



Date: February 5, 2024

To

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

Subject: Earnings Presentation on Unaudited Financial Results of the Company for the third quarter ended December 31, 2023

Ref.: Regulation 30 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015

We hereby enclose a copy of the Earnings Presentation on Unaudited Financial Results of the Company for the third quarter ended December 31, 2023, which will be circulated to the Investors/Analysts for the Earnings Conference Call which is scheduled today i.e. on Monday, February 5, 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 LTD.

Earnings
Presentation
Q3 FY24





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 and in Blue Planet Foods unless otherwise mentioned. All margin calculation are on Revenue from operations, unless otherwise mentioned.



Q3 FY24 Key highlights



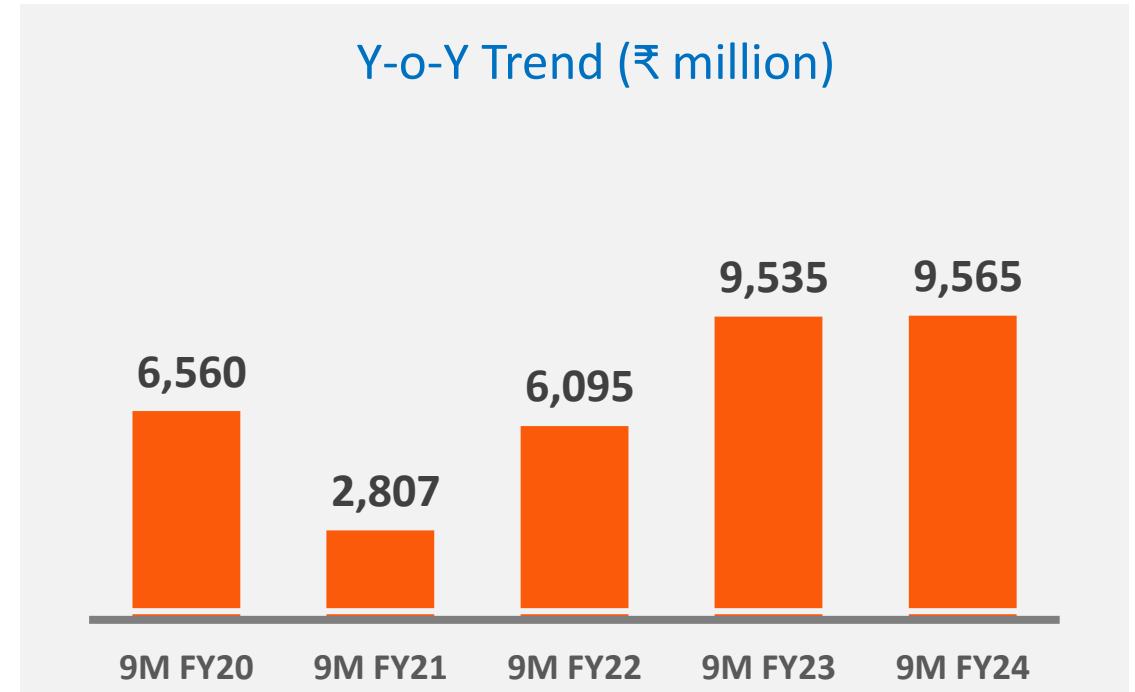
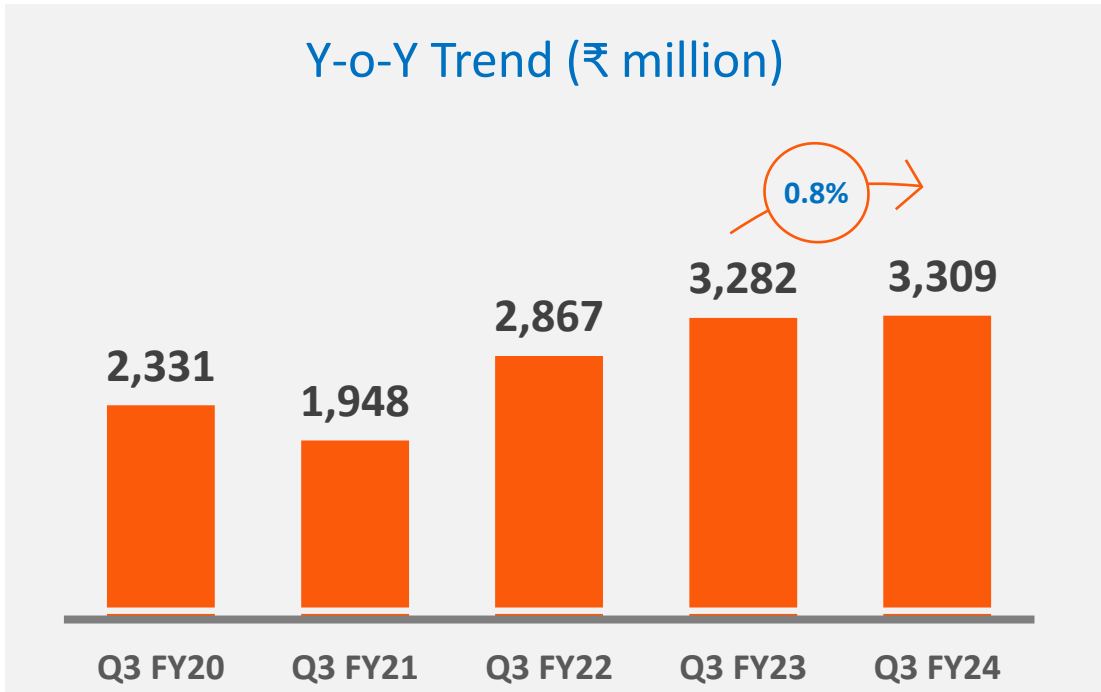
Revenue from Operations	Dine-in Revenue	Delivery Revenue	Reported EBITDA
₹ 3,309 mn	₹ 2,830 mn	₹ 473 mn	₹ 679 mn
+9.7% Q-o-Q/+0.8% y-o-y	+9.9% Q-o-Q/+ 0.1% y-o-y	+8.4% Q-o-Q/+5.2% y-o-y	+39.7% Q-o-Q/+7.6% y-o-y Margin: 20.5%
SSSG (%)	Restaurant Network	Adjusted EBITDA*	Operating Cash Generated
(4.9)%	216	₹ 379 mn	₹ 372 mn
Q3 FY23: 27.6%	Q3 FY23: 212	+113% Q-o-Q/+7.8% y-o-y Margin: 11.4%	+172% Q-o-Q/+15.9% y-o-y

