



August 7, 2023

BSE Limited
Corporate Relations Department
Phiroze Jeejeeboy Towers
Dalal Street, Fort,
Mumbai- 400 001
Scrip Code: 543248

National Stock Exchange of India Limited
Listing Department
Exchange Plaza, 5th Floor, Plot no. C/1,
G Block, Bandra Kurla Complex, Bandra (E)
Mumbai- 400 051
SYMBOL: RBA

Sub.: Investor Presentation on Unaudited Standalone and Consolidated Financial Results of Restaurant Brands Asia Limited ('the Company')

Ref.: Regulation 30 read with Schedule III of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 ('SEBI Listing Regulations')

Dear Sir/Madam,

Please find enclosed herewith the Investor Presentation on the Unaudited Standalone and Consolidated Financial Results of the Company for the quarter ended June 30, 2023.

The copy of the Investor Presentation is also being uploaded on the Company's website i.e. www.burgerking.in.

We request you to take the aforesaid on record.

Thanking You,

For Restaurant Brands Asia Limited
(Formerly Known as Burger King India Limited)

Madhulika Rawat
Company Secretary and Compliance Officer
Membership No.: F8765

Encl.: As above

restaurant brands asia limited

(Formerly known as Burger King India Limited)

Registered office : Unit Nos. 1003 to 1007, 10th Floor, Mittal Commercial, Asan Pada Road, Chimatpada, Marol, Andheri (East), Mumbai – 400 059 CIN : L55204MH2013FLC249986 | info@burgerking.in | Tel : 022-7193 3000 | Website : www.burgerking.in



Restaurant Brands Asia Limited

Investor Presentation

August 7, 2023





Disclaimer

Certain statements made in this presentation relating to the Company's objectives, projections, outlook, expectations, estimates, among others may constitute 'forward-looking statements' within the meaning of applicable laws and regulations. Actual results may differ from such expectations, projections etc., whether express or implied. These forward-looking statements are based on various assumptions, expectations and other factors which are not limited to, risk and uncertainties regarding fluctuations in earnings, competitive intensity, pricing environment in the market, economic conditions affecting demand and supply, change in input costs, ability to maintain and manage key customer relationships and supply chain sources, new or changed priorities of trade, significant changes in political stability in India and globally, government regulations and taxation, climatic conditions, natural calamity, commodity price fluctuations, currency rate fluctuations, litigation among others over which the Company does not have any direct control. These factors may affect our ability to successfully implement our business strategy. The company cannot, therefore, guarantee that the 'forward-looking' statements made herein shall be realized. The Company, may alter, amend, modify or make necessary corrective changes in any manner to any such forward looking statement contained herein or make written or oral forward-looking statements as may be required from time to time on the basis of subsequent developments and events.



Consolidated Business Summary - Q1 FY24

BURGER KING **575** **POPEYES**
Restaurants

₹483 Mn ▲ **65% yoy**
7.9% *Company EBITDA**



₹ 6,108 Mn ▲ **25% yoy**
Consolidated Revenue

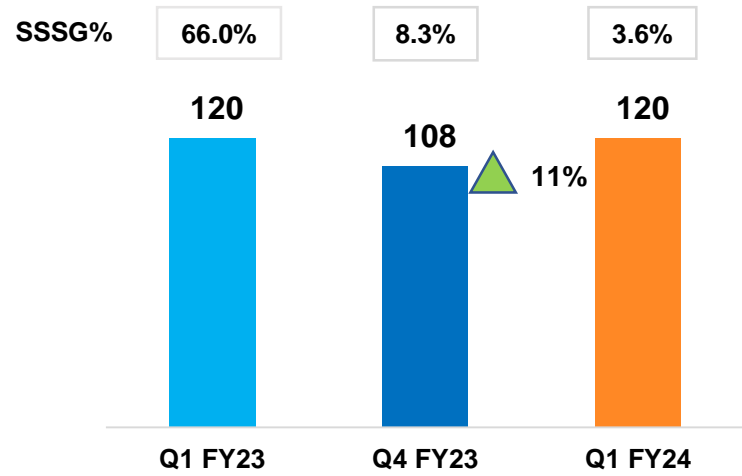
₹ 844 Mn ▲ **43% yoy**
13.8% *Restaurant EBITDA**

