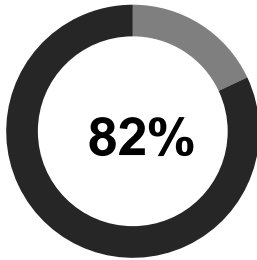


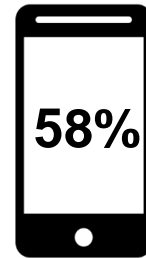
Delivery And Digital Ordering Are Growing Rapidly In Canada

Take out and delivery orders are becoming increasingly popular



Of restaurant orders are through take out & delivery in 2020 (up +26% VYA)

Delivery ordering platforms are in high demand



Of all mobile delivery orders were digital in 2020, up from 36% in 2019

A Gap Exists In On-Premise Vs. Digital Off-Premise Beverage Incidence



89%

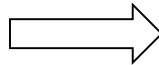
Of orders on-premise include a beverage

>



61%

Of digital orders off-premise include a beverage



Gap in beverage incidence for dine in vs digital take out & delivery occasions

Beverages Play A Key Role In Take Out & Delivery

1. Beverages drive cheque size to offset aggregator margin impact

Average price of beverages is \$1.50-\$3.00 per unit

2. Beverages increase profit for operators

Beverages are a high margin, low labour menu item, resulting in +50% average margin per beverage purchase

Recommendations to Increase Beverage Incidence Off-Premise:

VISIBILITY

1. INCREASE BEVERAGE VISIBILITY ON MENUS

81% of consumers look at menus to make their purchase decisions



Bottle



Fountain



Life Style

Drive appetite appeal and beverage incidence with imagery on digital platforms

VARIETY

2. OFFER THE RIGHT VARIETY



7+ SKUs leads to +33% more purchases*

Offering these 7+ SKUs will maximize purchase intent and increase sales

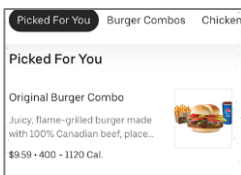
VALUE

3. PRIORITIZE COMBOS



Ease of Ordering

Combos make it easy for the consumer to order and can increase cheque size +20%



Lead with Combos

Featuring combos upfront can increase beverage incidence by +10%



Add Snacks

Adding chips to a combo will increase cheque size & incent combo purchases

* Comparing the number of 591ml units sold/store/week. 7+ SKU's resulted in 142 units sold up 33% compared to the 107 units sold when 4 or fewer SKUs were available.

Recommendations For Top 7 National Beverage SKUs And Incremental SKUs To Add Based On Region & Segment

NATIONAL SKU RECOMMENDATION

Step 1: Offer these 7+ SKUs to maximize consumer reach across all accounts.



REGIONAL RECOMMENDATIONS

Step 2 – By Region: If you have more cooler space and want to add more SKUs, these are the 3 additional SKUs we would recommend adding based on region.

WEST



PRAIRIES



ONTARIO



ATLANTIC



SEGMENT RECOMMENDATIONS

Step 2 – By Segment: If you have more cooler space and want to add more SKUs, these are the 3 additional SKUs we would recommend adding based on restaurant segment.

QSR



FSR/Fine Dining



Recommendations For Top 6 National Chip SKUs And Incremental SKUs To Add Based On Region & Segment

NATIONAL SKU RECOMMENDATION

Offer these 6 SKUs to maximize consumer reach across all accounts.



REGIONAL RECOMMENDATIONS

By Region: If you have more space and want to add more SKUs, these are the 3 additional SKUs we would recommend adding based on region.

WEST



ONTARIO



QUEBEC



ATLANTIC



FSR SEGMENT RECOMMENDATIONS

By Segment: FSR restaurants can add chips to their off-premise menus in the form of single serve, family size bags, or can use bulk bag solutions for in-store dishes.

