

PATENT OWNER
EXHIBIT 2035

FSTEC 2008 - General Session – Technology Executives Panel

Paul Armstrong, Rob Grimes, Paul Langenbahn, Tom Litchford, Alan Liddle & Karen Sammon

Rob Grimes : So every year at FS/TEC we assemble a panel of the top executives from the manufacturing side to sit on our Technology Executives panel to share their thoughts on the state of food service technology and where its heading. I'm going to ask our panelists to come on stage as I introduce them. First up is Paul Armstrong, the chief technology officer of Microsystems, one of FS/TEC's founding sponsors (applause). Next, is Paul Langenbahn, the President of Hospitality division of Radiant Systems, an FS/TEC corporate sponsor (applause). Our third panelist is Alan Liddle, the managing editor of Conferences and Technology for Nation's Restaurant News (applause). Up next is Hian Orteya, the Food Service Solution Specialist for the Microsoft Corporation, also an FS/TEC founding sponsor (applause). And we round out our panel this morning with Karen Sammon, the President of Software Solutions for Par, another of this year's corporate sponsors (applause). Now before we start, let me remind you that questions are welcome and encouraged for this group. There are some cards on your table and if you have a question for one panelist or the whole panel, we would like you to write that question down on a card, you raise your hand and a room monitor will bring your card up to the front. That's known as "making our life easy" up here, so you need to be involved. So let's get started with our panel. Now, yesterday with our CIO panel we really did not talk about a lot of the traditional things that we've talked about on panels before. And traditionally, we ask our panelists to introduce themselves and tell you a little bit about their companies. Well, we figured this out yesterday; we had a meeting and discussed this and I was told, "You know what? Everybody knows their companies. You can read about it in the directory." So, today we are going to start out with something a little bit different. So, what I'd like to do is, I would like you to picture that you are writing your profile for Match.com (sigh and a laugh from the panel / female voice says "Oh, honestly"). You are looking for a date, but you've got to get people to respond to you and you know that they're not going to read a lot. K, hidden message here right – keep it short! Okay? So, you can only get out the bullet points. So, what I'd like you to do is introduce yourself and just tell us those few bullet points about you that probably have nothing to do about business, but maybe it's about time that our audience actually get to know our panelists and not just the company. So, Paul, do you want to start?

Paul Armstrong : Sure, um, aside from the fact I'm married, I can really conceptualize this (chuckling in the background). I have kids, do a lot of stuff with the kids. They're 13, 16; heavily involved in their sports activities. Um, I have various different hobbies – cycle a lot, uh, photography and, um, I'm a big football fan. Not American football, English football, in fact, Liverpool Football Club. That's who I am and I like going out at night, love having dinner and there's not a good bottle of wine that I don't like. (more chuckling)

Rob Grimes : Paul would you date....? (chuckling from the panel)

Paul Armstrong : Go Ahead.

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Paul Langenbahn : There's probably a few criteria at the top of my list that Paul doesn't meet, but other than that I think he's a great guy (Paul Armstrong chuckles / audience laughs).

Paul Armstrong : I'll just move over a little bit. (more laughing)

Paul Langenbahn : I'm Paul Langenbahn, uh, one thing that, uh, many of you may not know about me is that I live on this lake, right out here. So, this has been, uh, been great for me to have this, uh, this event here, uh, in our hometown. Uh, uh, like Paul, I have been married, uh, very happily for a very long time, so it's hard to envision doing a Match.com ad. Um, so, uh uh, I think what I would tell somebody that, uh um, had a very short time to get to know me, uh, is probably the things that, uh, I am most thankful for and the things that are important in my life. Uh, that would start with, uh, the love of God and my family. And, uh, and, and, uh, the things that I enjoy in life and, you know, one of the things that I think is important for all of us to remember is that, uh, you know, in my case, you know, I lead a group of people that's in the retail technology business, but, uh, you know, when I die, not only will nobody care how many color, touch screen cash registers we sold in our history. Nobody is even going to remember what that was. Uh, and so, uh um, I'm very thankful for the fact that, uh, the place where I do spend a lot of my time, which is at work – I work with a lot of great people and, uh, I'm thankful for all the other, uh, great things that, that are in my life, uh, like watching my kids play sports and uh um, you know, being involved in the community. That sort of thing.

Rob Grimes : AI?

Alan Liddle : Um, I would start out any entry like that with a bullet point that says, "I can program a VCR" (quiet chuckles from the panel). Um, I'm into new media and learning all the time more – I just bought a hi-def camcorder and I immediately I have to tap into all that storage Dan Brose was talking about. Uh, I'm using that to photograph my children playing sports; volleyball, my oldest boy is 15; he's on the volleyball team in high school. And my youngest; he's a theater and band nut and does a lot of performances there. Uh, I'm motivated about helping get the best information I can that's usable to our readers and helping my colleagues and I move forward into the brave new world of non-printed communication and content.

Hian Orteya : Um, my name Hian Orteya and I spend most of my time around my kids, trying to make them successful. Uh, I would say that's probably the top priority for me. Uh, I also spend a lot of time trying to make my customers successful. Uh, if you were to think about one feature that I think I would like people to know me for that's dependability. I like people to say that they can always count on me.