**post IndAS 116*

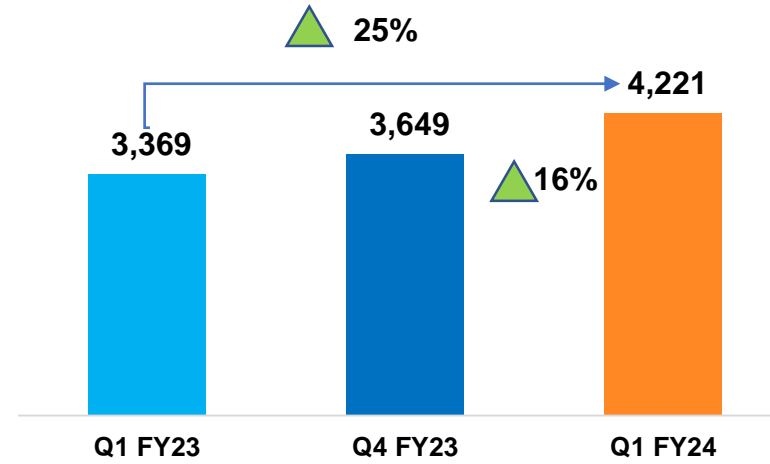
Q1 FY24 – India Business Update



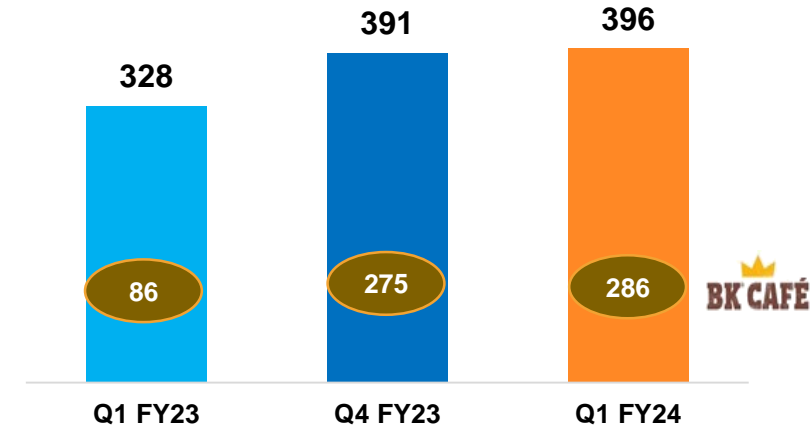
Portfolio ADS (₹ '000)



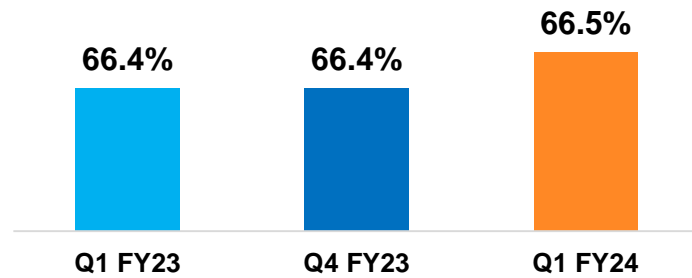
Revenue (₹ Million)