*Adjusted EBITDA is calculated without the impact of IND AS 116 and excludes non cash ESOP provisions. All margins are calculated as % of Revenue from operations.

Sequential growth of 9.7% ; Y-o-Y growth flat in Q3 FY24



Consolidated Revenue from Operations (₹ million)

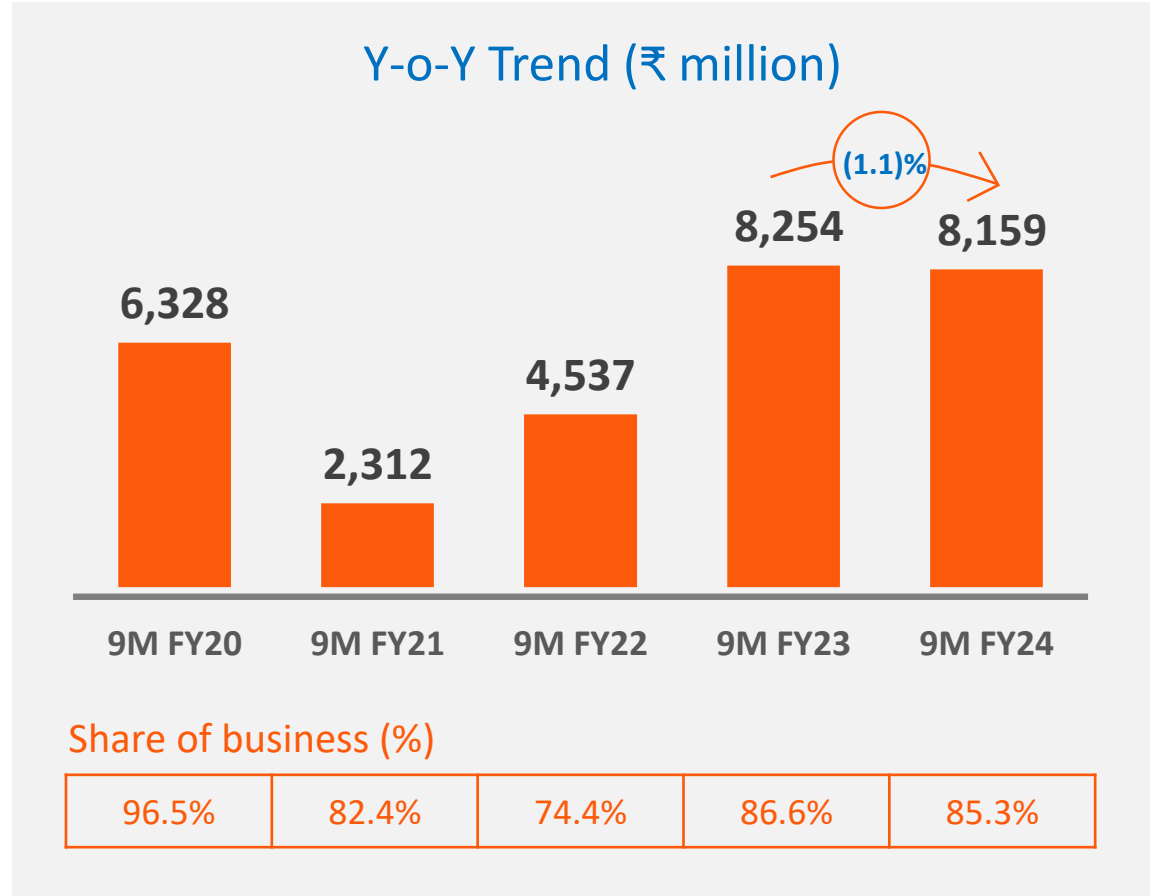
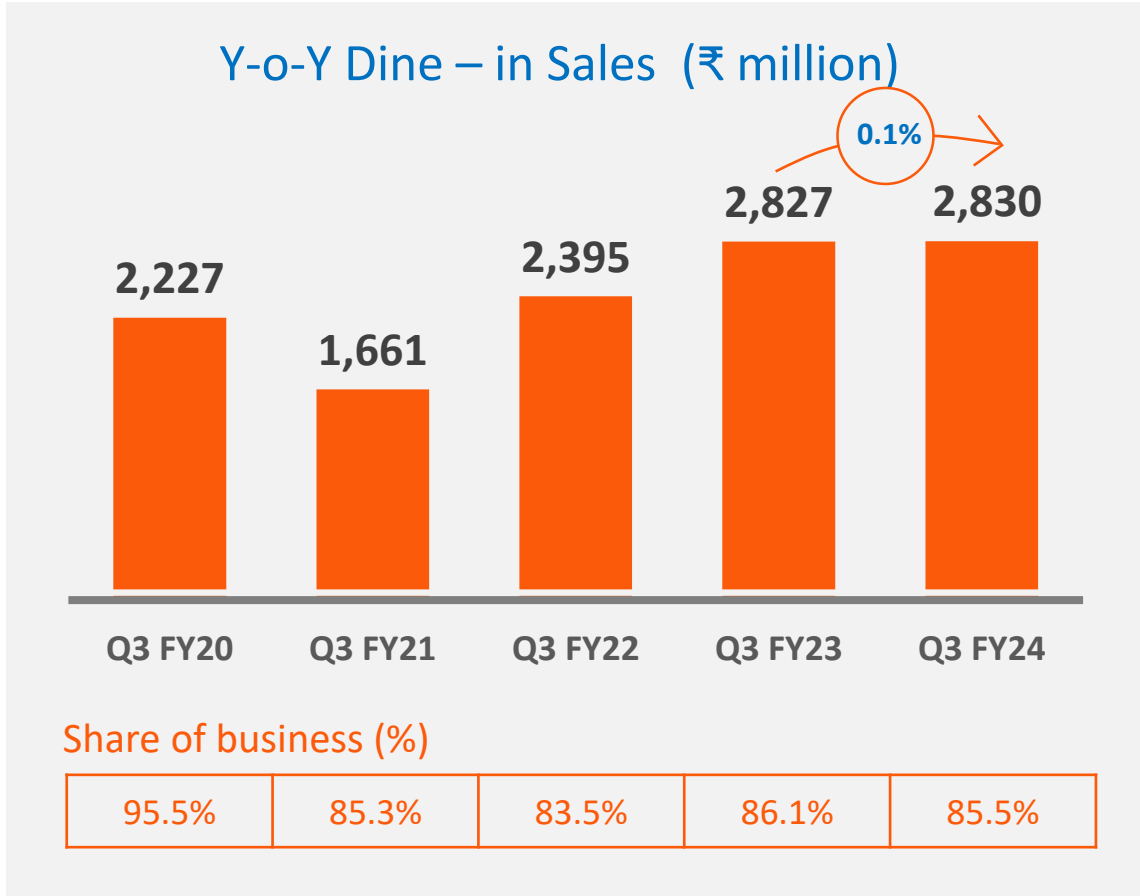


