



Date: July 31, 2024

To,

| | |
|--|--|
| <p>The Manager Listing Department BSE Limited P.J. Towers, Dalal Street, Mumbai – 400001</p> <p>Scrip Code: 543283</p> | <p>The Manager Listing & Compliance Department National Stock Exchange of India Limited Exchange Plaza, Bandra Kurla Complex, Bandra East, Mumbai – 400051</p> <p>Scrip Symbol: BARBEQUE</p> |
|--|--|

Dear Sirs,

Subject: Earnings Presentation on Un-Audited Financial Results of the Company for the Quarter ended June 30, 2024

Pursuant to Regulation 30 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, we hereby enclose the copy of Earnings Presentation on Un-Audited Financial Results of the Company for the Quarter ended June 30, 2024, which will be circulated to the Investors/Analysts for the Earnings Conference Call scheduled today i.e. Wednesday, July 31, 2024 at 5:00 PM (IST).

This is for your information and records.

Thanking you.

Yours faithfully,

For Barbeque-Nation Hospitality Limited

Nagamani C Y
Company Secretary & Compliance Officer
M. No.: A27475

Encl.: As above

BARBEQUE-NATION HOSPITALITY LIMITED

Registered & Corporate Office: "Saket Callipolis", Unit No. 601 & 602, 6th Floor, Doddakannalli Village, Varthur Hobli, Sarjapur Road, Bengaluru-560035, Karnataka, India. **T:** +91 80 69134900,

E-mail: corporate@barbequenation.com, **CIN:** L55101KA2006PLC073031 **www.barbequenation.com**

BARBEQUE-NATION HOSPITALITY LIMITED



Earnings Presentation

Q1 FY2025



Disclaimer

This presentation contains statements that contain “forward looking statements” including, but without limitation, statements relating to the implementation of strategic initiatives, and other statements relating to Barbeque-Nation Hospitality Ltd (“Barbeque Nation” or the Company) future business developments and economic performance.

While these forward-looking statements indicate our assessment and future expectations concerning the development of our business, a number of risks, uncertainties and other unknown factors could cause actual developments and results to differ materially from our expectations.

These factors include, but are not limited to, general market, macro-economic, governmental and regulatory trends, movements in currency exchange and interest rates, competitive pressures, technological developments, changes in the financial conditions of third parties dealing with us, legislative developments, and other key factors that could affect our business and financial performance. Barbeque Nation undertakes no obligation to publicly revise any forward-looking statements to reflect future / likely events or circumstances.

All the numbers are on consolidated basis and without adjustment for the minority interest of in Red Apple Kitchen Consultancy and in Blue Planet Foods unless otherwise mentioned. All margin calculation are on Revenue from operations, unless otherwise mentioned.

Q1 FY25 Key highlights

Revenue from Operations

₹ 3,057 mn

(5.6)% y-o-y

Restaurant Network

219

Q1 FY24: 212

SSSG (%)