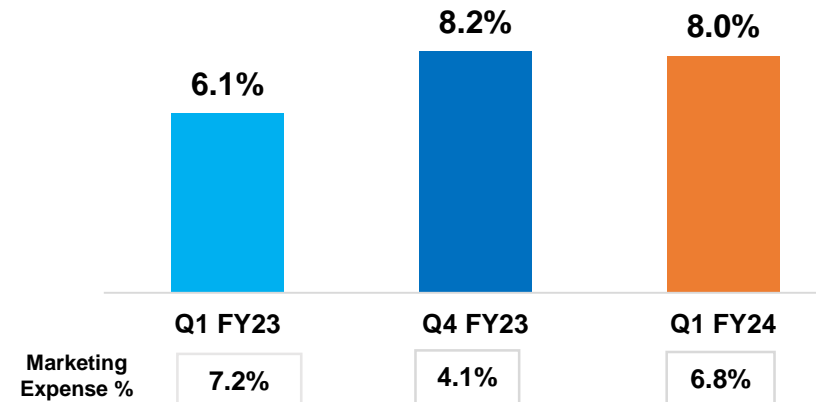
Store Count



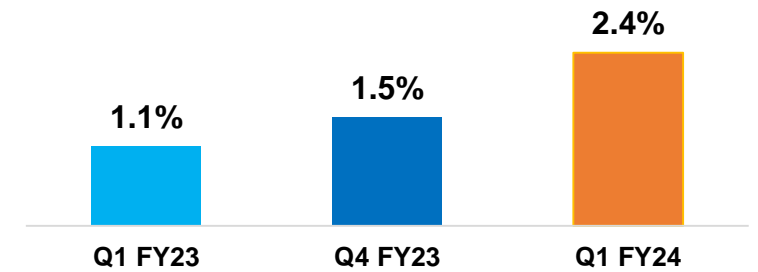
Gross Profit %



Store EBITDA % (Pre IND AS-116)



Co. EBITDA % (Pre IND AS-116)





India Operating Performance

Particulars (INR Million)	Q1 FY24	%	Q1 FY23	%	Q4 FY23	%
Revenue from operations	4,221	100.0%	3,369	100.0%	3,649	100.0%
Cost of materials consumed	1,415	33.5%	1,133	33.6%	1,227	33.6%
Gross Profit	2,806	66.5%	2,236	66.4%	2,422	66.4%
Employee Related Expenses	425	10.1%	372	11.1%	386	10.6%
Occupancy and Other Expenses	1,661	39.4%	1,364	40.5%	1,369	37.5%
Restaurant EBITDA	720	17.1%	499	14.8%	667	18.3%
Corporate General & Administration expenses	236	5.6%	167	5.0%	244	6.7%
Reported Company EBITDA	484	11.5%	332	9.9%	423	11.6%
Restaurant EBITDA (Pre Ind AS 116)	338	8.0%	204	6.1%	298	8.2%
Company EBITDA (Pre Ind AS 116)	102	2.4%	37	1.1%	54	1.5%