- Q3 FY24 revenues grew 9.7% sequentially supported by strong growth in dine-in and delivery business
- Y-o-Y Q3 FY24 & 9M FY24 revenues were flat due to negative SSSG, slower store expansion and network rationalization
- Weak consumer demand led to SSSG of (4.9)% in Q3 FY24
- Oct-23 also impacted due to higher share of vegetarian days; SSSG was (2.2)% in Nov-23 & Dec-23

Note: Financials of Salt were consolidated for two months from Nov-23 in Q3 FY24



Dine-in: Sequential growth of 10%; Y-o-Y flat in Q3 FY24



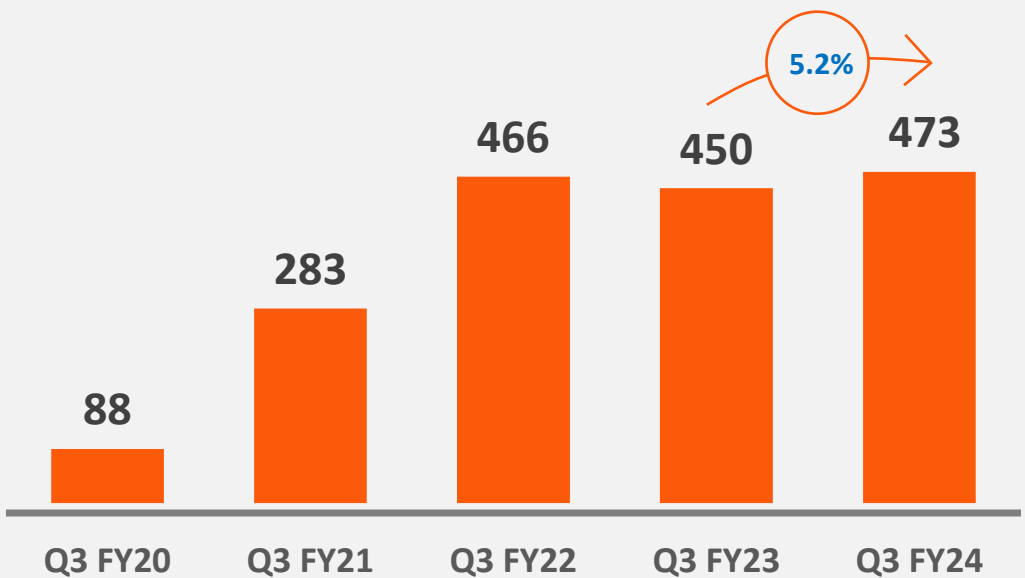
- Sequential growth of 10% in Q3 FY23 in dine-in segment; growth was largely driven by higher volumes
- Y-o-Y Q3 FY24 & 9M FY24 revenues were flat
- Oct-23 impacted due to higher vegetarian days; Nov-23 & Dec-23 grew Y-o-Y by 3.3%





Delivery: Sequential growth of 8.4%; Y-o-Y growth of 5.2% in Q3 FY24

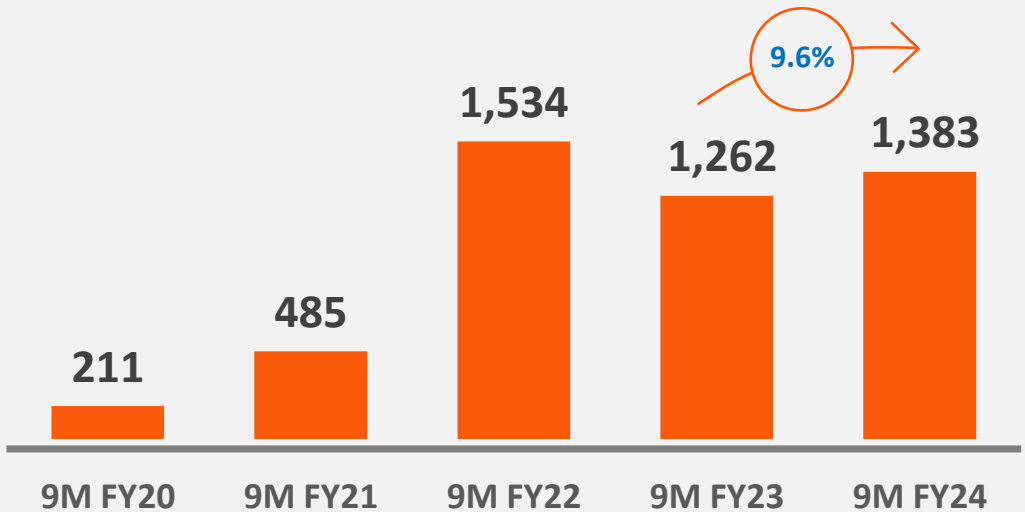
Y-o-Y Delivery Sales (₹ million)



