

# ShiftPilot Investor Pitch Script

- **Slide 1 — Title / Introduction**

Hello everyone, thank you very much for the opportunity of today presentation. My name is Daniel Lee, and I am founder and CEO of ShiftPilot, which is scheduling software for restaurants and restaurant groups. We are solving a daily operation problem that many people know is painful, but still they are handling it with very old way. In restaurant business, small mistakes becomes expensive very fast, so we believe this problem is more important than it may look in first sight. Today I want to explain why ShiftPilot can become meaningful software company in this market.

- **Slide 2 — Company Overview / Big Idea**

ShiftPilot is helping restaurants make better schedules, reduce manager stress, and connect labor planning with what is actually happening in the store. We are not only making pretty calendar for shifts, because many tools can do that already. Our main idea is that scheduling should not be separated from inventory concerns and supplier coordination, because restaurant reality is all connected together. If staffing is wrong, service quality goes down, labor cost goes up, and even waste can happen more. So we want to build one operation layer that is practical for daily manager use.

- **Slide 3 — Problem**

Restaurants are still managing workforce in very manual and fragmented ways. Many managers are using spreadsheet, KakaoTalk or text messages, paper notes, and their own memory, which is not stable system at all. When one worker cannot come, or when a busy day is suddenly expected, the manager has to fix many things in same time. This takes a lot of hours every week, but also it creates mistakes, tension with staff, and poor customer experience. The problem is not only inconvenience, it is operation risk in everyday format.

- **Slide 4 — Why This Problem Is Expensive**

Some people may think scheduling is only small admin task, but actually it is connected to labor efficiency and restaurant margin. Restaurant margins are already very thin, so even some extra labor hours or one badly covered dinner rush can make meaningful damage. Also when shift planning is weak, managers often overstaff from fear or understaff by mistake, and both are bad for business. One side wastes money and the other side hurts service and team morale. So bad scheduling is not just ugly process, it is financial problem also.

- **Slide 5 — Why Existing Options Are Not Solving Enough**

There are existing solutions in workforce management, but many of them are too general or too heavy for restaurant environment. Restaurant operations are changing quickly, part-time staff is common, and shift changes happen in short notice much more than in many office businesses. Also a lot of restaurant owners do not want to buy several different software tools that do not talk each other well. In many cases, they buy one tool but still continue using phone calls and manual editing, so the process is still messy. That means the current market has products, but not yet enough product fit for this exact pain.

- **Slide 6 — Customer Situation / Example Story**

Let us imagine one casual dining restaurant with two locations and around 35 employees. Every week, the manager spends many hours collecting availability, adjusting requests, covering absences, and trying to match staffing with expected demand. At same time, that manager also must think about prep volume, ingredients, and supplier timing, but these decisions are made in separate systems or in no system at all. So their work becomes reactive instead of planned. This is the kind of operational headache that ShiftPilot is trying to reduce in a more structured way.

- **Slide 7 — Solution / What ShiftPilot Does**

ShiftPilot is software that helps managers build schedules faster and more correctly, with more context than normal scheduling tools. The system takes staff availability, role requirements, and expected demand, and gives manager a recommended plan which can be edited manually also. Then the platform gives alerts if staffing and inventory situation are not matching well enough. It can also connect with supplier workflows, so operational adjustment is not happening too late. Our goal is not replacing the manager judgment, but reducing repetitive decisions and unnecessary mistakes.

- **Slide 8 — Product Workflow / Main Features**

There are three main areas in our product today. First is smart scheduling, which helps assign right people to right shifts with less back-and-forth communication. Second is inventory alerts, because labor planning without product readiness can still create service problem. Third is supplier integrations, which makes restaurant managers react faster when expected demand and actual store readiness are not aligned. These three things together are more useful than each one alone, and this connected value is important part of our strategy.

- **Slide 9 — Market Opportunity and Early Proof (Provided Midpoint Slide 1)**

On this slide, we are showing market opportunity and some early proof together, even though maybe it is a little crowded. The restaurant operations software market globally is around 12 billion dollars, our serviceable U.S. market is 3.4 billion dollars, and our near-term obtainable market is 410 million dollars focused on independent restaurant groups. We are solving a pain point where scheduling, inventory, and ordering are disconnected, and this creates wasted time and poor coordination. One customer, Elena Ruiz from Juniper Burger Co., said that ShiftPilot cut manager admin time by 6 hours a week, which is meaningful because manager time is expensive and always lacking. Also on this slide, you can see the product categories and the upward user growth chart, although maybe too many messages are fighting each other here.

- **Slide 10 — Traction Snapshot (Provided Midpoint Slide 2)**

This slide is more focused and easier to understand, because it is speaking mostly about traction. Our paying locations grew from 8 in January 2026 to 14 in February, 22 in March, 31 in April, 39 in May, and 52 in June, which is 6.5 times growth in 6 months. We also have 38 percent pilot-to-paid conversion and 91 percent gross monthly retention, and in Q2, 19 of 50 pilots converted into paid. Based on 23 customer interviews from May to June, managers reported 5.8 hours saved per week, which is not perfect scientific number but still useful directional proof. We also learned that churn is mostly happening in single-location cafés under 20 seats, which is not great, but it is helping us know where we should focus more and where maybe we should focus less.

