



Date: September 6, 2022

To

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

**Subject: Presentation made in the 16th Annual General Meeting (“AGM”) of Barbeque-Nation Hospitality Limited (the “Company”)**

Please find enclosed a copy of the Presentation made in the 16th Annual General Meeting of the Company held today., September 6, 2022.

The aforementioned Presentation is also available on the website of the Company at [www.barbequenation.com](http://www.barbequenation.com).

This is for your information and records.

Thanking you,

Yours faithfully,

**For Barbeque-Nation Hospitality Limited**



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

**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](mailto:corporate@barbequenation.com), **CIN:** L55101KA2006PLC073031 [www.barbequenation.com](http://www.barbequenation.com)

BARBEQUE NATION HOSPITALITY LIMITED



# Take-off

RECOVERY | RESILIENCE | RESURGENCE

16<sup>TH</sup> ANNUAL GENERAL MEETING

6<sup>TH</sup> SEP 2022



# FY22 Highlights

*Leading*

Food services  
company

*Market leader*

Casual dining

*Ranked 7th*

Great Place To Work

*185*

Restaurants  
Network

₹ *8,606* Mn

Revenue from  
operations FY22

*76* Lakhs

Guests served  
in FY22

*86*

Cities Present

*23%*

Delivery Contribution  
in FY22

*8,000+*

Employee  
headcount

India's *largest homegrown*  
brand-owning  
food services  
company  
with product  
portfolio  
spanning across  
Indian and  
Italian cuisine

# India outlook and growth drivers



सत्यमेव जयते

**5<sup>th</sup>**  
largest country by nominal GDP

## Favorable Macroeconomic Environment

India's GDP is projected to grow at 8.5% in FY2023; the country is set to become a US\$ 5 trillion economy by FY2026

## Rising per capita income

Per capita income of India is projected to grow at a CAGR of 10.3% between CY2021 and CY2025

## Growing food services market

Share of organized market is expected to increase significantly to 54% by FY2025 from current levels of 45% in FY2022

## Younger Population

India's median population age of ~28 years in comparison to 35-40 years in developed economies

## Growing Urbanization

37% of population is expected to be in urban centers by FY2025, and the urban population is expected to contribute 75% to India's GDP by FY2030

## Increasing eating-out frequency

Eating-out frequency per month in metros has increased from 5.7 times in FY2014 to 6.3 times in FY2020

**Favorable macro economic environment coupled with rising per capita income shall drive higher discretionary spending**

# Diversified food services company with strong scalable brands

## Dine-in offering



**DESTINATION BRAND FOR CELEBRATIONS**

### VALUE

*Fixed price* 'all you can eat' offering a wide variety

### SERVICE

*Strong guest focus* & prompt service

### EXPERIENCE

Live grills enhancing *guest experience* & engagement

## Delivery offering



**PRODUCT INNOVATION**

*Barbeque-in-a-Box*

### A-LA-CARTE

*UBQ*

### BBQN App

### Extension Kitchens

Delivery through BBQN app / website and extension kitchens creating more distribution points for delivery

## Toscano



**ITALIAN CUISINE- DINE-IN AND DELIVERY**

### ASPIRATION

### EXPERIENCE

### VALUE

Current presence across 3 metro cities provides huge headroom for growth

# Strong guest focus culture

## Service culture

### *Guest* satisfaction index (GSI)

- *Calls to gather* qualitative feedbacks on various parameters including *food, ambience, experience etc.*
- Qualitative feedback is converted into quantitative index across restaurants
- Large portion of *employee incentives linked to GSI*
- *Immediate corrective actions* based on feedbacks from guests

## Reimagining guest experience

### *Enhanced* food experience

### *Increased* offerings

### *Upgraded* designs



# Employee-centric organization



***Ranked 13<sup>th</sup> in the Best Workplaces in Asia in 2022 - Large Size category***

- Moved up from 30<sup>th</sup> rank in 2021



***Ranked 7<sup>th</sup> in India's Best Companies to Work For, 2022***

- Ranked amongst the top-10 for three consecutive years in a row
- Only company in the retail sector to be ranked amongst the top-10