(7.4)%

Q1 FY24: (7.7)%

Dine-in/ Delivery Mix

85%/15%

Q1 FY24: 85%/15%

Gross Margin

₹ 2,081 mn

+0.4% y-o-y
Margin: 68.1%

Operating EBITDA

₹ 509 mn

+8.8% y-o-y
Margin: 16.6%

Adjusted Operating EBITDA*

₹ 212 mn

+18.1% y-o-y
Margin: 6.9%

Cash Profit

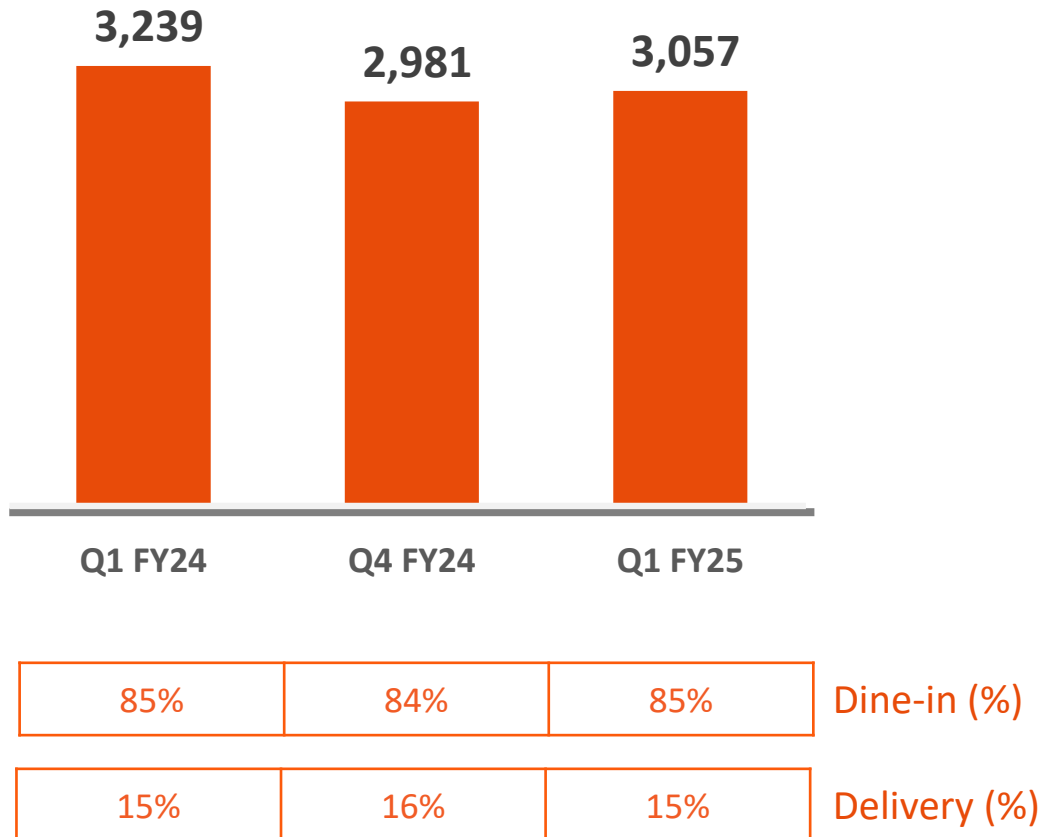
₹ 195 mn

+17.4% y-o-y
% of Revenue: 6.4%

*Adjusted Operating EBITDA is calculated without the impact of IND AS 116, excludes other income and non cash ESOP provisions