Share of business (%)

3.8%	14.5%	16.2%	13.7%	14.3%
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Y-o-Y Trend (₹ million)



Share of business (%)

3.2%	17.3%	25.2%	13.2%	14.5%
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- Revenues grew by 8.4% sequentially and 5.2% Y-o-Y in Q3 FY24
- Y-o-Y revenues grew by 9.6% in 9M FY24
- Delivery growth driven by Dum Safar

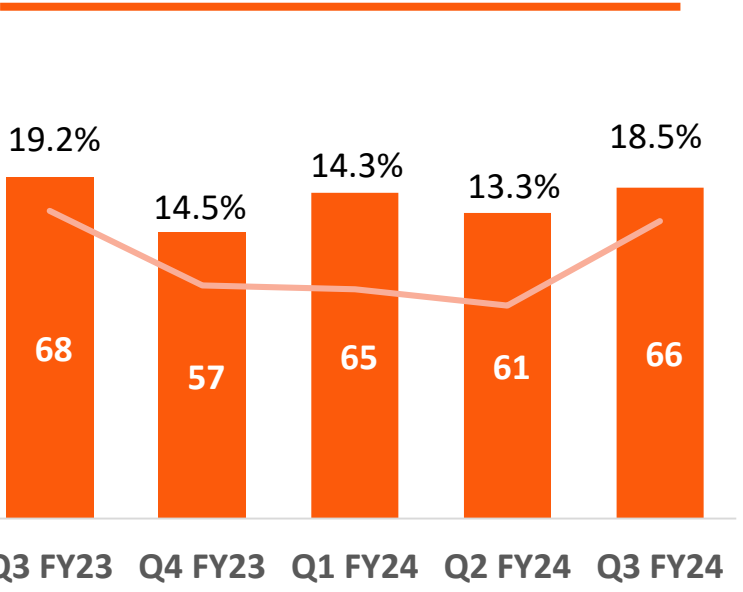




Strong operating performance across matured and new stores portfolio

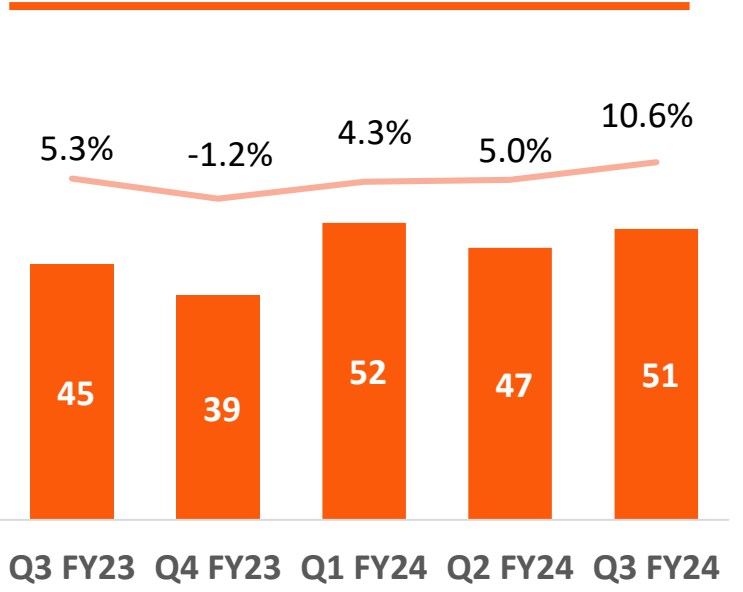
Average Annual Revenue/Outlet (₹ Mn) and Restaurant Operating Margin (%)