# Presence across 86 cities



## #City coverage

82

BBQ India

4

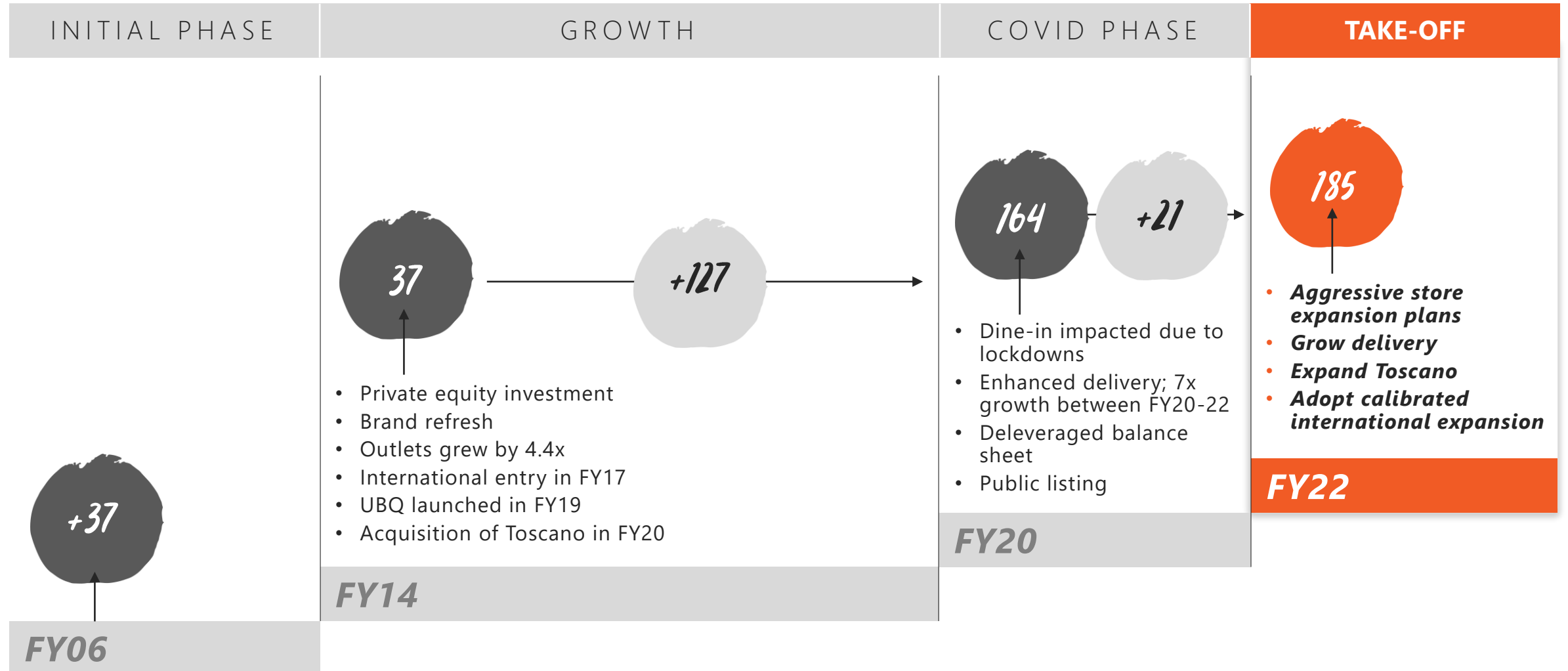
BBQ International

3

Toscano

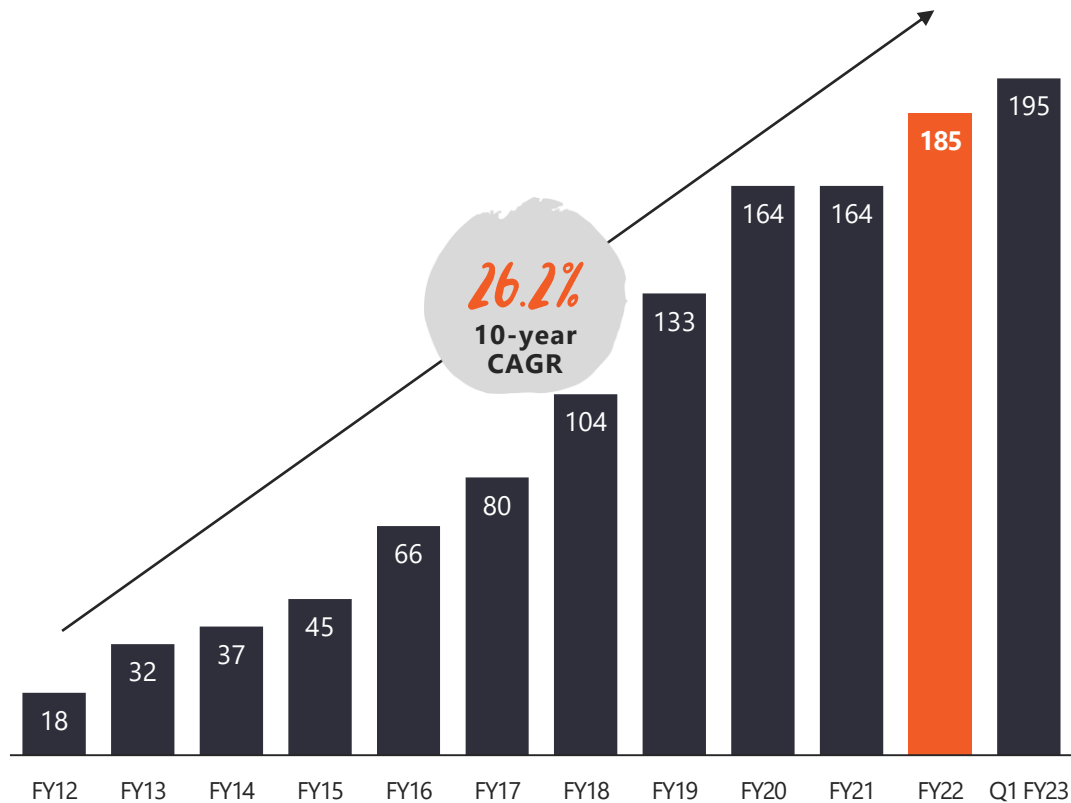


# Focused growth over 16 years

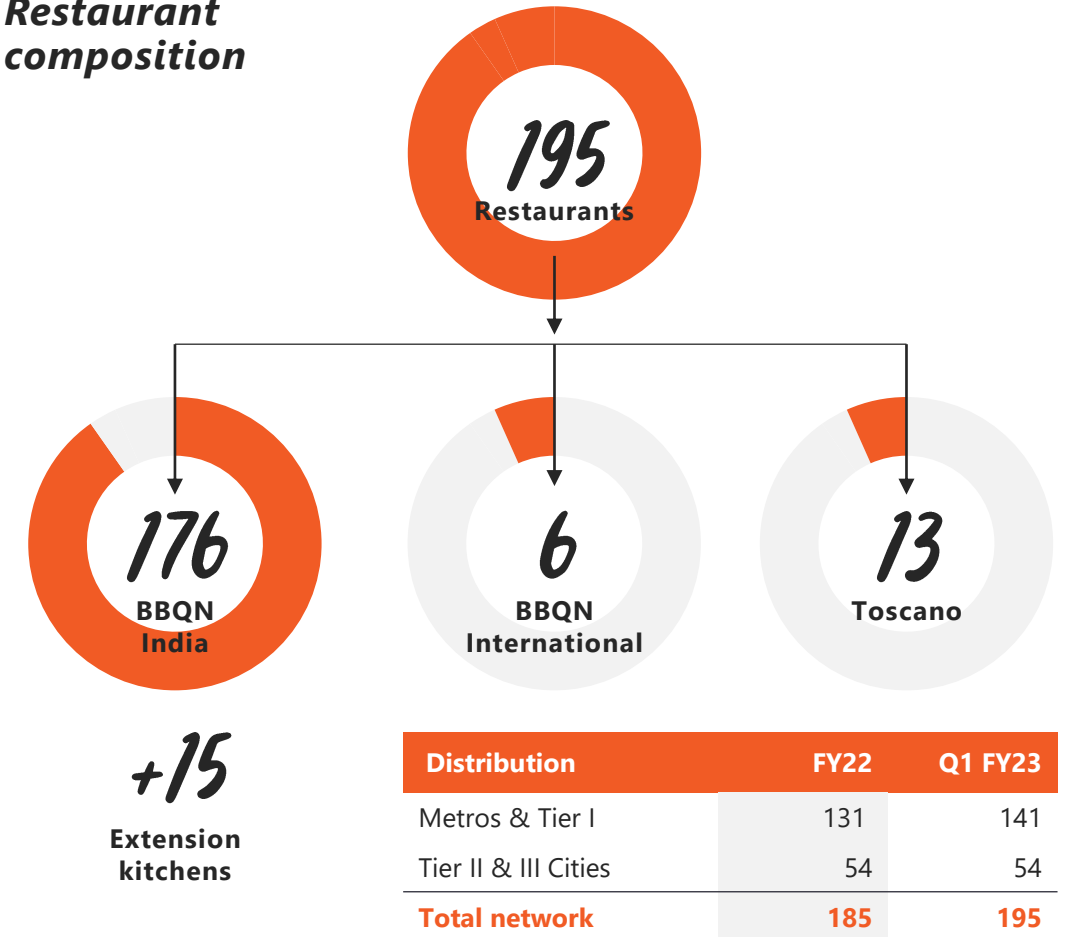


