

INVESTOR PRESENTATION 2021

CAMO

VIRTUAL FOOD HALLS FOR HOTELS

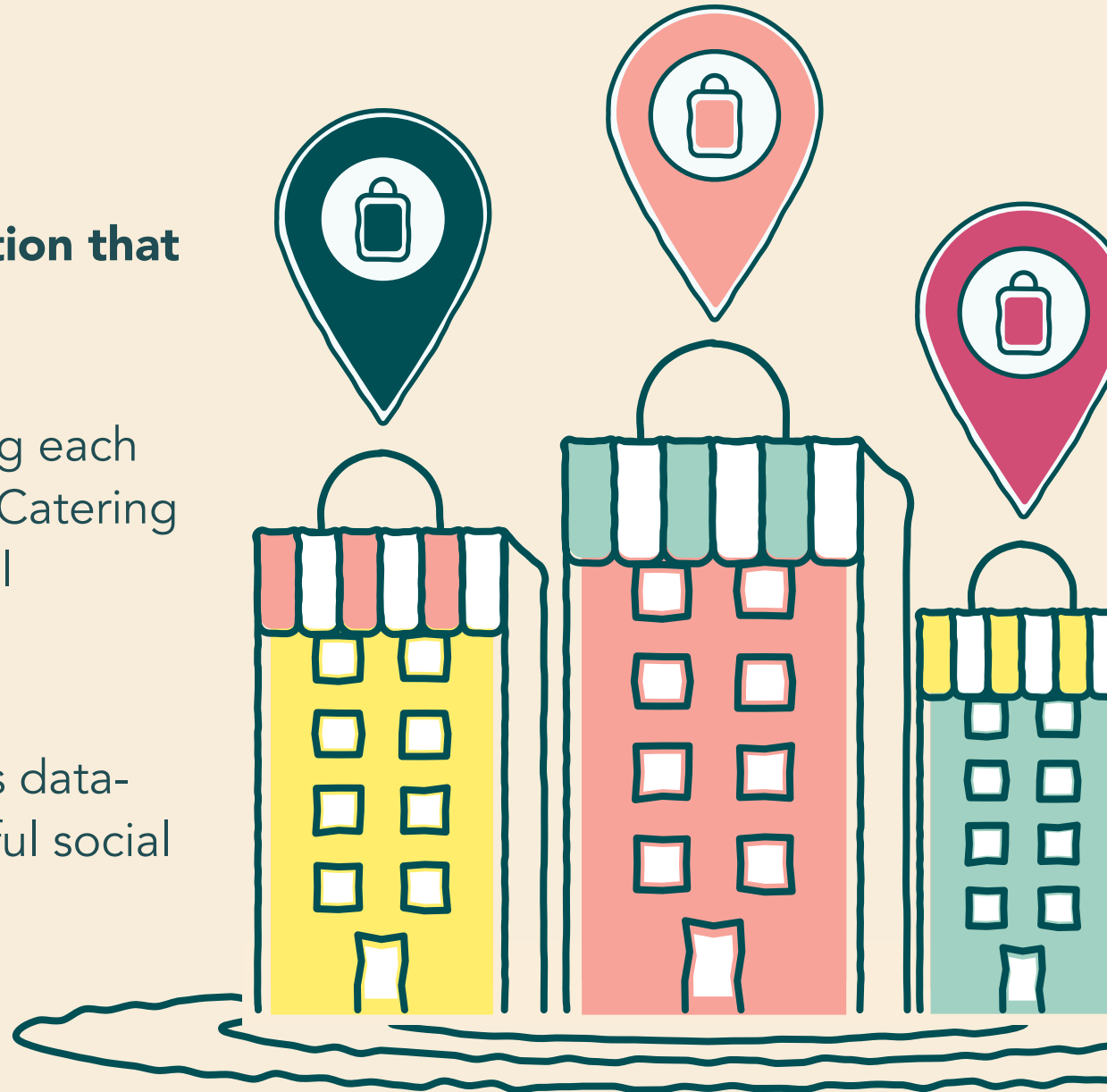


WHO IS CAMO

We are a technology, brand & marketplace solution that transforms hotel kitchens into virtual food halls.