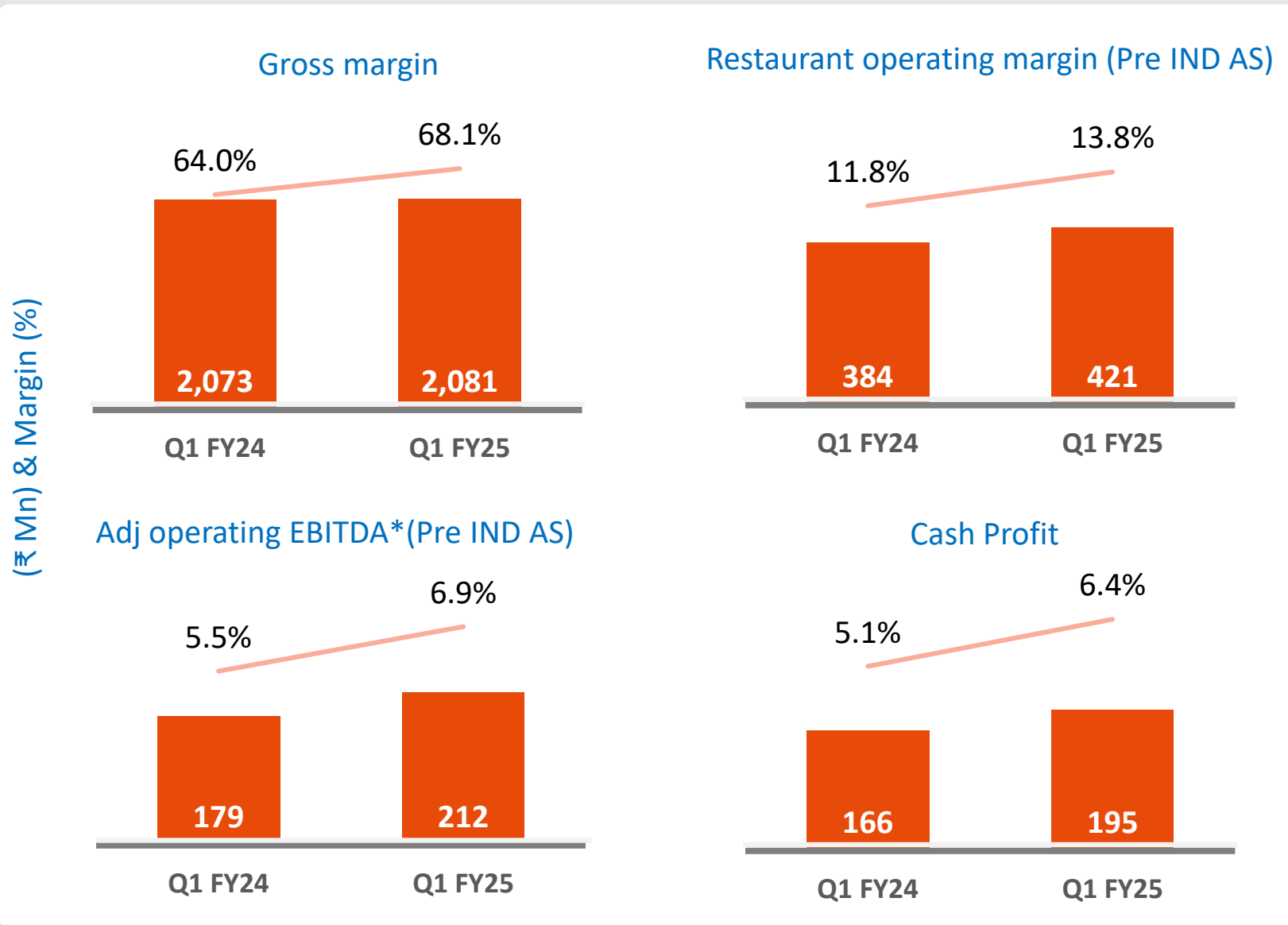
Consolidated revenues grew sequentially by 2.6%

Revenue Trend (₹ million)



- Q1 FY25 revenues grew 2.6% sequentially
- Dine in- delivery mix of 85%:15%
- Negative SSSG partially due to impact of offer led volume growth in Q1 FY24
- One time impact of liquor serving restaurants being closed during general elections in few states
- International SSSG partially impacted due to floods in Dubai
- Network rationalization done in the previous year also led to revenue reduction by ~4%
- Month-on-month improvement trend in SSSG in first four months of FY25
- 25-30 new stores in FY25 to drive revenue growth