# Restaurant network has grown at a CAGR of ~26%

## Expansion of restaurant network<sup>1</sup>



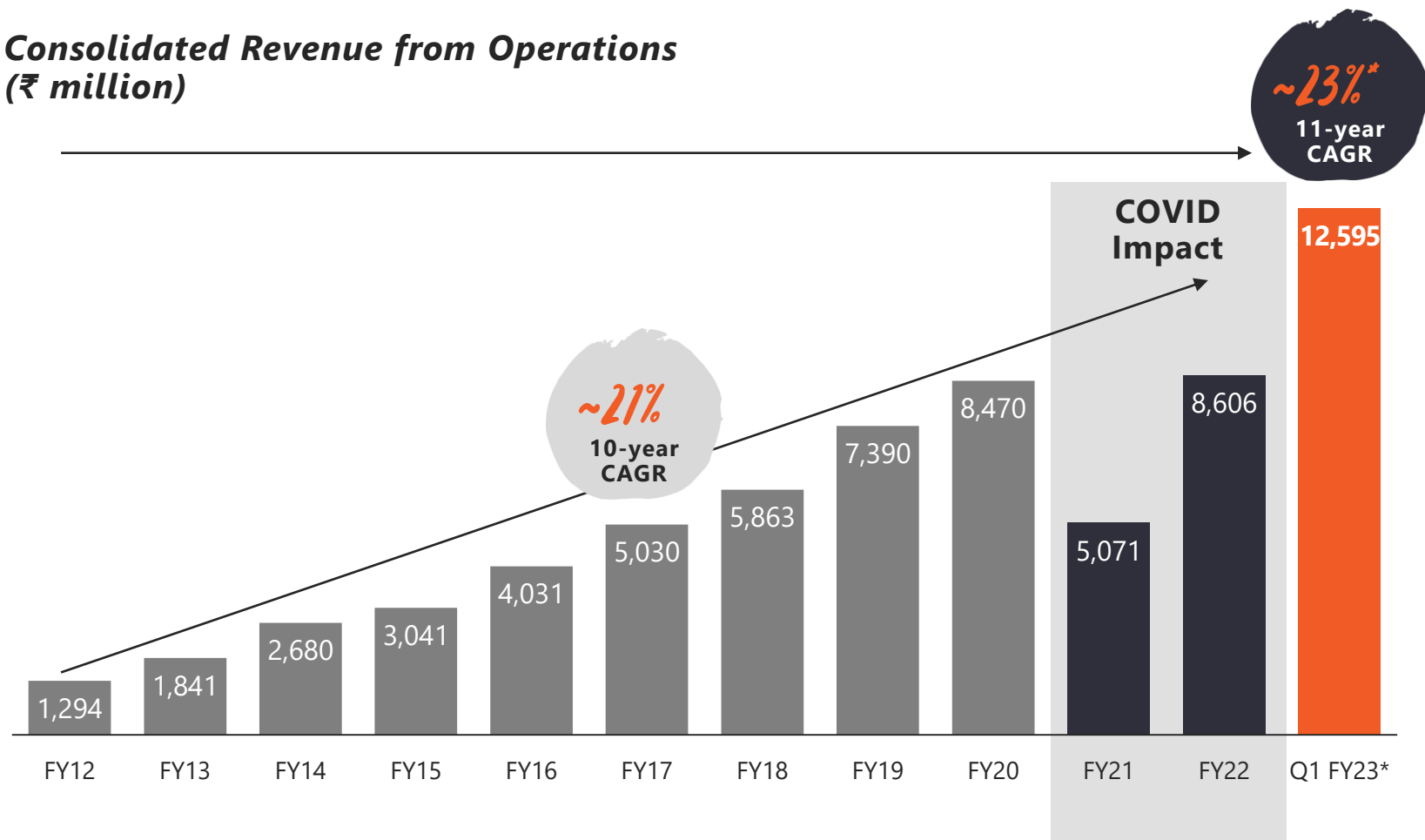
## Restaurant composition



1. Toscano data was included post acquisition in FY20  