CAMO Food Hall acts as a central kitchen, servicing each Hub Hotel, while also outsourcing Room Service & Catering to partner hotels and providing Delivery to the local community.

CAMO Originals is concept platform that develops data-driven kitchen-optimized brands built with thoughtful social content & brand IP.



MEET THE FOUNDER



KEVIN ROHANI
FOUNDER / CEO

Kevin Rohani is an innovator and industry leader, building his career on developing and scaling world class brands. Throughout his career, Rohani has formed an incredible network of owners, brands, developers, operators, and investors. Most recently, Kevin served as the Head of Development at Accor Hotels, a position he transitioned into after Accor's successful acquisition of SBE, where he oversaw the company's growth as SVP of Development.

Now, Kevin is ready to address the problems he has observed throughout the industry. By unlocking the value in underutilized hotel kitchens, Rohani plans to elevate hotel F&B programs by operating a curated brand mix virtually through each hotel kitchen.



THE PROBLEM

The average hotel loses money on Food & Beverage operations.



**INEFFICIENT
OPERATING MODEL**



**STRICT BRAND
STANDARDS**



**OUTDATED
TECHNOLOGY**



**UNINSPIRED
MENUS**



**LOSS OF MARKET SHARE TO
3RD PARTY DELIVERY**

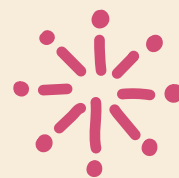
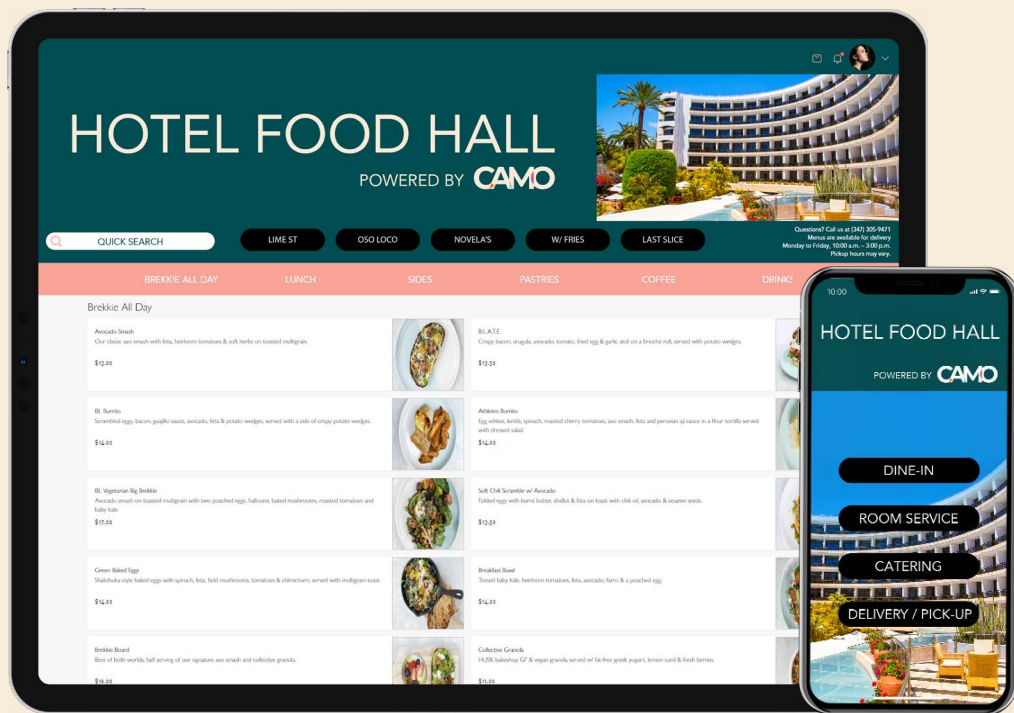


**LACK OF COMMUNITY
ENGAGEMENT**

HOTEL
KITCHEN VACANCY

THE SOLUTION

CAMO is a tech-enabled, turnkey, and highly scalable solution that maximizes each kitchen's offering, reach, and operational efficiency.