Core operating margins increased by 18% y-o-y

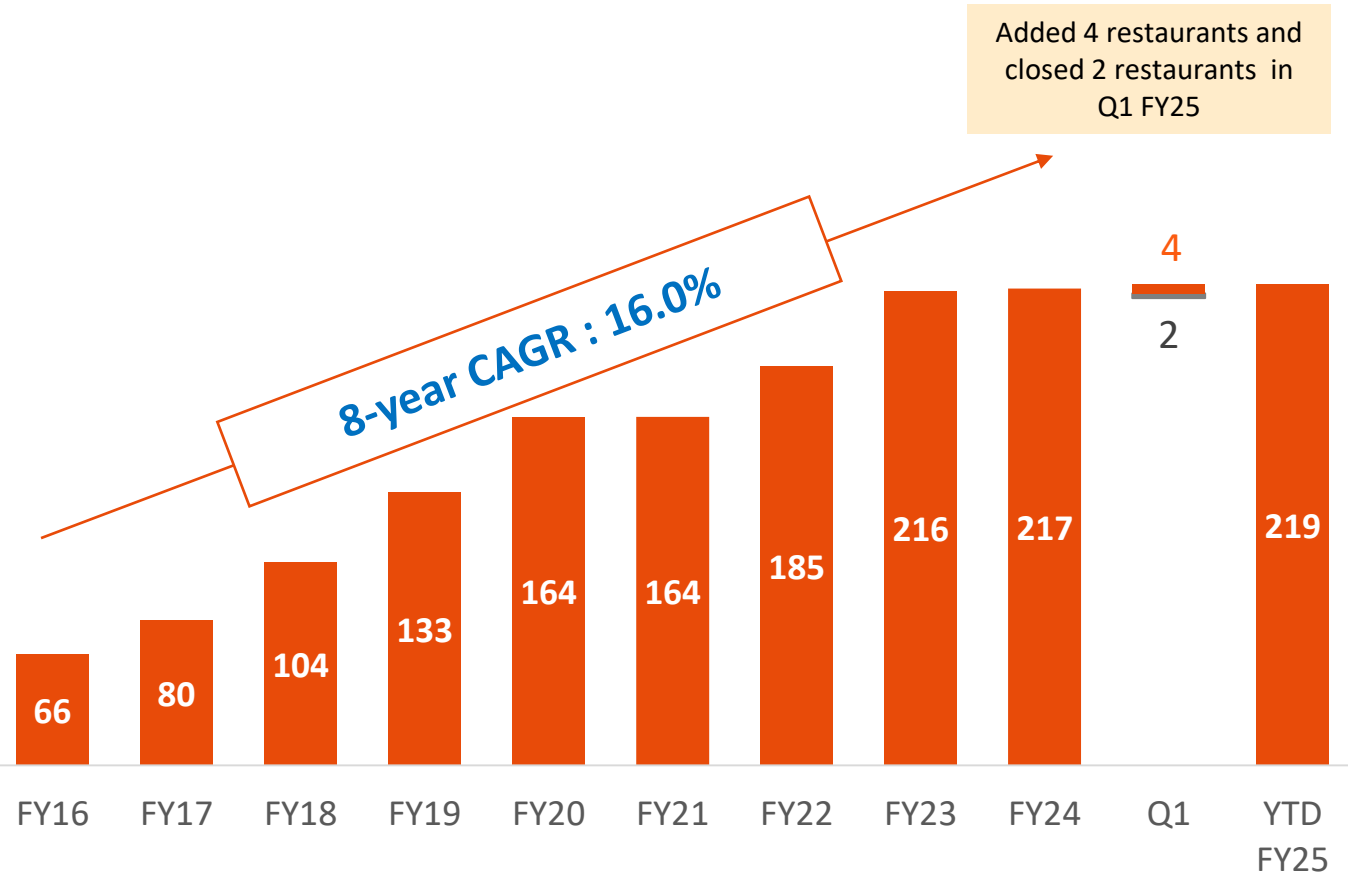


- Y-o-Y margin improvement led by cost efficiency and network rationalization
- **Same Store EBITDA growth is positive**
- Y-o-Y gross margin improvement led by pricing and benign input costs
- 200 bps improvement in restaurant operating margins
- Adjusted operating EBITDA of ~7%; growth of 18% vs. previous year
- Cash profit of 6.4% of revenue; robust EBITDA to cash conversion

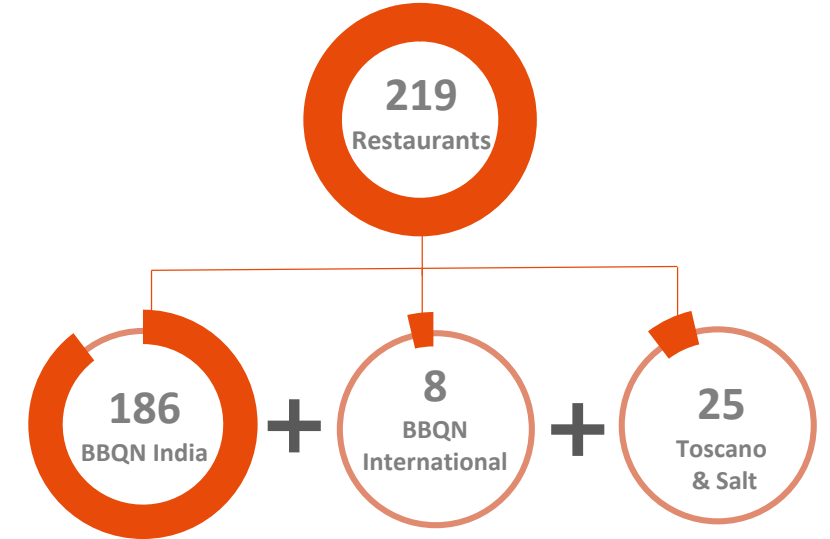
*Adjusted Operating EBITDA is calculated without the impact of IND AS 116, excludes other income and non cash ESOP provisions