 2. Restaurant network as on 30-Jun 2022

# Delivered consistent revenue growth

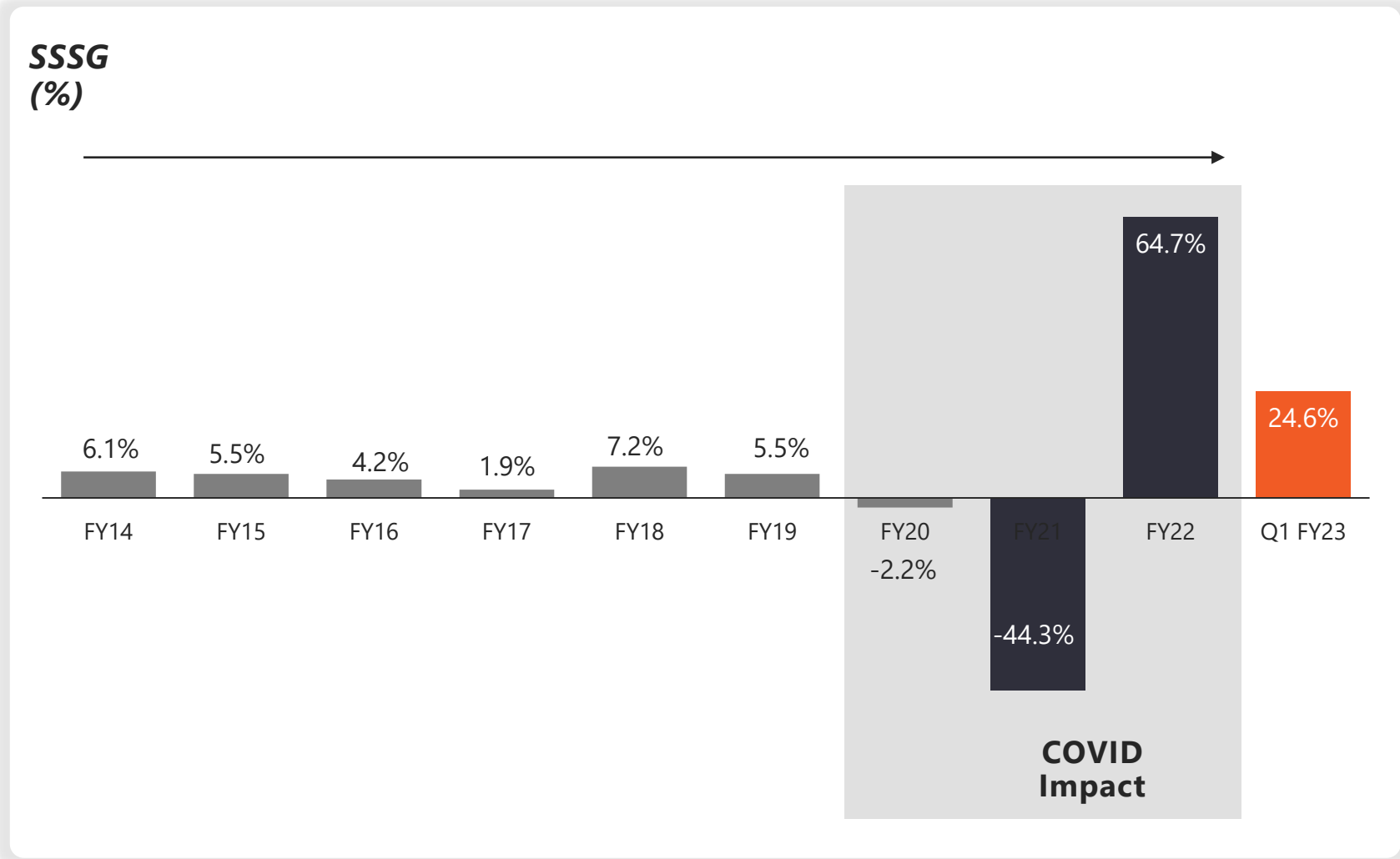
**Consolidated Revenue from Operations**  
(₹ million)



Revenue from operations grew at a 10-year **CAGR** of **~21%** (despite COVID impact)

