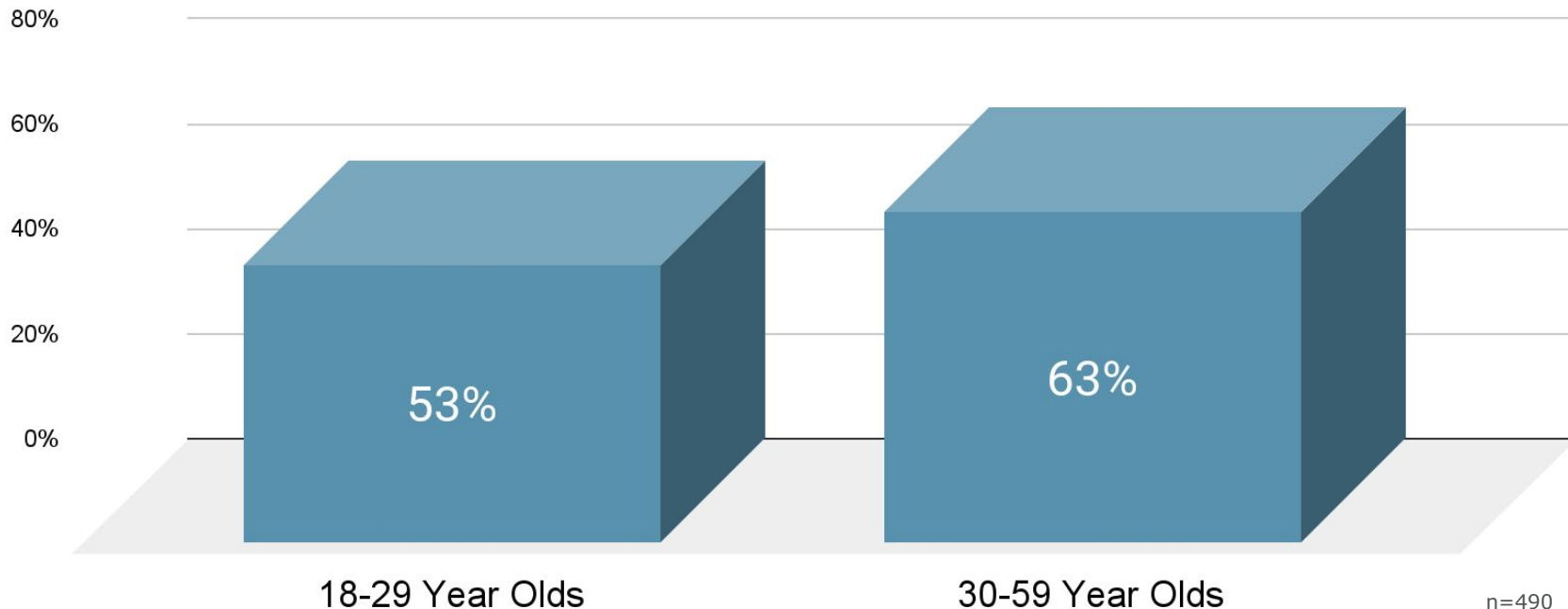
LTOs drive restaurant trial...