Network expansion: Target to add 25-30 restaurants in FY25

Expansion of Restaurant Network



Restaurant Composition



| Distribution | FY24 | Q1 FY25 |
|----------------------|------------|------------|
| Metros & Tier I | 168 | 170 |
| Tier II & III Cities | 49 | 49 |
| Total Network | 217 | 219 |

8 restaurants under construction to commence operations in Q2/Q3 FY25

Added 4 new restaurants in Q1FY25

Mumbai – Vile Parle (Barbeque Nation)



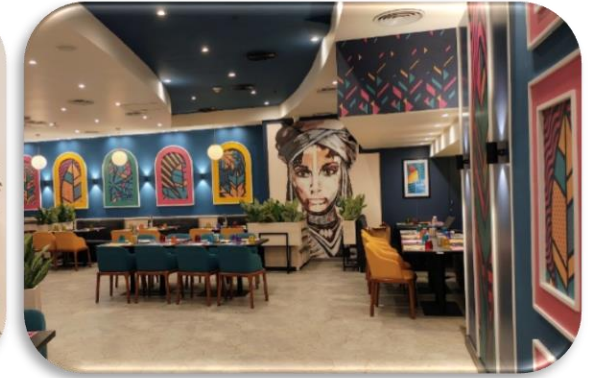
Pune – Wakad (Toscano)



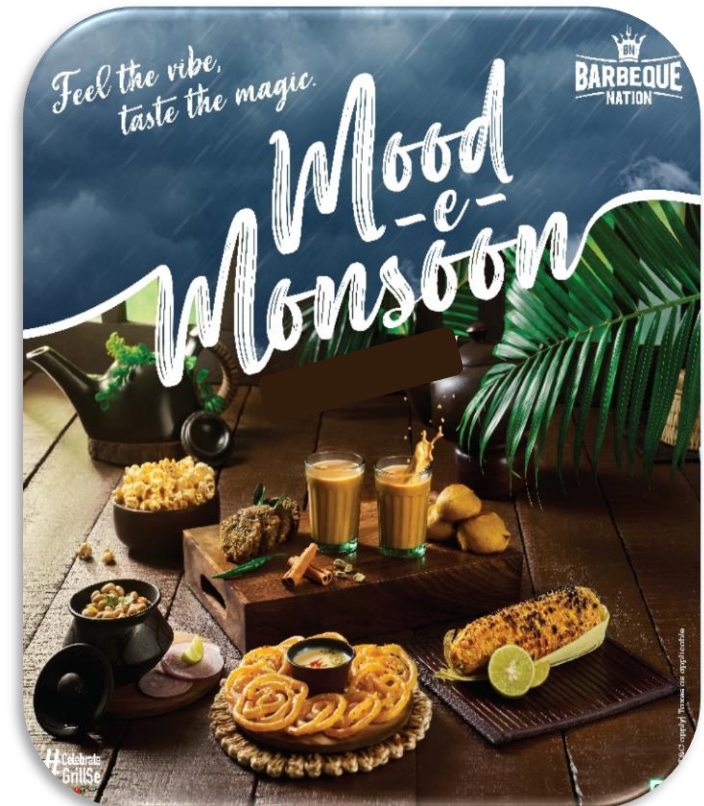
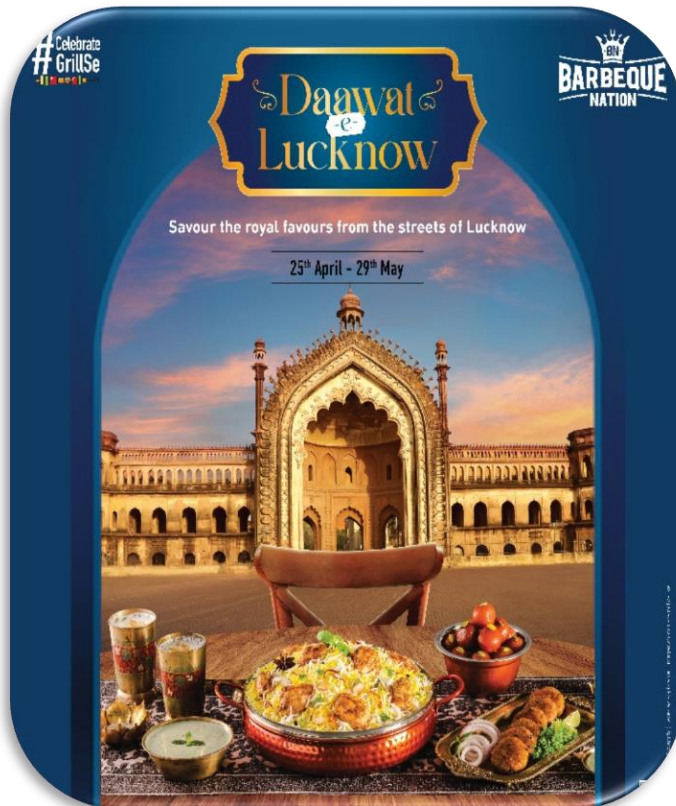
Bangalore – Whitefield (Salt)