\*Based on annualized numbers of Q1 FY23

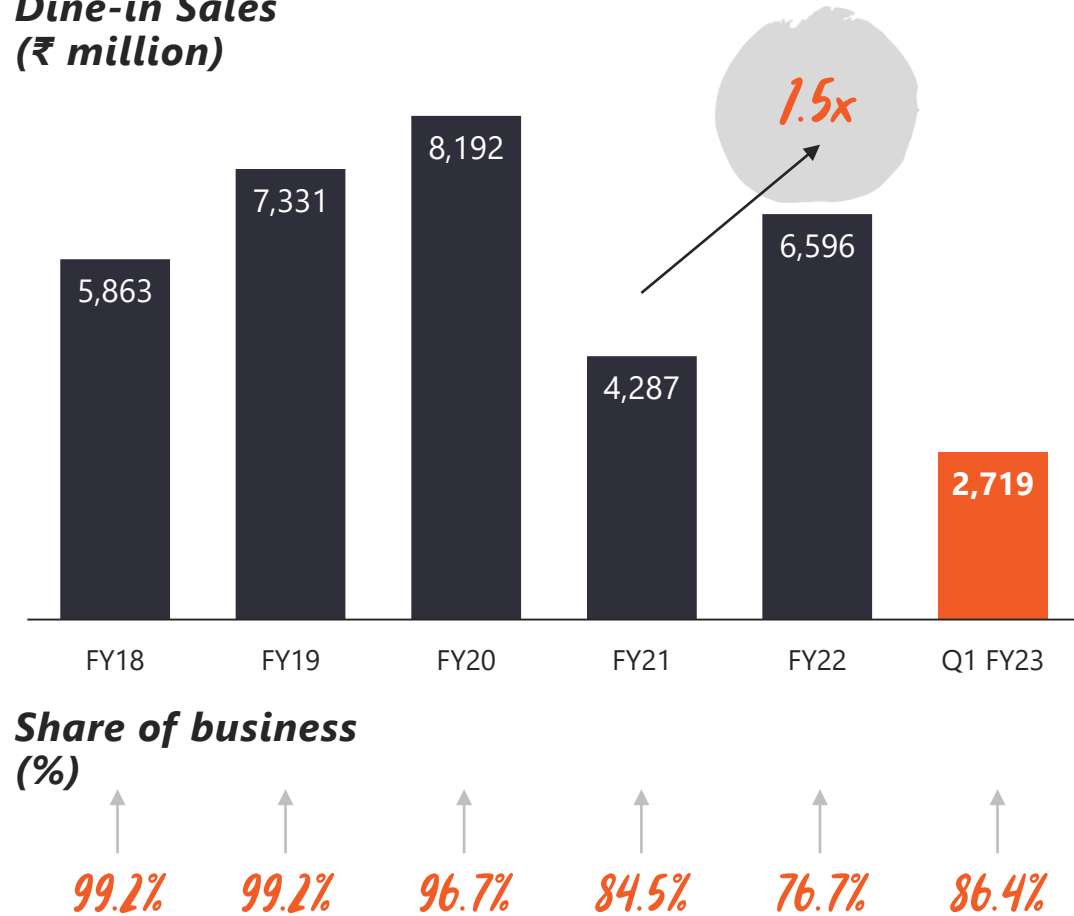
# Consistent SSSG Performance



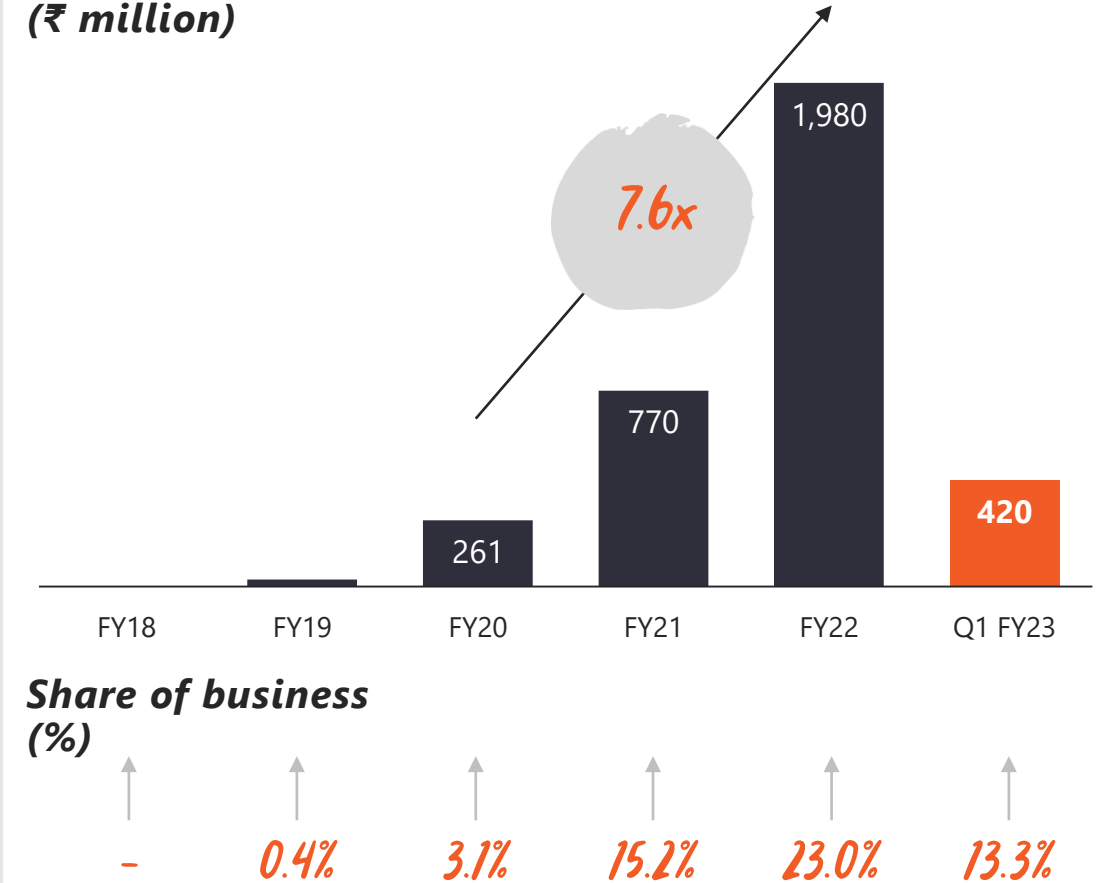
**Avg. SSSG of ~5.1%**  
(For Period between FY14 to FY19)