Q1 FY24 – Indonesia Business Update

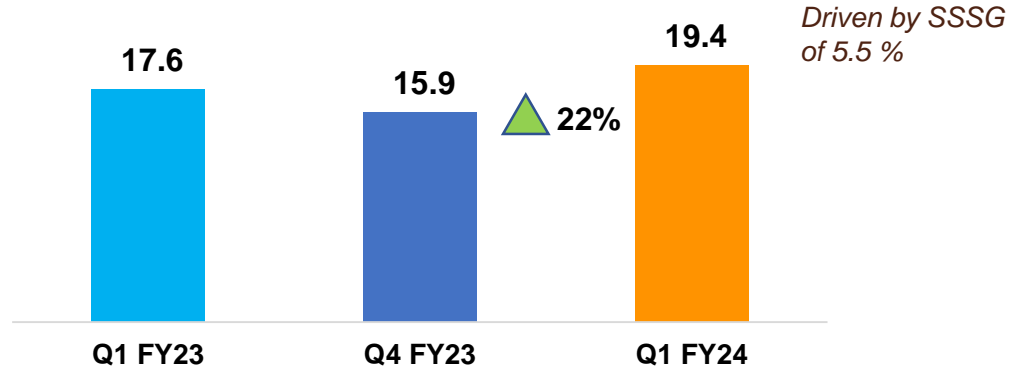


POPEYES



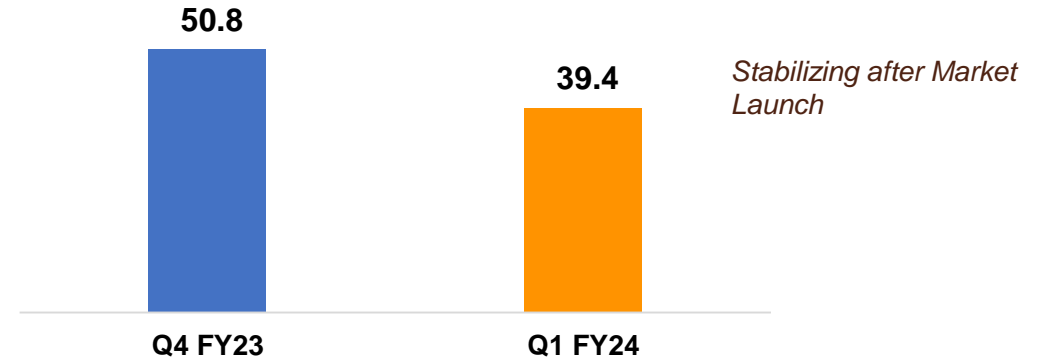
Burger King

ADS (IDR mn)

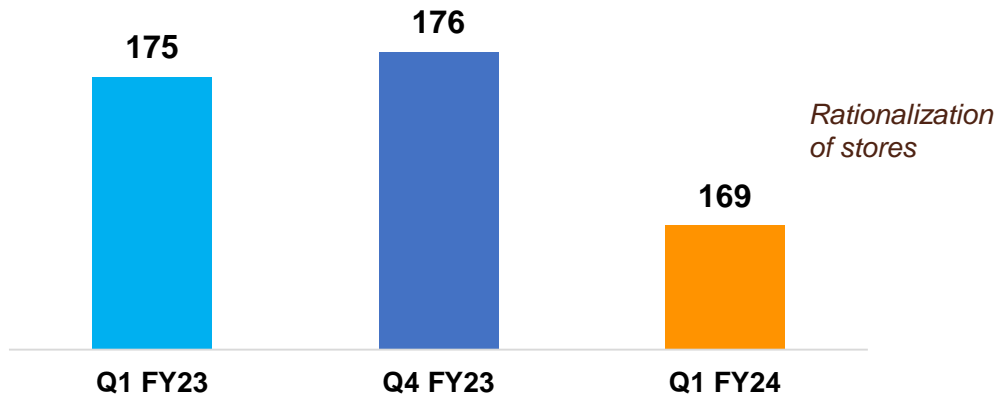


Popeyes

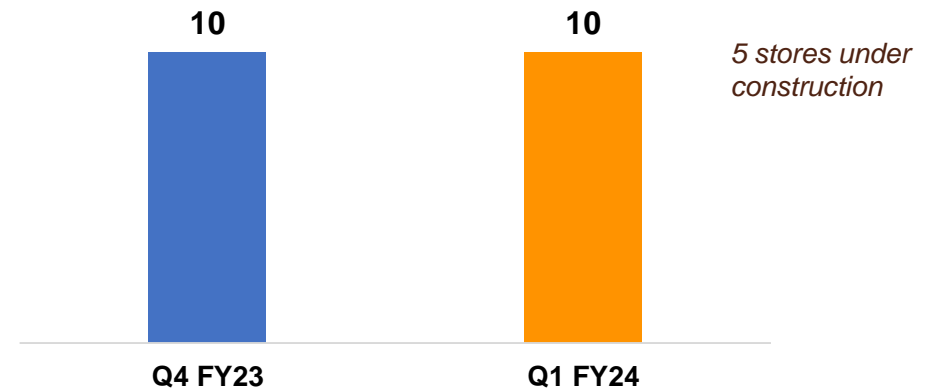
ADS (IDR mn)