**OMNI-CHANNEL
ORDER PLATFORM**



**MIX & MATCH
BRANDS**



**OPTIMIZED
OPERATIONS**



**EXPANDED
AUDIENCE**

HOW IT WORKS

Our hotel partners provide the real estate; we take care of the **technology, brands, and operations.**



KITCHEN ASSESSMENT

Streamlined onboarding process **utilizing existing equipment schedule**

BRAND MIX SELECTION

Based on **kitchen, location, and demographic data analysis**, we curate an optimized brand mix

TECHNOLOGY INTEGRATION

Aggregate multiple distribution channels to streamline virtual ordering

OPTIMIZED OPERATIONS

Contactless ordering with multiple brands allows for efficient back of house operations

BUSINESS INTELLIGENCE

Proprietary data **based on centralized reporting** used for actionable insights



WHY NOW?

restaurantdive.com

RESTAURANT DIVE

47%

“of operators say moving to online ordering is their biggest challenge”

upserve.com

Upserve
by Lightspeed

70%

“of consumers say they'd rather order directly from a restaurant”

restaurantdive.com

RESTAURANT DIVE

92%

“of diners plan to maintain digital ordering habits post-vaccine”

upserve.com

Upserve
by Lightspeed

300%

“Digital ordering and delivery have grown 300% faster than dine-in traffic since 2014”

cntraveler.com

Condé Nast
Traveler

900%

“Between 2014 and 2018 [DoorDash's] hotel orders grew by 900 percent in New York City and 550 percent in San Francisco”

CAMO

COMETITIVE ADVANTAGE

- € CAMO's **tech-powered omnichannel order platform** is built around consumer preferences
- € We operate multiple concepts in each kitchen to **streamline labor and COGS**
- € Our kitchens **require minimum to no CAPEX** and have **existing permits and licenses**
- € With **QR codes** in each hotel room, there is **no cost to acquire** our core customer base of room service
- € Commitment to food **quality and consistency** differentiates us from digital and enterprise brands



MINIMAL INVESTMENT REQUIRED



SPEED TO MARKET (60-90 DAYS)