- **Slide 11 — What We Learned From Customers**

Early traction is important, but the customer learning is maybe even more important in this stage. What we saw is that multi-location operators and more complex restaurant environments feel the pain more strongly, so they understand our value faster. On the other hand, very small cafés sometimes feel the workflow is too much for their scale, or the ROI is less obvious for them. This means our product is not equally strong for every restaurant, and that is okay because good startups usually become strong by choosing, not by pleasing everyone. We are becoming more clear about our best-fit customer, and I think that is healthy signal.

- **Slide 12 — Business Model**

Our current business model is subscription SaaS charged per location, with possible pricing differences depending on complexity and feature usage. We kept this model simple because restaurant owners usually do not like complicated software pricing language. In future, there may be expansion revenue from additional modules, deeper integrations, or maybe operation-related workflow services, but today subscription is the main engine. We are still refining exact packaging, because a 15-seat café and a 6-location restaurant group should probably not pay in exactly same way. So the business model is clear in direction, but still under adjustment in detail.

- **Slide 13 — Go-to-Market**

Up to now, our go-to-market has been mainly founder-led and relationship-driven. We reached customers through direct outreach, industry referrals, pilot offers, and network-based introductions, which is good for early learning even if it is not fully scalable motion. Going forward, we want to formalize this into a more repeatable engine through restaurant associations, POS ecosystem partnerships, targeted outbound, and practical educational content around labor efficiency. We believe there is good opportunity to sell through pain-based messaging, because this is not optional nice-to-have problem for many operators. But honestly, GTM is still evolving and not yet fully systemized.

- **Slide 14 — Competition / Why We Can Be Different**

Of course, there are competitors in restaurant software and workforce scheduling, and some of them are much bigger and more resourced than we are. But many larger tools are broad platforms that are trying to do everything, and because of that, the actual shift-planning experience can feel generic or heavy. Some smaller tools are simple, but they stop at scheduling and do not connect to inventory and supplier reality. We think our advantage is not only feature list, but the way those features connect to restaurant daily operation. We are trying to win by being more specific, more practical, and faster in learning from users.

- **Slide 15 — Product Roadmap / Near-Term Priorities**

In the next phase, our product priorities are becoming smarter recommendations, better onboarding, and deeper integrations. Smarter recommendations means the system should improve how it suggests schedules according to demand patterns and staffing constraints. Better onboarding is very important because restaurant managers are busy, and if setup takes too long, even a good product can fail before proving itself. Deeper integrations matter because disconnected tools are one of the original problem sources. So our roadmap is not random feature adding, but more about making the core workflow stronger and more sticky.

- **Slide 16 — Team**

Our team is small, but we believe it is correctly shaped for this stage. I have background in B2B SaaS and workflow software, and our product lead has direct restaurant operation experience, which helps us not design from only whiteboard thinking. Our engineering side is strong in system integrations and operational tools, which is important because restaurant customers need reliability more than fancy words. We are still lean, and we know some capability gaps exist, especially in customer success and repeatable sales. But we think this is a team that understands both problem and execution enough to build from here.

- **Slide 17 — Financial Outlook**

In financial terms, our focus now is on efficient growth and stronger retention in the right customer segment, not just top-line vanity. If we continue improving pilot conversion and retaining multi-location restaurant customers better, then revenue quality will improve, not only revenue size. Our future numbers depend on sales execution, onboarding quality, and product discipline, so I do not want to make too heroic projection. At the same time, the current trend is encouraging enough that we believe investment now can accelerate what is already beginning. We are not at certainty, but we are beyond only idea stage.

- **Slide 18 — Use of Funds**

The capital we are raising will mainly go to three areas. First is product development, especially recommendation logic, reliability, and integration depth. Second is go-to-market building, because founder-led selling can only go until some point before it becomes bottleneck. Third is onboarding and customer success, because restaurant software lives or dies by actual use after sign-up, not just by demo excitement. We want to spend money in way that makes the product more repeatable and the customer value more visible faster.

- **Slide 19 — Why Now**

We believe the timing is favorable for this company now. Restaurants are under continued pressure on labor efficiency, manager workload, and cost control, so the pain is not decreasing. At the same time, restaurant operators are more open than before to using focused software, if the ROI can be shown quickly and the workflow is not complicated. We already have enough traction to show this is not only theoretical need. So from our view, this is the stage where better execution and more resources can create meaningful acceleration.

- **Slide 20 — The Ask**

Today we are raising this round to help ShiftPilot move from early traction into more repeatable and scalable growth. We are looking not only for capital, but also investors who understand operation software, restaurant complexity, or B2B go-to-market building. With the funding, we plan to deepen product value, improve conversion from pilots, and focus more strongly on the restaurant segments where we are seeing healthier retention. We know there are still risks and some unresolved parts, and I think it is better to say that honestly. But we also think the signal is real, and stronger than what the company size maybe suggests today.

- **Slide 21 — Closing**

To finish, ShiftPilot is solving a very daily and very costly problem in restaurant operations. Managers are losing time, restaurants are losing efficiency, and existing tools are often too fragmented or too generic for the real workflow. We have early customer proof, growing paying locations, and clearer

understanding of which customers are best for us. The business is still early, yes, but it is moving from assumption into evidence. Thank you very much for your attention, and I will be happy to answer the questions and discuss more details.