Store Count



Store Count



Particulars (INR Million)	Q1 FY24	%	Q1 FY23	%	Q4 FY23	%
Revenue from operations	1,887	100.0%	1,523	100.0%	1,490	100.0%
Cost of materials consumed	781	41.4%	611	40.1%	615	40.4%
Gross Profit	1,106	58.6%	912	59.9%	876	57.5%
Employee Related Expenses	298	15.8%	218	14.3%	256	16.8%
Occupancy and Other Expenses	684	36.3%	604	39.6%	598	39.2%
Restaurant EBITDA	124	6.6%	90	5.9%	22	1.4%
Corporate General & Administration expenses	126	6.7%	130	8.5%	171	11.2%
Company EBITDA Reported	-2	-0.1%	-40	-2.6%	-149	-9.8%
Restaurant EBITDA (Pre Ind AS 116)	4	0.2%	-5	-0.3%	-68	-4.6%
Company EBITDA (Pre Ind AS 116)	-125	-6.6%	-135	-8.8%	-238	-16.0%

Particulars (INR Million)	Q1 FY24	%	Q1 FY23	%	Q4 FY23	%
Revenue from operations	6,108	100.0%	4,892	100.0%	5,140	100.0%
Cost of materials consumed	2,196	36.0%	1,744	35.7%	1,842	35.8%
Gross Profit	3,912	64.0%	3,148	64.3%	3,297	64.2%
Employee Related Expenses	722	11.8%	591	12.1%	642	12.5%
Occupancy and Other Expenses	2,345	38.4%	1,968	40.2%	1,966	38.3%
Restaurant EBITDA	844	13.8%	589	12.0%	689	13.4%
Corporate General & Administration expenses	361	5.9%	297	6.1%	415	8.1%
Company EBITDA Reported	483	7.9%	292	6.0%	274	5.3%
Loss after tax	-541	-8.9%	-509	-9.9%	-800	-16.3%
Restaurant EBITDA (Pre Ind AS 116)	342	5.6%	200	4.1%	230	4.5%
Company EBITDA (Pre Ind AS 116)	-19	-0.3%	-98	-2.0%	-184	-3.6%

Q1 FY24 India Marketing Update





Value Proposition to drive traffic

- Meal strategy to drive traffic
 - 99 Meals Strategy
- VFM across layers

Innovation

- Best burger in the category - Led by Whopper
- Kings Collection
- BK Café – Build more moments of consumption

Digital First

- King's Journey
 - Self ordering kiosks
 - Table ordering
- Build known diner sales
- Leverage CRM to drive frequency