Matured



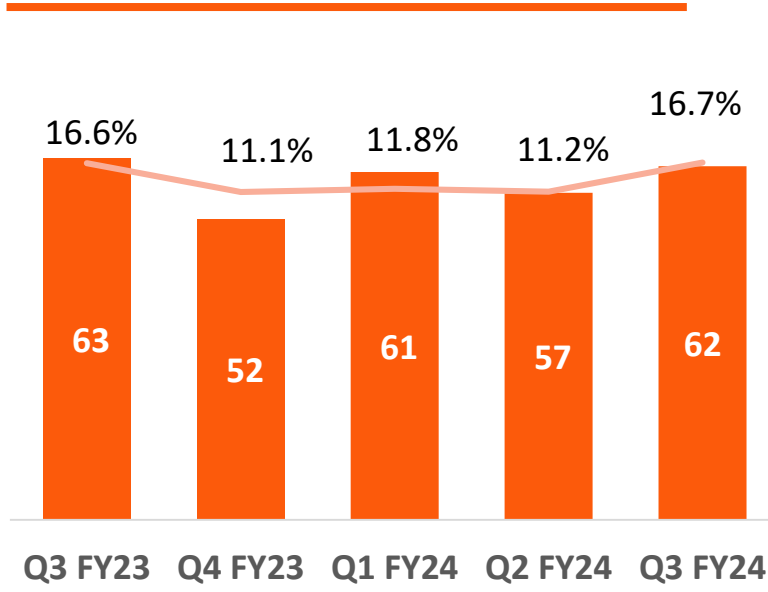
- Delivered Avg. Annual Revenue/Outlet run rate of ₹ 66 Mn
- Delivered strong restaurant operating margins of 18.5% despite SSSG decline

New



- Revenue/Outlet grew ~13% on Y-o-Y basis in Q3 FY24
- Margins improved with aging of new restaurant portfolio

Total



- Avg. revenue/outlet of ₹62 Mn
- Delivered restaurant operating margins of 16.7%

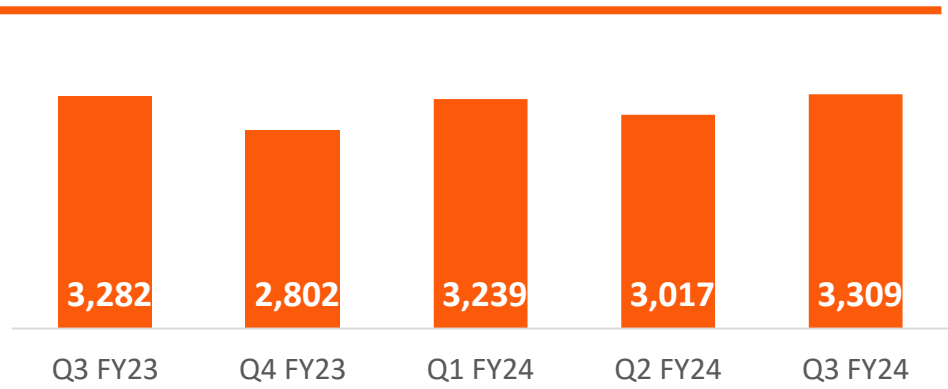
Note: Revenues are annualized basis the respective quarterly revenue



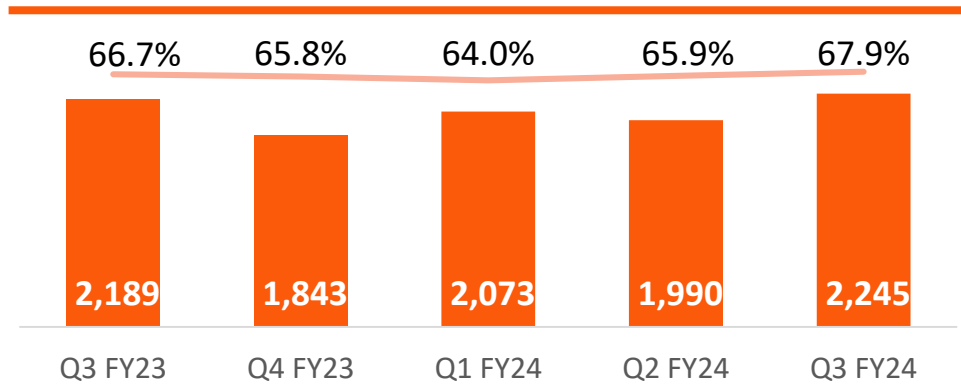


Revenue and margin trend (1/2)