Bangalore – Vega Mall (Fiesta by Barbeque Nation)



Enhancing guest experience through in-house food activities

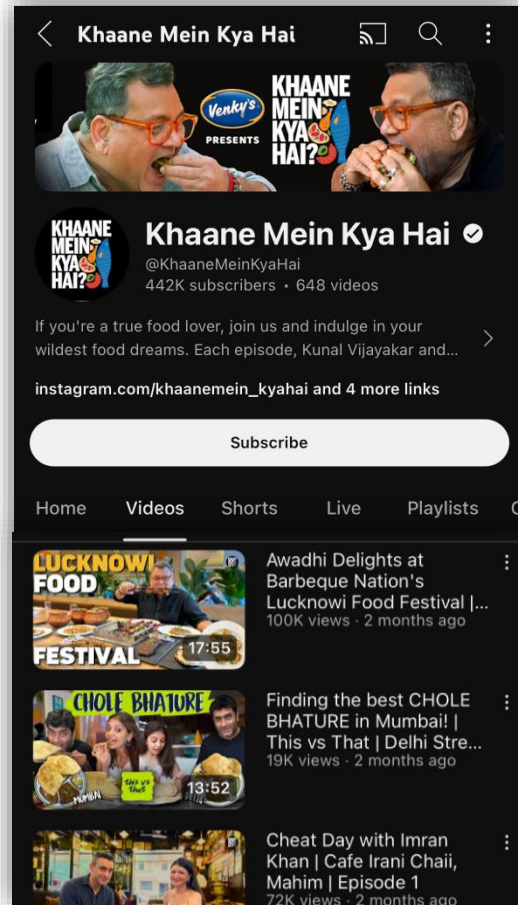


- Driving culinary experiences across restaurants

Collaborations with celebrities to endorse food festivals



Farah Khan
Mood-e-Monsoon
12.6 mn + views



Kunal Vijaykar
Daawat-e-Lucknow
200k + views



Brand Association
RJ Naved-Radio Mirchi
1 mn + views



Innovative Outdoor
Mango Tango

Premium dining experience at Toscano



- Enhancing culinary experiences to drive guest engagement

Premium dining experience at Salt



- Enhancing culinary experiences to drive guest engagement

Consolidated P&L

| ₹ Millions | Q1 FY25 | Q1 FY24 | Y-o-Y Gr% | Q4 FY24 | Q-o-Q Gr% |
|-------------------------------------|---------------|---------------|---------------|---------------|----------------|
| Revenue from operations | 3,057 | 3,239 | (5.6)% | 2,981 | 2.6% |
| Cost of food and beverages consumed | 976 | 1,166 | (16.3)% | 928 | 5.2% |
| Employee related expenses | 728 | 717 | 1.5% | 644 | 13.0% |
| Occupancy and other expenses | 844 | 888 | (5.0)% | 861 | (2.0)% |
| Operating EBITDA | 509 | 468 | 8.8% | 547 | (7.0)% |
| <i>Operating EBITDA %</i> | <i>16.6%</i> | <i>14.4%</i> | | <i>18.4%</i> | |
| Other Income | 27 | 40 | (33.1)% | 77 | (65.1)% |
| Finance costs | 186 | 187 | (0.7)% | 186 | (0.0)% |