Brand Strength

- Engaging brand
 - *Brand for me*
 - *Cool Brand*

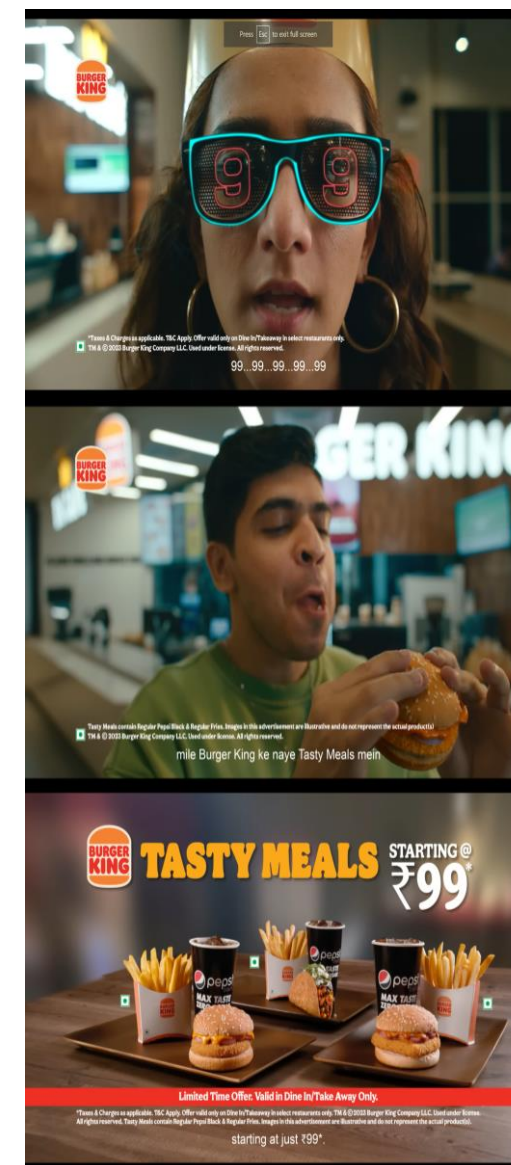


Strengthen VFM with launch of Tasty Meals starting at Rs. 99



N	Burger King Meals	Offer Price
1	Crispy Veg Meal	99
2	Makhani Veg Meal	109
3	Veg Taco Meal	119
4	Crispy Chicken Meal	149
5	Makhani Chicken Meal	159
6	Chicken Taco Meal	169

- Affordable meal combos with veg and chicken options
- Why 99 Meals?
 - Consumer research clearly points at meal deals (VFM) as consideration driver
 - Extension from a la carte “Stunner Menu” to Meals starting at 99
 - Gives us price parity in North and price leadership in West and South
 - Strengthens BK’s price leadership and value credentials and
- All India launch in April 2023, with a 360 degree integrated media plan
 - Leveraged Cricket season with match moments contextual campaign



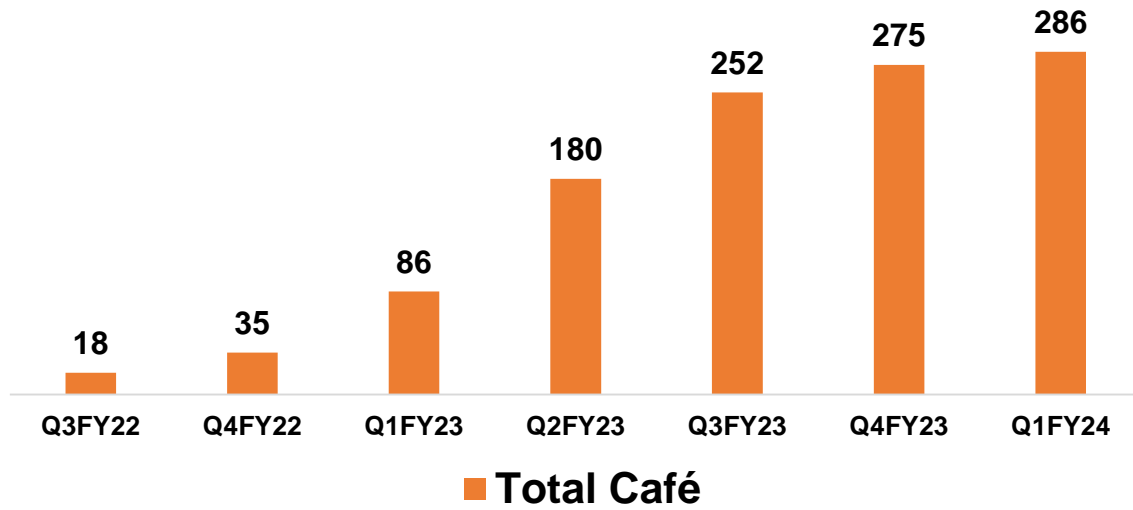


- Launched new Premium Wraps in Q1 FY24
- Plugged portfolio gap of big loaded wraps
- Paneer Royale Wrap with a fresh and soft paneer patty
- Fiery Chicken Wrap with a crispy spicy chicken patty