# Diversified revenue streams over the years

**Dine-in Sales**  
(₹ million)

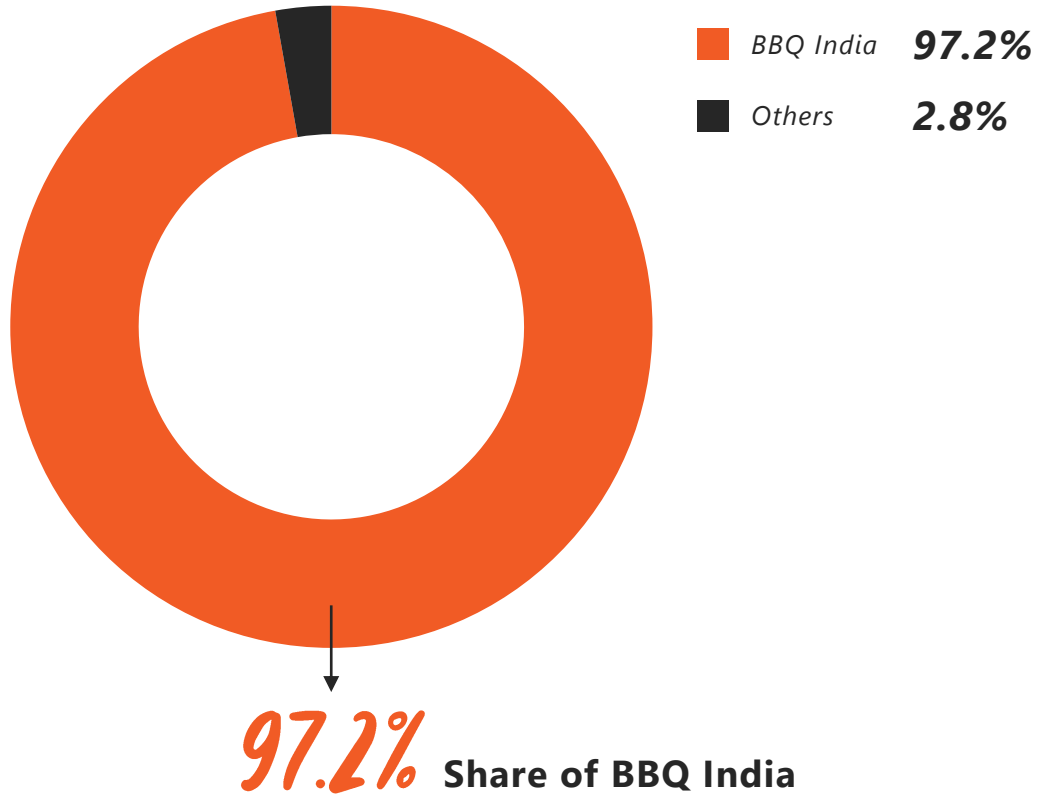


**Delivery Sales**  
(₹ million)

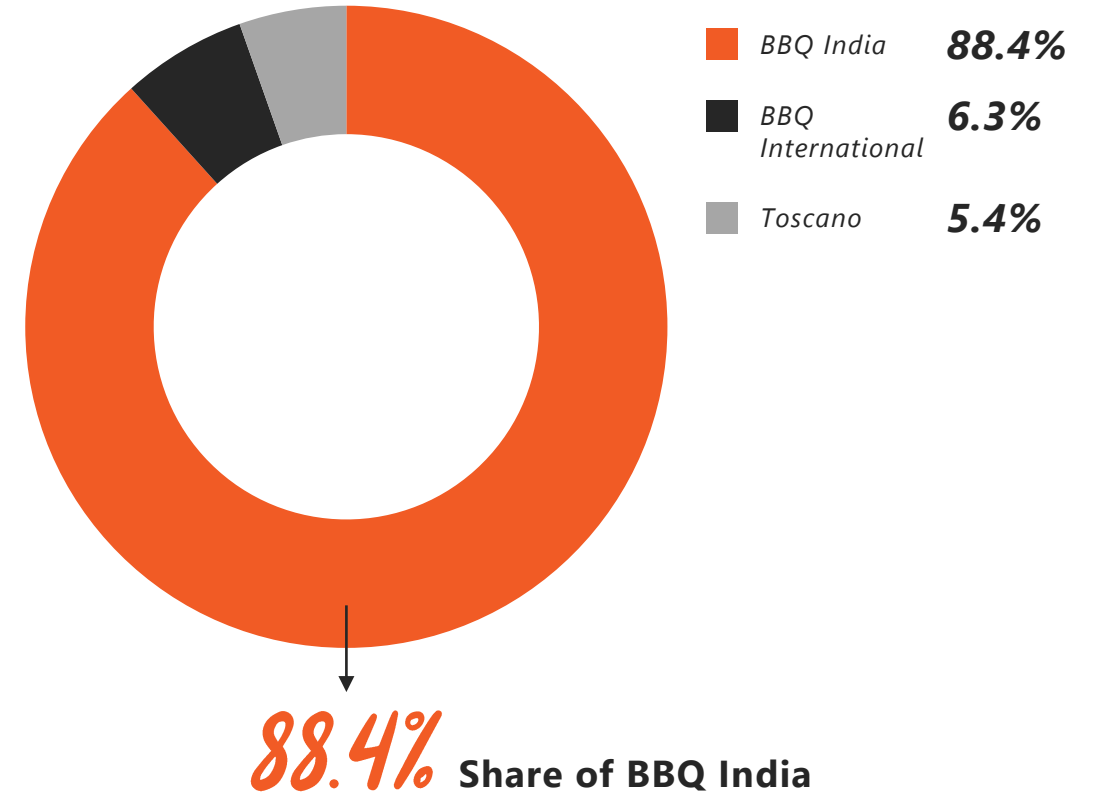


# Added new business avenues

2017



2022



# Strong performance across brands

■ FY21 ■ FY22

## BBQ India

## BBQ International

## Toscano

## BBQ consolidated

Restaurants (#)

147

168

6

6

11

11

164

185

Share of business (%)

89.4%

88.4%

6.4%

6.3%

4.5%

5.4%

-

-

EBITDA margin<sup>1</sup> (%)