| Depreciation and amortisation | 405 | 375 | 7.9% | 447 | (9.4)% |
| Exceptional items | | | | | |
| Profit before tax | (55) | (55) | | (9) | |
| Tax expense | (11) | (14) | | (9) | |
| Profit/(loss) after tax | (43) | (41) | | (0) | |
| <i>Profit/(loss) after tax %</i> | <i>(1.4)%</i> | <i>(1.3)%</i> | | <i>(0.0)%</i> | |
| Adjusted profitability* | | | | | |
| Adjusted Operating EBITDA | 212 | 179 | 18.1% | 239 | (11.6)% |
| <i>Adjusted Operating EBITDA %</i> | <i>6.9%</i> | <i>5.5%</i> | | <i>8.0%</i> | |
| Cash Profit | 195 | 166 | 17.4% | 237 | (17.5)% |
| <i>Cash Profit %</i> | <i>6.4%</i> | <i>5.1%</i> | | <i>7.9%</i> | |

*Adjusted Operating EBITDA is calculated without the impact of IND AS 116, excludes other income and non cash ESOP provisions



About Us

Barbeque Nation Hospitality (BNHL)

Leading Food services
company

Market leader In casual dining

Pioneered concept of "over
the table barbeque"

Ranked 14th Great Place To Work
in India

*India's largest
casual dining
restaurant (CDR)*
company

Presence across
Indian and Italian
cuisines

219

Restaurants
Network

85+

Cities Present

1.1 Crore+

Guests served
every year

Consistently ranked amongst Best Companies to Work for






BARBEQUE NATION

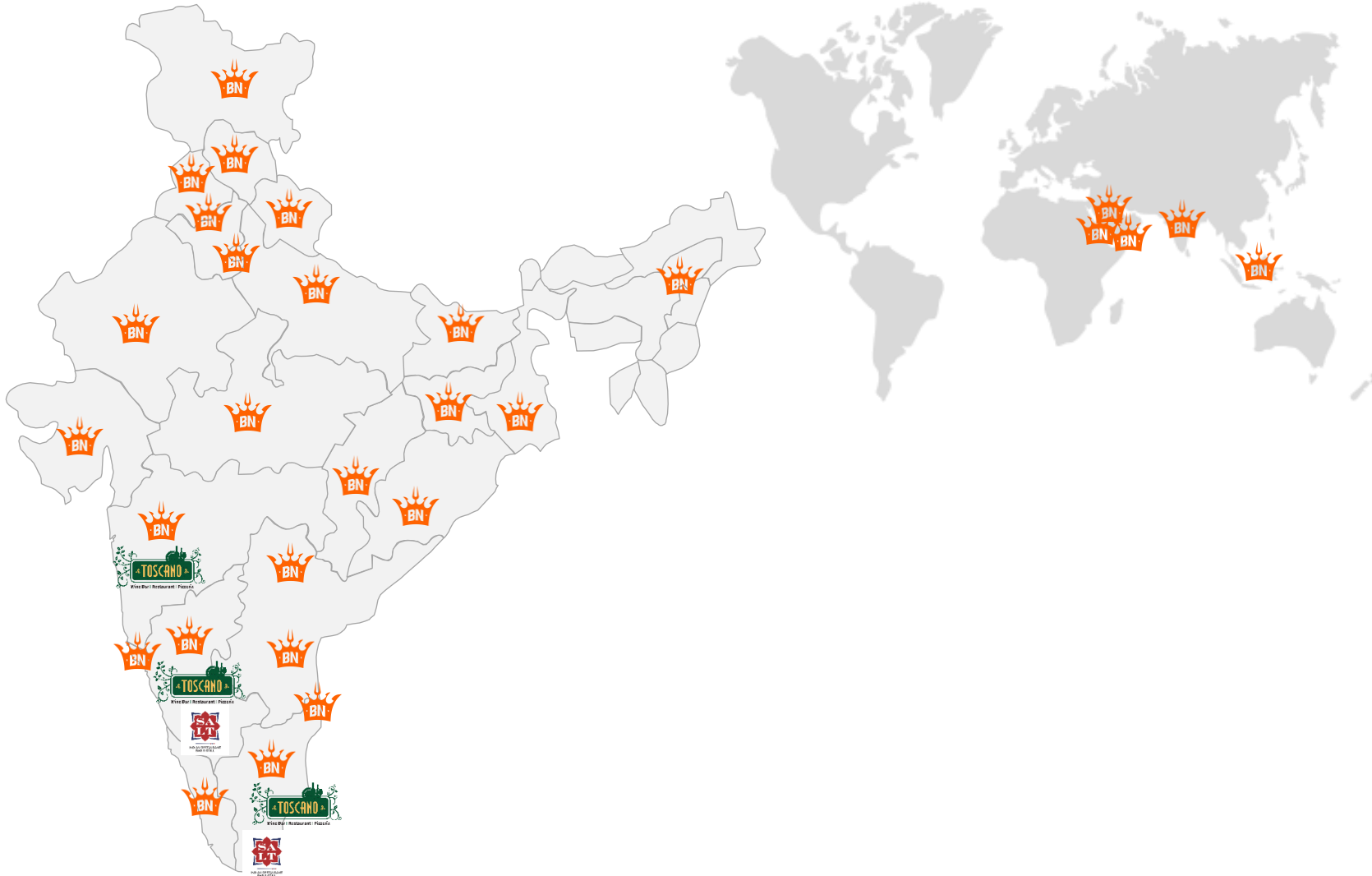
Ranked 14th by Great Place To Work for the year 2024