% Who Have Gone to Restaurant for the First Time to Try an LTO



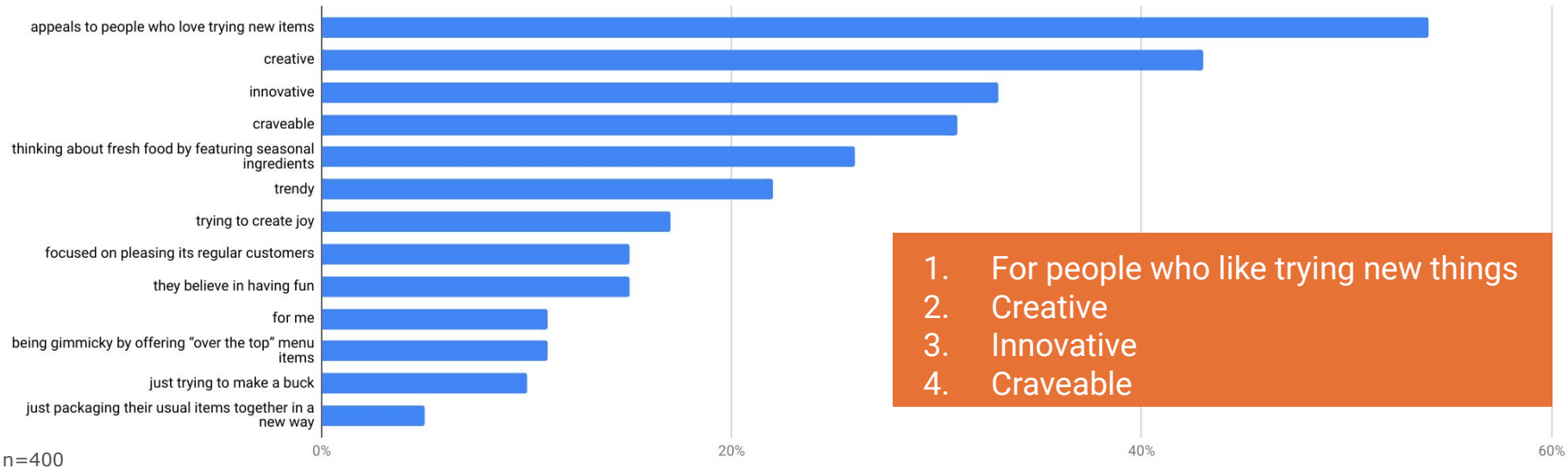
Lots of LTO success...AND lots of room for improvement!

% Who Rate Their Favorite Fast Food Restaurant as Moderately Creative...OR LESS



LTOs IMPACT BRAND PERCEPTIONS

Q: What, if anything, do LTOs tell you about the restaurant brand that offers them? (Select up to 3)



ATTRIBUTE IMPORTANCE

Q: Select the TOP 5 MOST IMPORTANT ATTRIBUTES that drive purchase interest in LTOs.

1. Taste
2. Anticipation
3. A Foot In The Familiar
4. A New Experience

Attribute	% Ranked #1 or #2
I believe it's going to taste delicious	39%
I'm really eager to try it	19%
It's something I already love offered in a new flavor or form	19%
I get to try something I've never had before	18%
It really fits the season (i.e. Holidays) or other theme (Lent, National Donut Day), etc.	16%
It looks visually exciting	15%
It's a good value	14%
I can almost taste it from the description	13%
I want to be sure to try it	9%
It makes me want to visit that restaurant	8%
I fear that it'll sell out and I'll miss it (FOMO)	8%
It provides a bit of escapism from my daily life	6%
It lends itself to drive-thru or pick up	4%
It makes sense from that restaurant	3%
It's something I could see myself posting on Instagram, Facebook, TikTok (or other social media)	3%
It's easy to eat in the car	3%
It sounds like it was created by a chef	2%

n=457

FOMO* drives demand...

Q. What usually makes you interested in buying LTO menu items?

“If it's something that I like, I will usually get it because you have that fear of missing out and not knowing when it'll be back.”

“A unique item or flavor combination that sounds delicious that I don't want to miss out on.”

“It's limited time! It's now or never!”

“The limited-time factor, like I'll never get this chance again when it's gone.”

“I like being part of the crowd who gets to try these items before they go away.”

*Fear Of Missing Out

...and some of the best LTOs create annual cravings



"I did not want to miss out of a good opportunity to have a taste of something I have craved for months."

"I like that they are seasonal, delicious, and they are often the one item il indulge in seasonally from time to time."

"They're seasonal and special, and I know *if I want one, I'd better enjoy it while I can.*"

ATTRIBUTE APPEAL

Q: How would you rate each of the following aspects of LIMITED TIME OFFERS? Top 2 Box Responses (Extremely to Very Appealing)

Feature	Age 18-29 (n=148)	Age 30-59 (n=252)
Something I cannot get at other restaurants	89%	84%
Appetizing visual appeal	82%	82%
Use of seasonal ingredients/flavors	81%	81%
Use of extreme flavors (i.e. cheese, spicy heat, etc.)	68%	64%
Combinations of items to make a full meal	68%	69%
Holiday themes	68%	61%
Combinations of items that make a mini meal or snack	60%	57%
Focus on special health benefits (Winter cold-busters, summer refreshment)	59%	64%
Non-Holiday seasonal themes	58%	59%
Clever eye-catching names	57%	46%
LTOs specially designed for eating in the car or on the go	51%	47%
LTOs specially designed for sharing with others	48%	40%

n=400