ECONOMIES OF SCALE

THE COMPETITION



Parking lot operator with prefab kitchens for delivery

BUTLER

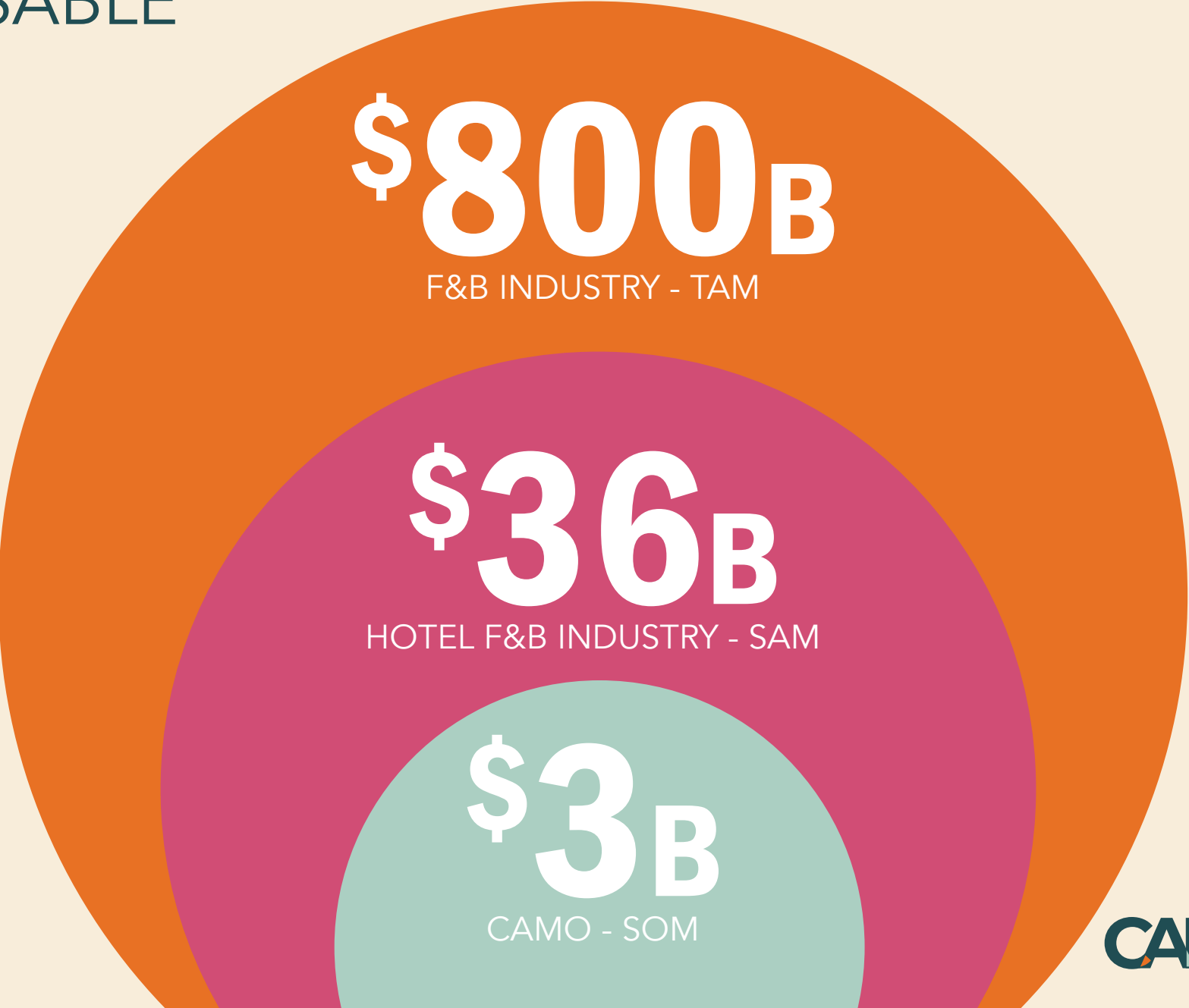
Hotel kitchen providing room service menu on premise and to neighboring hotels



Creating digital brands and delivering multiple concepts per kitchen



TOTAL ADDRESSABLE U.S. MARKET



THE CAMO ECOSYSTEM



CAMO Food Hall - We lease or manage hotel restaurants in high density markets and treat the restaurant as a central kitchen for the Hub Hotel, partner hotels, and the local community.



Room Service by CAMO - Our CAMO Food Halls provide partner hotels in the surrounding area with room service. This is an outsourced food & beverage model for our partner hotels.