Karen Sammon : I think is unfair and that we should probably go back to talking about our companies, but let's see – Match.com. Um, I don't cook, I don't iron, I don't like to do housework, I really love my job (chuckles and applause during talking). I, um, let's see, I'm second generation at Par, so I spend a lot of my time working, but I also spend a lot of time with my family. And, I have two kids; one is 9 and one is 6; and, so I spend a lot of time hanging out with them and trying to enjoy them when I see them. Um, I'm an avid skier and I like to do as many extreme skiing adventures as I can. And, um, let's see, I've got a lot of energy, lot of passion for getting to get to know people; I love people.

Rob Grimes : Great, well thanks.

Karen Sammon : But, I don't want to go on a date.

Rob Grimes : What was that?

Karen Sammon : I don't want, I don't want any dates.

Alan Liddle : Hey, Rob?

Rob Grimes : Yeah?

Alan Liddle : Since we've gotten to know everybody a little better than usual, I'm wondering if I might share the final words of my Great Uncle Mortimer Liddle? Uh, he searched his whole life for the meaning of life and immortality and he called me to his bedside as he lay dying, looked up at me with his big eyes and he said, "No, that's not it" (some quiet chuckles and sighs)

Karen Sammon : TMI

Rob Grimes : He's the writer, okay? So, let's go ahead and talk a little about technology here. And, maybe non-traditional technologies. You know, we just heard a presentation that talked about all kinds of different things. So, one thing that, I wrote down a lot of quotes, and one thing that I heard was that what we see today by people and I think the electric company, you know, was used as an example is that people have a product and they wrap around, they service, they put a service wrapper around it. And, you all have products. So, what is the future? What are you doing to take what people perceive your company is and your product? And put that service wrapper around it. How do you further engage your company with the customer?

Paul Langenbahn : I'll start. Uh, one of the things that, uh, I think it's important that we all stay very focused on in this industry and, uh, and as technologists, we often run the risk of sort of getting wrapped up in technology for technology's sake. The reality is, we exist for a pretty simple reason and that is the operators need to serve their guests as best they can and make a profit and have that guest experience be great. And we're a tool to help the operators do that. And, as we look at, you know, what, how are the markets are shifting, how do operators want to interact with their guests; more importantly, how do the guests want to interact with the operators. Um, you know, our services and technologies have to adapt with those sort of things. One of the big trends that was talked about yesterday was, uh, this idea of mobile ordering and orders coming into an operation that really wasn't built for this sort of thing from all different sorts of directions. And, uh um, we're trying to think about, you know, how do you re-invent the technology landscape of a retail operation to support these kind of things. Now, you can skip forward, you know, 15 or 20 years and maybe there won't be the concept of a point of sale terminal in your location at all, but what's the evolution to that? One of the things that is happening right now is a lot of companies, over the last few years, have experimented a lot with things like, you know, curbside pick up and mobile ordering and web ordering and that sort of thing and what they've found is they created a decent experience for the consumer to go and place an order but really struggled with the delivery of it in the store and there's a few reasons for that. One of them is, um, the

whole infrastructure and operation is really built around the tradition of serving guest that is inside the location. So, if you spit out an order to a fax over in a corner somewhere, um, are you going to be able to deliver great service 100% of the time without impacting, you know, all the guests who came for the traditional dine in experience in the store? And so, as we look at this convergence of all these different, you know, different ways consumers want to interact with your businesses, um, I think we're feeling like our responsibility is really to be the engine that does the heavy lifting between all these access points, whether it's a customer talking to a server, uh, interacting at the front counter, uh, going in from a website or a cell phone, what, what's, what's the system in the middle that does the heavy lifting that makes each, sure each consumer has a good experience and that you can add these new, you know, revenue centers to the business without distracting from, you know, the all important guest inside the restaurant. And, uh, so, you know, that's, when we think about services and the products we provide to our customer, that, that's the sort of thing that they are telling us, uh, is real important and a lot of the investments we've been making in the last few years are really around trying to do that better.

(Rob Grimes) : Paul?

Paul Armstrong : We think that, um, our customers _____ are really looking for a solution. And, as the technology continues to evolve, um, I think you're looking for a way to have less and less responsibility for that technology and pass that responsibility onto, to others. So, our focus is to really move it more into an overall service, rather than selling you hardware and selling you software. Rather, just selling you the service of having a restaurant system maybe centrally hosted many, many, maybe a thousand miles away, serving up content to the restaurant, so that as the speaker before talked about, you know, what you have in the restaurant is just a very small piece and what actually happens is all that heavy lifting is performed remotely. So, when you take all the different ways an order comes in to, you know, the restaurant, really all of that processing is going to become central and all of that is going to be integrated whether it's through a smart phone, or whether it's through the web – all that comes in centrally and then the stores have access to that and, you know, it goes to the kitchen displays, it goes to the printers, but the footprint in the store is pretty thin but with sufficient resilience that if the wide area network goes down, it continues to operate. But you've got a thin footprint there all completely integrated with what's happening outside the store, all available as a service that you don't have to worry about the care and upkeep of that system. We think that's, you know, the trend.

(Rob Grimes) : Karen?

Karen Sammon : I think, I think the question was around service? Around your products? Is that what we were...

(Rob Grimes) : Well, you have a product, so how do you wrap the services and the...

Karen Sammon : Yeah...at Par, our corporate mission and vision is wrapped around customer support and exceeding expectations and I think that we do that very well. We've had customers for 30 years and 25 years and the only way you can achieve that through generations is by, is by offering the ongoing support services and service with the big S as one of my, um, executive team members always says. Um, we, you know, you have to listen very carefully to what your customers, your new customers,

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