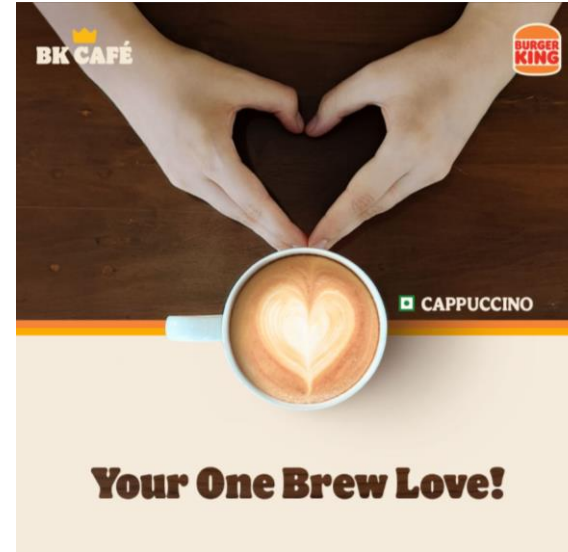
- Launched limited time Twisted Whopper
- Taste innovation of sweet and spicy flavours
- Increases guest visit frequency



Expanded BK Café footprint

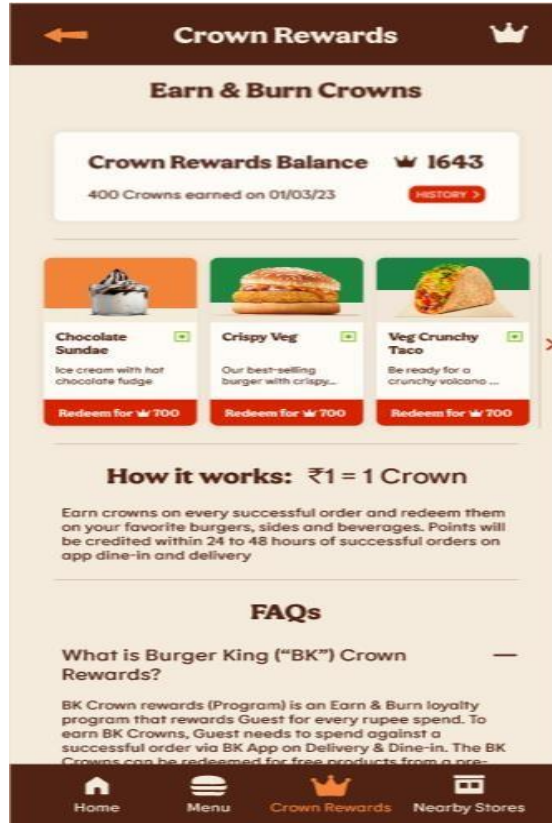


- 286 BK Café in restaurant portfolio
- +8K Incremental ADS in BK Café Restaurants
- BK Café helps increase guest consumption frequency
- BK Café helps burger + beverage pairing; higher upsell





Omni Channel App



Self Ordering Kiosk



Table Ordering





Building Brand Love with Gen Z and Millennials

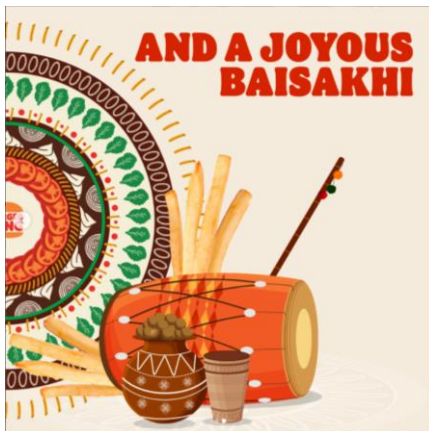
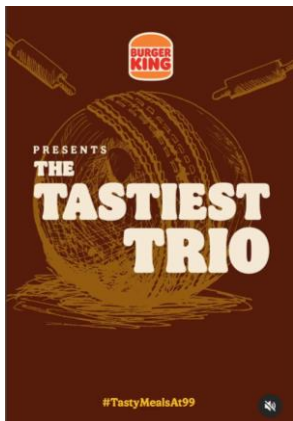
Cricket
Country