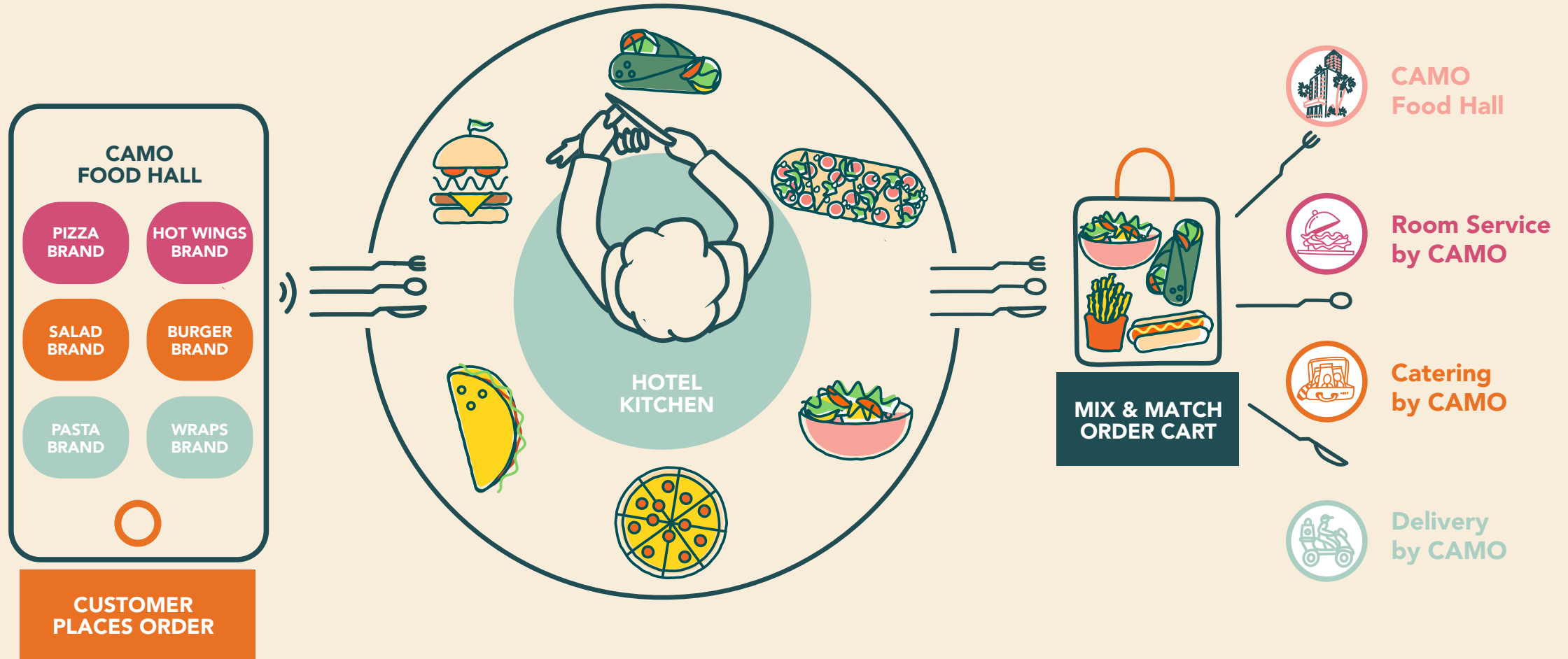
Catering by CAMO - Scaled menu offerings with the ability to mix & match across all brands creating the perfect catering menus for corporate and group travel as well as local businesses.



Delivery by CAMO - Anyone within a 5-mile radius can order delivery, either through the major 3rd party platforms or via our Online Ordering Platform, integrated with white-label delivery.



THE PROCESS



We operate **6** to **12** food brands out of **each hotel kitchen.**

FOOD BRAND MIX

We curate an **optimized mix of local food brands** and **CAMO original concepts** in each hub kitchen.

LOCAL PARTNERS

Our brand selection process is driven by data insights through a strategic partnership, giving CAMO access **over 12,000 concepts in North America.**



HIGH ORDER
VOLUMES



FAMILY
OWNED



STRONG SOCIAL
PRESENCE



WELL RATED
ONLINE

CAMO ORIGINALS

A portfolio of **hotel-kitchen optimized digital brands** covering an array of cuisine types, built around guest preferences.