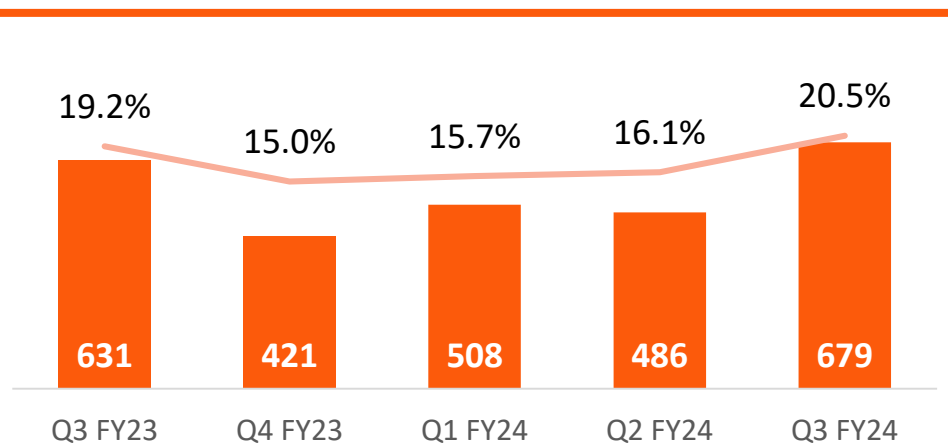
Revenue from Operations (₹ Mn)



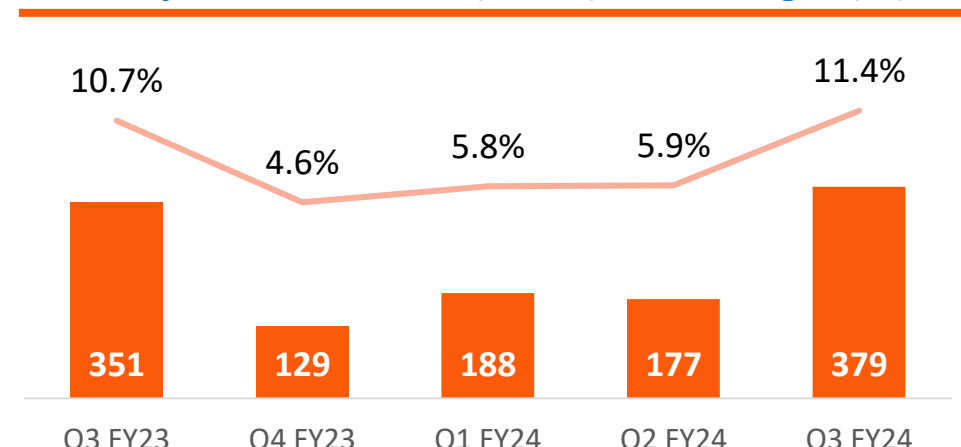
Gross Profit (₹ Mn) and Margin (%)



Reported EBITDA (₹ Mn) and Margin (%)



Adjusted EBITDA* (₹ Mn) and Margin (%)



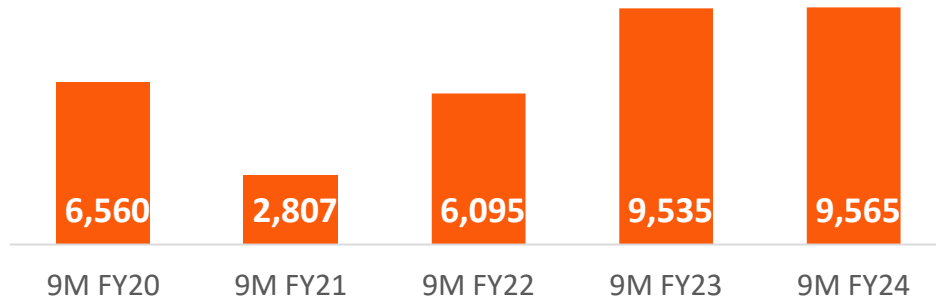
*Adjusted EBITDA is EBITDA without IND AS 116 adjustments and excludes non cash ESOP provisions. All margins are calculated as % of Revenue from operations