Indian
Festivals

International
Occasions

Moment
Marketing

UGCs &
Giveaways





CANNES LIONS

Shortlist: Innovative Use of Influencers

THE MOST CREATIVE AND EFFECTIVE ADS AS JUDGED BY CONSUMERS

Awarded to:
Burger King & Black Pencil

Nominated for:
Rs.50 Stunner Menu Stuns Hrithik Roshan

Category: **Services** Medium: **Television**

Deepinder Rana
Deepinder Rana
Executive Managing Director - South Asia
Insights Division
Kantar

WINNER
KANTAR
CREATIVE EFFECTIVENESS AWARDS INDIA 2023

BURGER KING INDIA wins at CLIO AWARDS 2023

2023 SILVER WINNER CLIO AWARDS



Medium: Social Media

Category: Use of Talent & Influencers



Founded in 1959, CLIO is considered as 1 of the Top 3 global awards for advertising.

CLIO Awards celebrates bold work that propels the advertising industry forward.

Q1 FY24 Indonesia Marketing Update





Strategic Growth Pillars

**Build Relevance
& Credibility of
Chicken Menu**

**Establish
Leadership in
Burgers**

**Dessert
Innovation to
Gain Share**

Back to Basics - strengthened foundation

Value equity: continue strong value proposition across menu layers



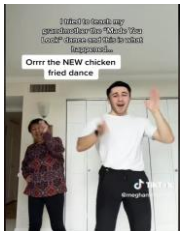
Build Relevance & Credibility of Chicken Menu

Burger King's New Chicken campaign - Tasty to the Last Bite!



Consumer Engagement

TikToks



Partnerships



Crew Engagement



Product Reviews



Social Media, Delivery



360° campaign: PR, TV, Digital, OOH, In-store POSM, Crew Engagement, KOLs Product Reviews

BIC Campaign post-launch dine-in performance: Incidence +25%



Establish Leadership in Burgers: Robust Menu Architecture



Value offering across layers to drive transactions and build APC

Branded Value Layer

Meal: 29K

**Drive Traffic
Entry Price Value**



Classics Value+

*Meal: 39K
BIC Meal 36K*

**Increase Frequency
VFM Classics**



Core Whopper Jr

Meal: 49K

**Establish Best,
Innovative Burger**



Core Whopper

Meal: 69K

**Establish Best,
Innovative Burger**



Premium Burgers

Meal: 79K

**Build Check
Burger Superiority**





Dessert innovation to gain share: King Fusion

Branded desserts:

KitKat Fusion: 1st Branded Dessert LTO 3X AUVs, Incidence growth 10%



WIP pipeline



Building dessert layer:

Indulgent desserts at entry prices to drive incidence via add-ons & incremental occasions





Popeyes Marketing Priorities

Blockbuster New Store Openings

Magnetic Brand Love

Pipeline: Total 25 stores by Q424

Build Iconic Status

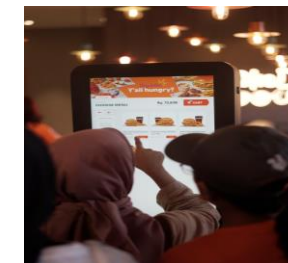
Culinary Brand, Chicken Destination

Drive Trial: Month Special, Snacking

Digital-first experience

Digital Touchpoints

Drive Kiosk Sales



Kiosk contribution% in Q1:
37% of sales contribution

Restaurant Count - India

FY 24: **450**

FY 27: **700**

SSSG Growth- India

FY 24: ~ **10%**

FY 25 onwards: ~**8%**

Gross Profit- India

FY 24: **67%**

FY 25-27: Improvement of ~**2%**

Indonesia

FY 24: **Cash breakeven**

FY 27: ~**325 restaurant**



For additional Information:

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Head of Strategy and Investor Relations
Email: prashant.desai@rbrandsasia.com**