SOCIALY
SAVVY



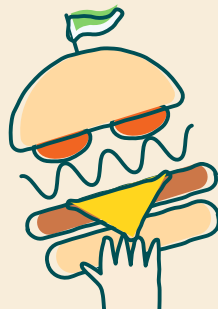
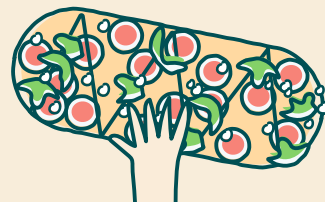
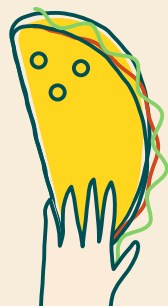
MULTI-BRAND
ECOSYSTEM



FLEXIBLE
MENU



DATA
DRIVEN



CAMO

CAMO
ORIGINALS



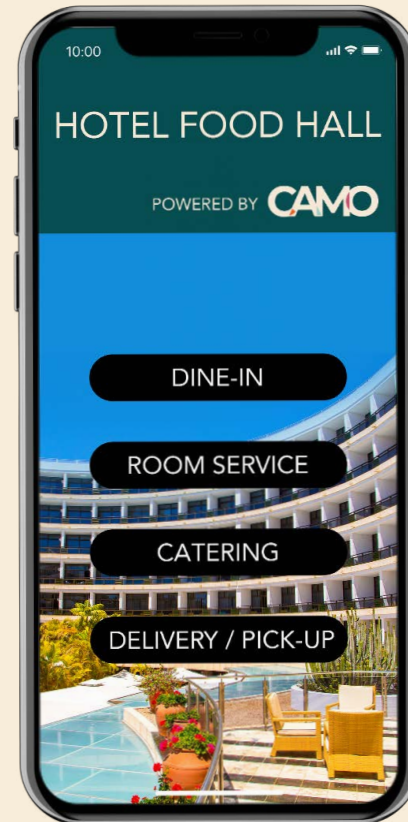
TECHNOLOGY

Our propriety blend of existing technologies allows for **seamless executions for the guest, owner, and kitchen.**