17.7%

17.5%

18.7%

34.4%

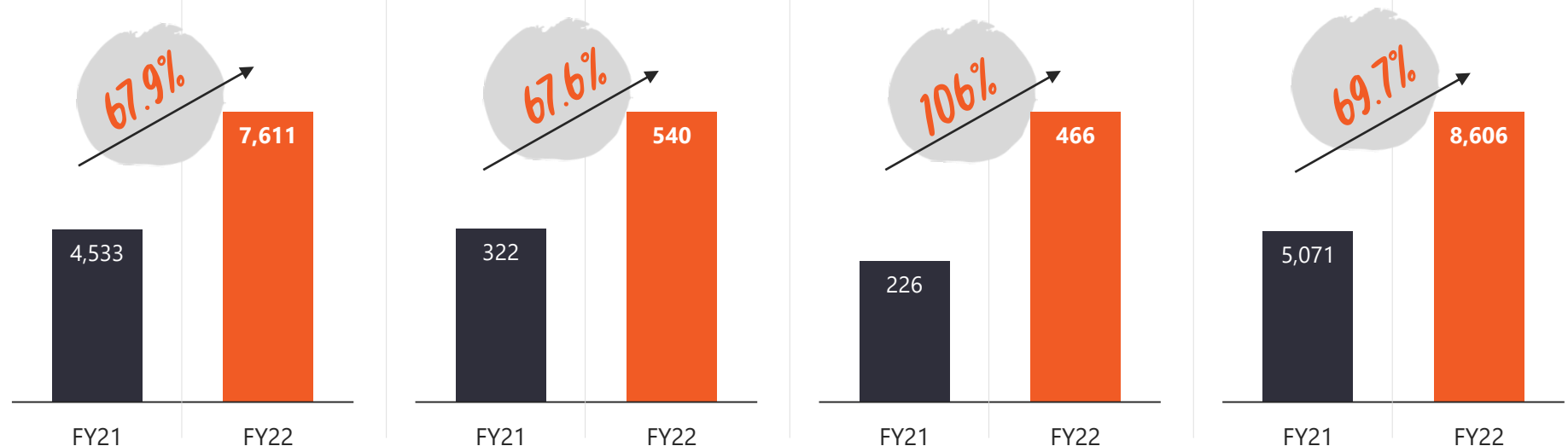
26.7%

25.9%

18.2%

18.6%

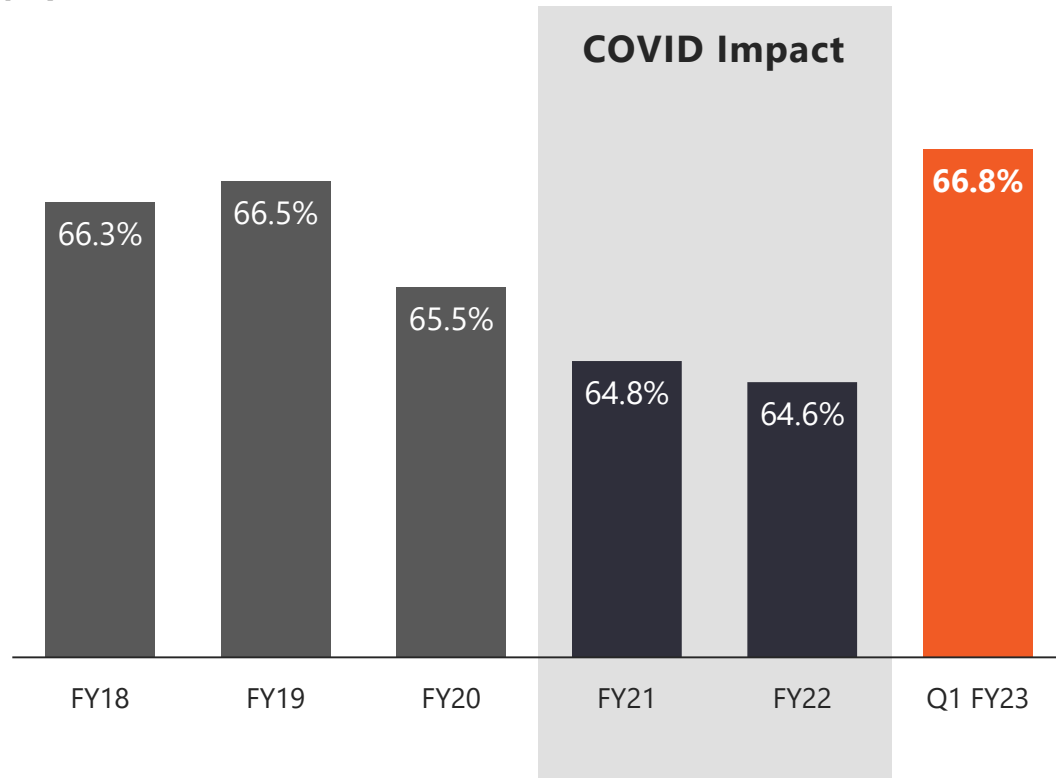
Revenue from operations  
(₹ million)



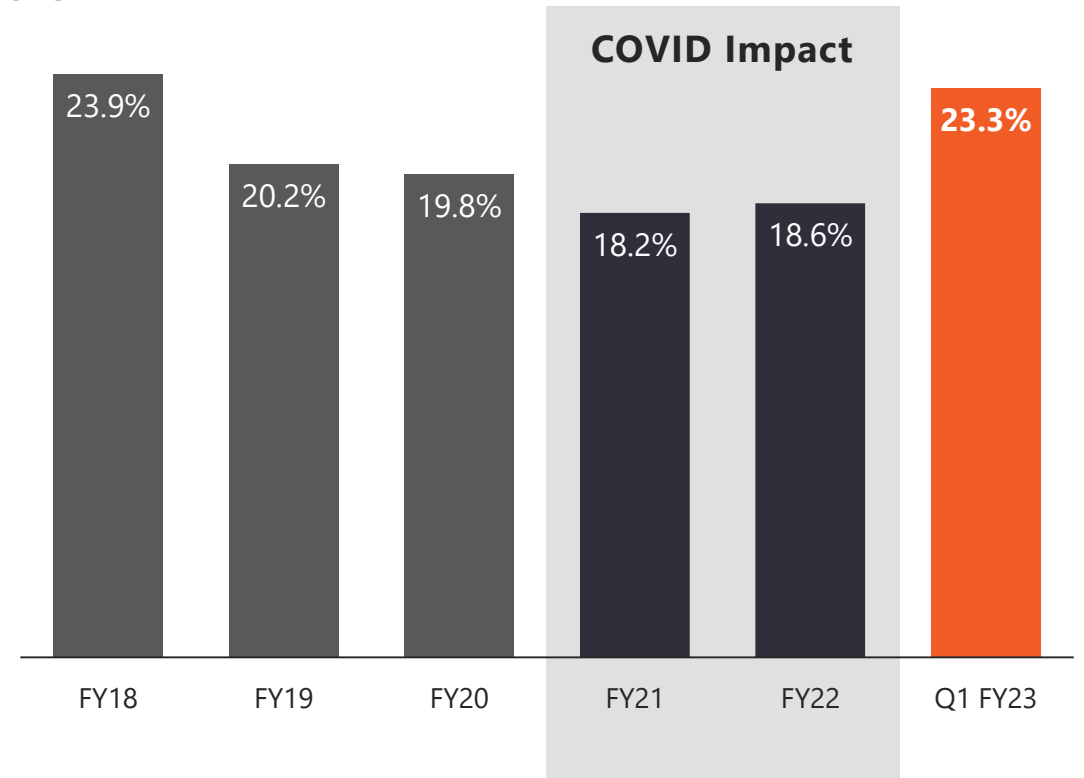
<sup>1</sup> EBITDA margin is reported EBITDA margin with Ind AS impact.