Scalable brand portfolio catering to diverse guest segments

| | Affordable CDR - India | Premium CDR | International Business |
|---------------------|---|---|---|
| |  |  |  |
| Cuisine | Indian | Italian & Indian | Indian |
| Format | All-you-can-eat | A-la-carte | All-you-can-eat |
| Presence | 186 restaurants across 80+ cities | 25 restaurants across 3 cities | 8 restaurants across 5 cities |
| FY24 Revenue | ₹1,046 crores | ₹143 crores | ₹ 90 crores |

Wide Geographical Footprint



Network Presence

219

Restaurants

23

States

80+

Indian Cities

5

International cities

Strong tech-driven backend processes to support scale



Fully Integrated reservation
system across
channels/aggregators/Google



App/Website & Call Center

- 90% of dine-in business from own channels
- 6.8 mn + app downloads
- 30% of dine-in business from app and website



Integrated cloud based
business intelligence tool
tracking multiple real time
restaurant level metrics



Robust platform to
capture real time
guest feedback



Automated vendor &
supply chain
management systems



Experienced team across
business development and
projects



Well established
ERP System



Tech enabled
internal apps to
manage daily
operations

Strategic focus areas

Maintain best-in-category guest experience to drive dine-in growth

325 restaurants by FY27

Build portfolio of scaled brands

Industry leading margins and strong cash flow generation

Maintain leadership in casual dining industry



Market Leader
in *'All you can eat'* category



Wine Bar | Restaurant | Pizzeria
Leading player
in *'Italian CDR'* category



PAN-INDIAN RESTAURANT
BAR & GRILL

Emerging player
in *Indian CDR* category



BARBEQUE-NATION HOSPITALITY LTD.

HEAD OFFICE

Saket Callipolis,
Unit No 601 & 602, 6th Floor,
Doddakannalli Village, Varthur Hobli, Sarjapur Road,
Bengaluru, Karnataka 560035 India.

E: corporate@barbequenation.com

W: www.barbequenation.com

T: +91 8069134900

For further information, please contact:

Bijay Sharma
Head of Investor Relations
Barbeque-Nation Hospitality Ltd.
Investor@barbequenation.com