3RD PARTY & MARKETPLACE
AGGREGATOR

MARKETPLACE ORDER
PLATFORM

INVENTORY MANAGEMENT



ANALYTICS MANAGEMENT

CUSTOMER DATA
PLATFORM

CROSS-CHANNEL MARKETING
PLATFORM

CAMO WORKFLOW



3RD PARTY DELIVERY INTEGRATION

CAMO ORDER PLATFORM

HUB LOCATIONS

- ROOM SERVICE
- CATERING & EVENTS
- PICK-UP
- DINE-IN
- POOL

ON PREMISE ORDERING

PARTNER LOCATIONS

- HOTELS
- APARTMENTS
- OFFICE
- MEDICAL
- UNIVERSITY

OFF PREMISE ORDERING

WHITE LABEL DELIVERY SERVICE



PRINTER OR KDS

POS

PRINTER OR KDS

STAR MICRONICS PRINTER

KITCHEN INTEGRATION

CORPORATE

- OPERATIONS
- CULINARY
- MARKETING
- CREATIVE & DESIGN
- FINANCE & STRATEGY
- PARTNERSHIPS



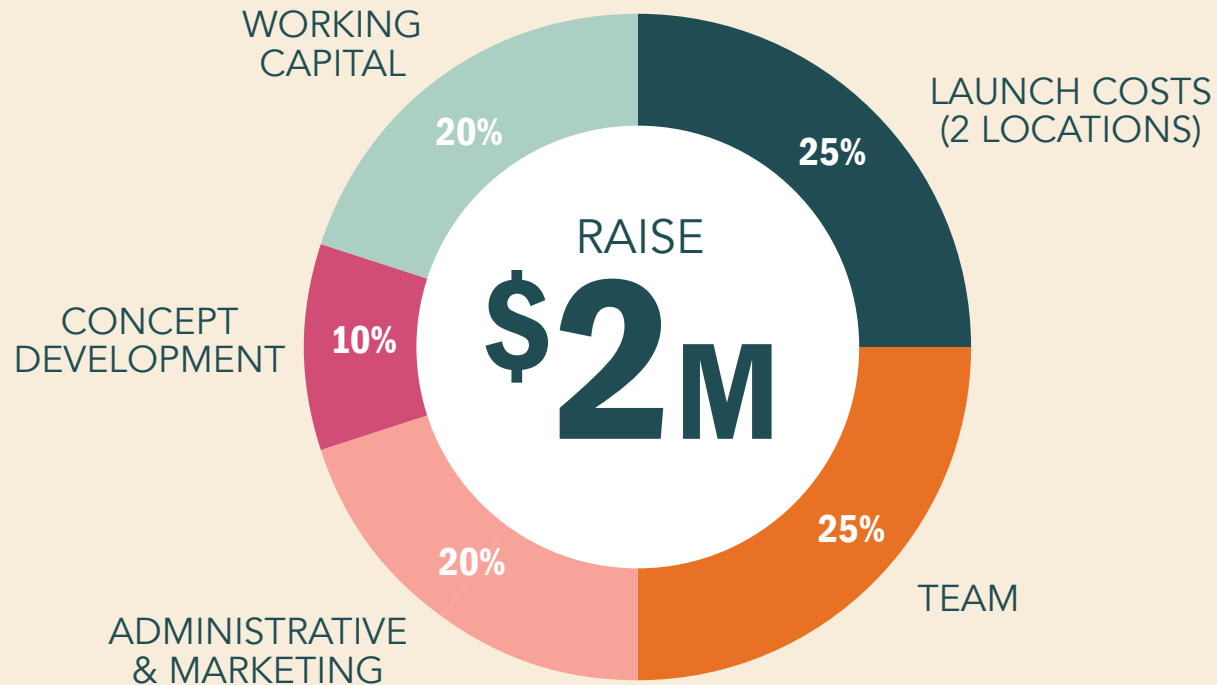
BUSINESS MODEL





CAMO signs favorable terms to lease or manage hotel kitchens on **5-10 year contracts**.

	1 KITCHEN (STABILIZED YEAR)	YEAR 5 - KITCHENS	YEAR 5 - REVENUES
LEASE SCENARIO	<p>\$4M REVENUE</p> <p>\$1M NOI</p>	20	\$87M REVENUE
MANAGEMENT SCENARIO	<p>\$500k BASE + INCENTIVE FEE</p>	100	\$41M REVENUE
		120 TOTAL KITCHENS	\$128M

FINANCING

We are looking for 18 months financing to launch 2 strategic locations, on-board a dozen brands, and build a pipeline to scale the business.



-  **REACH** 125K ORDERS
-  **GENERATE** 25+ PIPELINE LEADS
-  **PARTNER** 20+ OFF PREMISE HOTELS
-  **SERVICE** 2,000 HOTEL ROOMS

THE FUTURE OF CAMO

CAMO FOOD HALL

- Develop partnerships with major branded and independent hotel companies
- Adapt the food hall for different segments, including luxury
- Scale a licensing program to provide a turn-key option for hotel operators

CAMO MARKETPLACE

- Generate millions of active users through expansion of On / Off Premise Room Service strategy
- Utilize data analytics from active users to grow brands and optimize kitchens with actionable insights
- Convert users from 3rd party to 1st party

CAMO TECHNOLOGY

- Mobile App Integrations for Hotel Brands
- Hotel PMS Integrations
- Dashboards for Partner Brands & Hotels
- Online Ordering & Delivery Aggregator Platform for Hotels

CAMO ORIGINALS

- Portfolio of in-house developed smart brands
- Utilize economies of scale through ingredient complexing
- Expansion with Host Kitchen Licensing Program
- Developed with thoughtful brand IP and content



CAMO

THANK YOU

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CAMO