

WHAT IF

WE BUILT A COMPANY THAT...



Proves you can be **successful by putting people first?**

Sees people for who they can become and never rejects them for who they have been?

Inspires people to do the right thing and be the best version of themselves?

Provides an **opportunity to make a fair wage** and a positive social impact?

Creates a place where you would be **proud to have your kids work?**

Is **unapologetically for profit** but exists to be a force for good?

Changes the way people think about the role of for-profit companies?

Changes the world for the better?



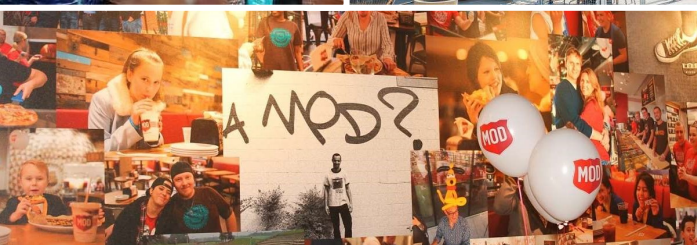
MOD IS...



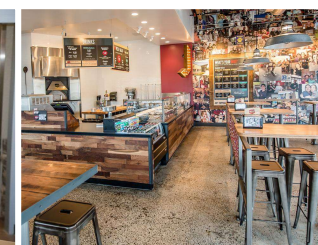
...a place that strives to make a **positive impact** on people's lives



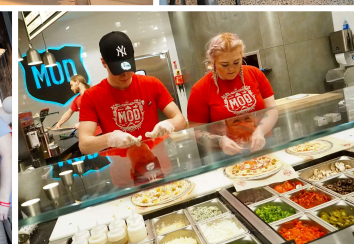
...the **pioneer** of the fast casual pizza category



...the **largest** and **fastest growing** fast casual pizza concept in the U.S.



...a **gathering place** for friends and family



...A ROLE MODEL FOR THE POWER OF THE RIPPLE EFFECT OF SIMPLY DOING THE RIGHT THING

OUR PURPOSE

**WE MAKE PIZZA SO
WE CAN SERVE
PEOPLE...**

**...WE CALL IT
SPREADING
MODNESS.**

WELCOME TO MOD.



MOD PIZZA TODAY

468 total stores^{1,2} as of YE 2019

~80% company-owned stores^{1,2}

28 states¹

10,000+ total MOD Squaders^{1,2}

**FASTEST GROWING
RESTAURANT IN THE U.S. FOR
4 YEARS RUNNING³**

Source: Company information

¹ System-wide including company-owned, franchise and JV stores, Franchisees make their own hiring and employment decisions

² As of YE 2019

³ Technomic Top 500 Chain Restaurant Report (2015, 2016); Nation's Restaurant News Top 200 Report (2017, 2018)

MOD HAS BUILT A LOVED BRAND

Named Most Loved Pizza Brand

By Foodable Labs

75%

Diners return to MOD
more than twice¹

86%

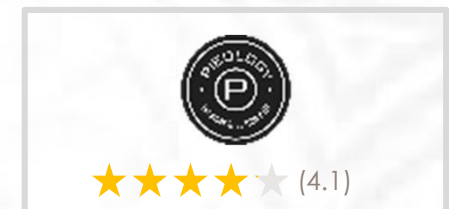
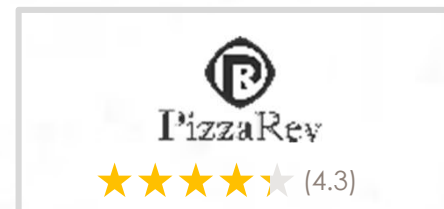
Positive social media
reviews²

1st ranked

On Fishbowl's
Emerging Brands List



AVERAGE ONLINE REVIEW²



Companies that are Changing the World List

Fortune Magazine – August 2019

¹Source: insightfarm Equity and Dining Habits Survey October 1, 2018; Fishbowl Buzz Brands Report October 2017; Foodable Labs Most Loved Brands Report May 2017; Glassdoor

²Includes Yelp, Google, and Facebook; as of August 2018;







³As reported by BirdEye in August 2018



MOD IS THE PIONEER OF FAST CASUAL PIZZA

SIMPLE MENU
ENDLESS OPTIONS

Here's our Top 11. They're a great place to start if you're not sure what you want (it's OK, we all have those days). Take them as they are, or add or subtract any ingredients you like. It's always the same price.