# Consistently delivered strong margins

**Gross margins (%)**



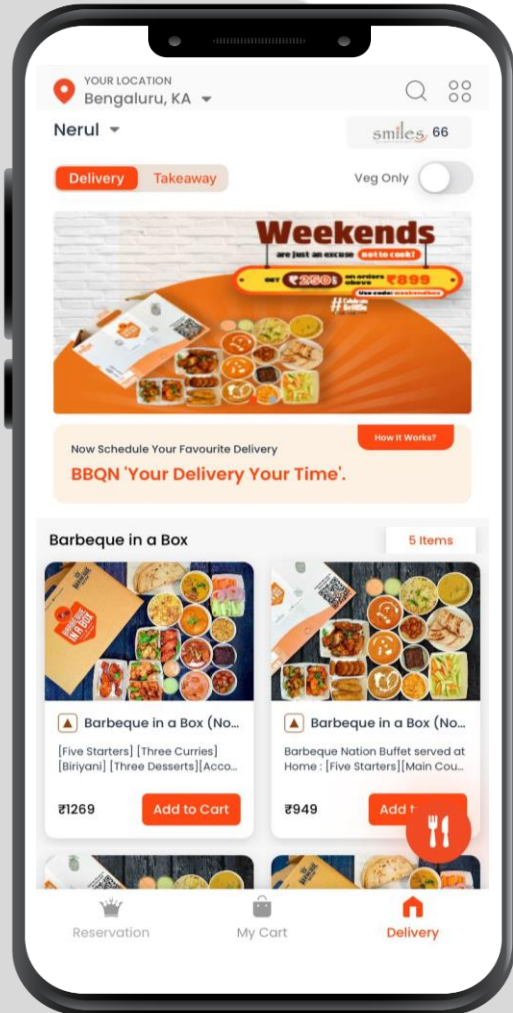
**Consolidated reported EBITDA margins (%)**



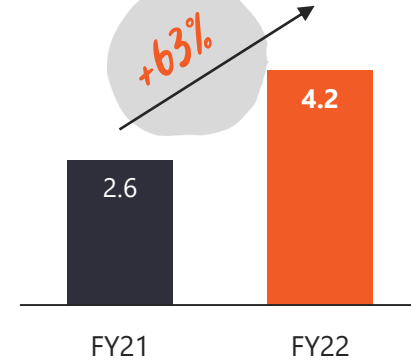
Reported EBITDA represents EBITDA with the IND AS 116 adjustments. All margins are calculated as % of revenue from operations



# Built strong digital capabilities

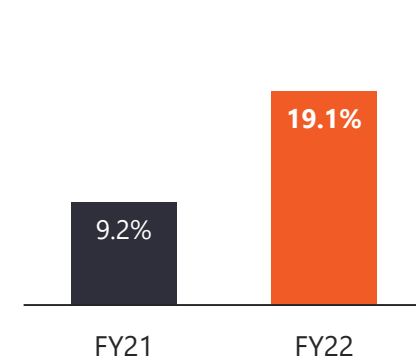


**Cumulative App Downloads (Mn)**



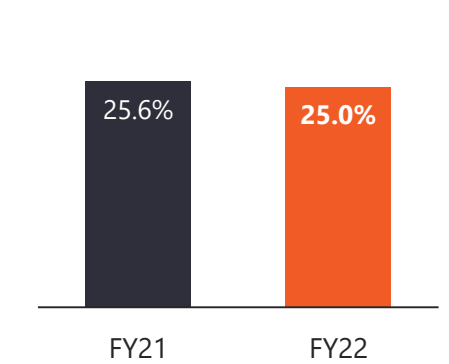
4.5+ of App ratings

**BBQ loyalty program adoption (%)**



Increased adoption

**Own digital assets contribution (%)**



**Well established ERP System**



**Centralized reservation system**



**Integrated business intelligence tool**



**In-house Guest Satisfaction Index**



**Automated vendor payment systems**

Own digital assets contribution is calculated as revenue generated through Barbeque Nation app and web bookings. Represents data for BBQ India only

# Strategic focus



## ***Expand BBQN***

Continue expansion  
in Indian cities



## ***Grow Delivery***

Drive organic growth  
Enhance delivery portfolio



## ***Expand Toscano***

Expand in more  
Indian cities



## ***International***

Calibrated expansion  
through franchising

# Key investment themes

<b>Investment themes</b>	<b>FY22</b>	<b>Q1 FY23</b>
Resilient food services brand: <b>BBQN, UBQ</b> and <b>Toscano</b> <i>Strong growth in revenues, EBITDA and margins</i>	Revenue growth: <b>69.7%</b> EBITDA growth: <b>73.1%</b> EBITDA margin: <b>18.6%</b>	Revenue growth: <b>209%</b> EBITDA: <b>734 vs. (104)</b> EBITDA margin: <b>23.3%</b>
Dine-in   Delivery composition driving incremental growth <i>Target to maintain share of delivery business at 15-20%</i>	Y-o-Y growth : <b>157%</b> Dine-in   Delivery Mix: <b>76.7%/23.0%</b>	Dine-in   Delivery mix: <b>86.4%/13.3%</b>
Robust SSSG with strong restaurant operating margins (ROM) <i>Expected SSSG of 30% in FY23*</i>	SSSG: <b>64.7%</b> ROM: <b>13.4%</b>	SSSG: <b>182%</b> ROM: <b>19.6%</b>
Drive growth through restaurant expansion <i>Plan to open 35-40 restaurants in FY23</i>	New additions: <b>23</b> Total restaurants: <b>185</b>	New additions: <b>11</b> Total restaurants: <b>195</b>
BBQN own digital assets contribution (ODAC) used for <i>reservations, feedback, loyalty and delivery</i>	ODAC: <b>25.0%</b>	ODAC: <b>24.6%</b>

\*SSSG of 30% on COVID impacted base of FY22  
All margins are calculated as % of Revenue from operations.

Track record of new business verticals:  
**UBQ, Toscano, BBQ International**

Strong balance sheet:  
**Net cash of ₹ 665 mn**

Diversification with presence in **82** Indian cities

# 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 number are on consolidated basis and without adjustment for the minority interest of 31.18% in Red Apple Kitchen, unless otherwise mentioned. All margin calculation are on Revenue from operations, unless otherwise mentioned.

**For further information,  
please contact:**

**BIJAY SHARMA**

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