 MAD DOG mozzarella, pepperoni, mild sausage, crumbled meatballs, MOD red sauce	 TRISTAN mozzarella, asiago, roasted red peppers, mushrooms, pesto	 SIENNA mozzarella, parmesan, garlic, fresh rosemary, red onion, mushrooms
 LUCY SUNSHINE mozzarella, parmesan, artichokes, garlic, dollops of MOD red sauce	 JASPER mozzarella, mushrooms, spicy italian sausage, MOD red sauce	 DILLON JAMES mozzarella, asiago, fresh chopped basil, garlic, sliced tomatoes, MOD red sauce



CHOOSE...

- A MOD classic artisan-style pizza or hand-tossed salad
- Any size MOD, mini, mega dough
- ...Or create your own

CUSTOMIZE...

- With any of the >40 craveable toppings all for one price
- Ingredients prepped daily to ensure vibrant flavors

COOK...

- Super fast in MOD's gas-fired oven in as fast as 3 minutes
- Finish it with a variety of sauces

ENJOY...

- With MOD's sweet or savory sides and choice of dipping sauce
- MOD's signature No Name Cake

INNOVATIVE, HIGH-QUALITY AND CRAVEABLE FOOD

CUSTOMIZABLE

- >40 toppings
- Made on demand
- 100% customizable with any & all ingredients for a single price

VALUE

- Affordable price point
- Unlimited toppings for no extra charge
- Satisfaction guaranteed with free do-overs

QUALITY

- Clean, all-natural dough, sauce, cheese and pizza toppings that have no artificial additives, preservatives or colorings
- Hand-pressed dough
- Fresh roasted veggies

BROAD APPEAL

- Offerings suit a variety of dietary preferences (i.e. gluten-free, vegan)
- Caters to both adults and children
- Beer and wine offering for adults

CONVENIENCE

- Pizzas are cooked in as fast as 3 minutes
- Online & mobile-app orders available to pick up in-store
- Testing numerous off-premise channels



THE MENU OFFERS CRAVEABLE CLASSICS WITH THE OPPORTUNITY TO CUSTOMIZE AND DISCOVER



40+ toppings

6

proprietary sauces

7

cheeses

28

fresh veggies

9

meats

7

finishers

Classic pizzas



Maddy



Mad Dog



Tristan



Dominic



Lucy Sunshine



Jasper



Calexico



Caspian



Dillon James

Classic salads



Deluxe



Caesar



Simple

Core menu goals

- Easy and familiar pizza and salad options
- Menu items provide a template for individual customization
- Appeal to broad set of preferences and fringe customers
- Guide to educate new customers about possibilities
- Appeal to broad customer base



THE BRAND OF CHOICE FOR BOTH EMPLOYEES AND CUSTOMERS



Best Workplace for
Women, Diversity
and Millennials



FORTUNE



7th Best Workplace
in Retail



FORTUNE



Named Most Loved
Pizza Brand



**foodable
LABS**

Source: Company website, Fortune, Foodable Labs



"MOD is a staple of my family's dining-out trips. The staff here is always friendly and accommodating ...Highly recommend MOD. They're **fast, friendly, and a great deal for a family of 4!"**

- Yee F., Seattle, WA



"MOD pizza is super good! The folks working there were super kind and helpful. They were having a good time working too...I think that comes from management setting the right tone. It's just straight ahead super good pizza in a cool atmosphere downtown."

- Dustin E., Henderson, NV



"Great pizza and service. Affordably priced with fresh and delicious ingredients. Ran across this chain on a recent visit to Seattle and was happy to see they were around home too. **Salads are great too! Really like the vibe overall."**

- Robert S., Raleigh, NC





MOD'S BROAD APPEAL

MOD targets **suburban areas** with **diverse populations** as places to establish a foothold for the brand

Portable brand with **proven potential** across both suburban and urban environments

On-the-go families in need of a quick, easy meal with **something for everyone**

Large population of **kids with a voice** in their family's dining destination

Students ranging from pre-K to 12th grade to facilitate **local school partnerships**

High projected population growth rate as a base for expansion

MOD's affordability and value is attractive for people across all income brackets



MOD SITE CRITERIA

Keys: Visibility, Accessibility, Signage, Parking

- 2,400 – 2,800 square feet + patio
- End-cap, free-standing or in-line
- High **visibility** and sufficient **accessible parking**
- Grocery or other daily-needs anchored centers with supporting retail generators
- Dense residential population with large average household size
- Strong daytime working population
- Above average household income as compared to the DMA
- Ability to install strong **signage** package



MOD'S STORE DESIGN PHILOSOPHY



**DESIGN IS
LOCALLY
RELEVANT**

**EVERY STORE
IS UNIQUE**



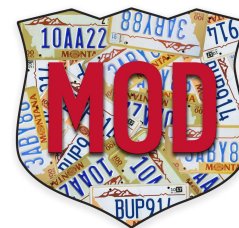
**PRIORITIZE
CUSTOMER
EXPERIENCE**



**CONSISTENT
STORE
OPERATIONS**



**DESIGN TO
MAXIMIZE
THROUGHPUT**





THE STORES

We are focused on building one great store at a time...

a series of stores, not a chain.





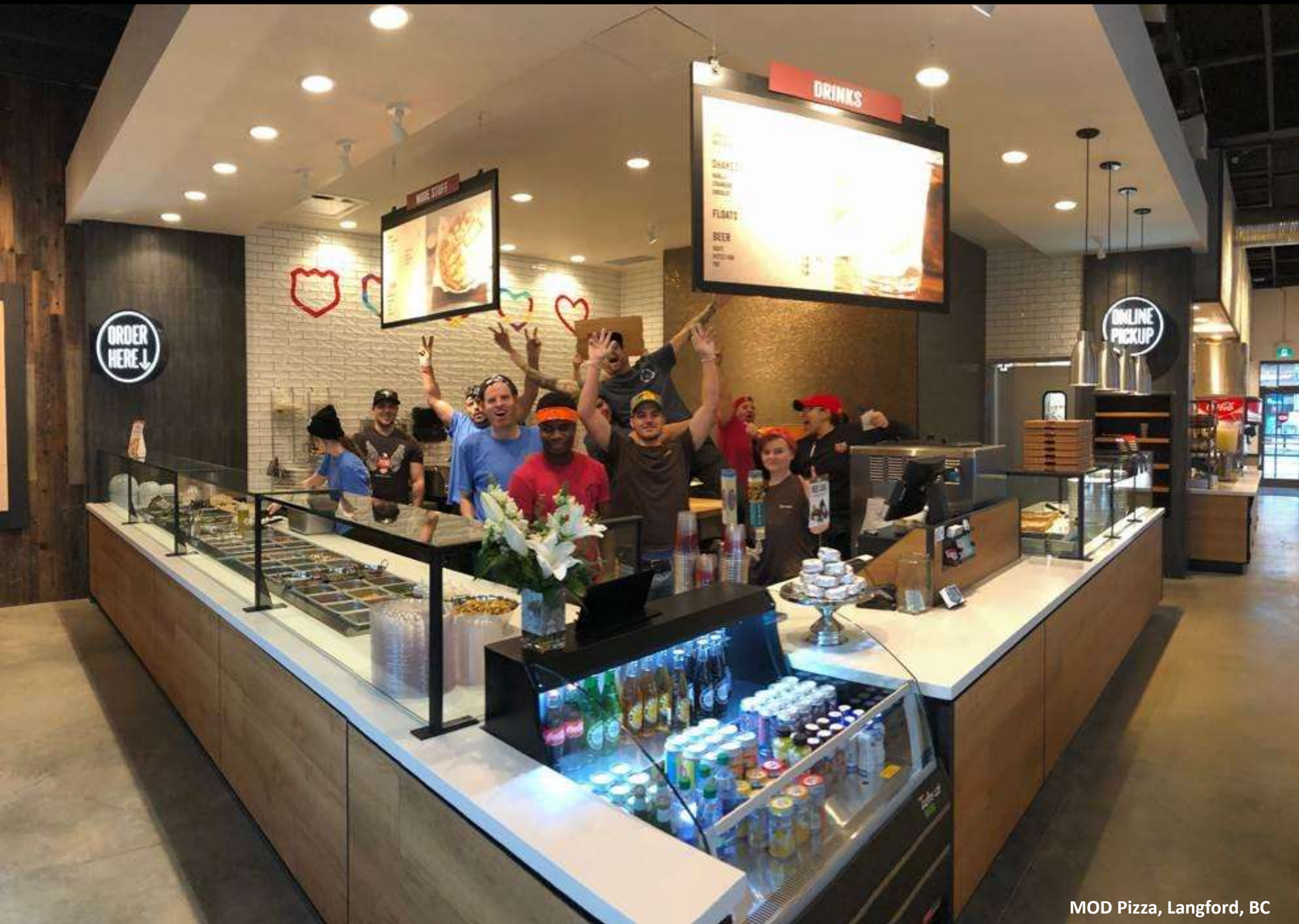
MOD Pizza, Langford, BC



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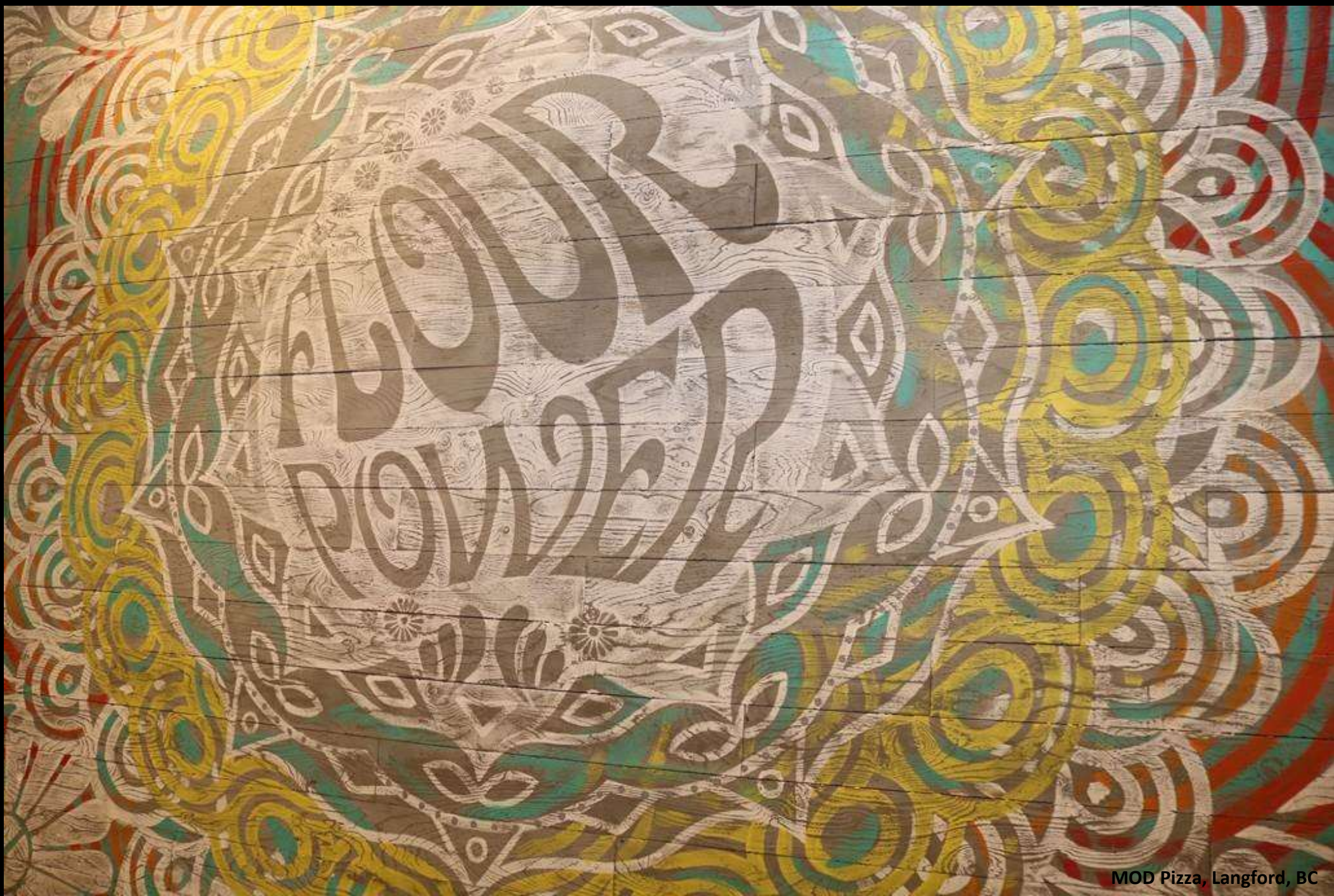




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