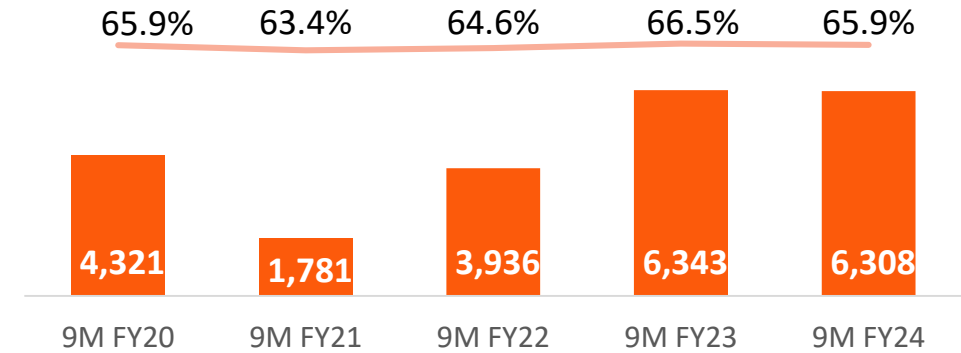
Revenue and margin trend (2/2)



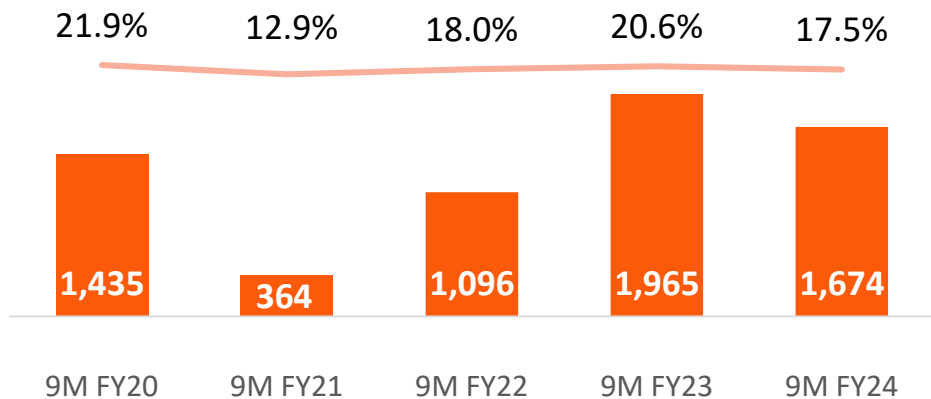
Revenue from Operations (₹ Mn)



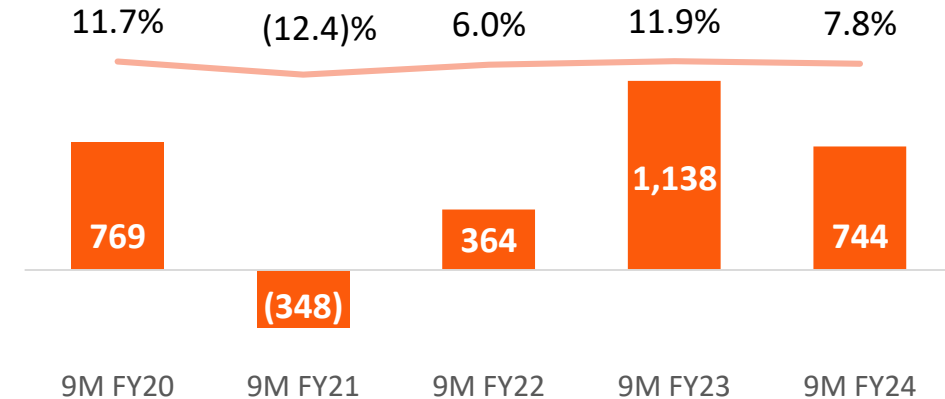
Gross Profit (₹ Mn) and Margin (%)



Reported EBITDA (₹ Mn) and Margin (%)



Adjusted EBITDA* (₹ Mn) and Margin (%)



*Adjusted EBITDA is EBITDA without IND AS 116 adjustments and excludes non cash ESOP provisions. All margins are calculated as % of Revenue from operations



Consolidated P&L



₹ Millions	Q3 FY24	Q3 FY23	Y-o-Y Gr%	9M FY24	9M FY23	Y-o-Y Gr%
Revenue from operations	3,309	3,282	0.8%	9,565	9,535	0.3%
Other Income	16	12	38.1%	99	58	71.4%
Total Revenue	3,325	3,293	1.0%	9,664	9,593	0.7%
Cost of food and beverages consumed	1,063	1,093	(2.7)%	3,257	3,193	2.0%
Employee related expenses	722	688	5.0%	2,159	2,007	7.5%
Occupancy and other expenses	861	881	(2.4)%	2,575	2,429	6.0%
EBITDA	679	631	7.6%	1,674	1,965	(14.8)%
<i>EBITDA %</i>	<i>20.5%</i>	<i>19.2%</i>		<i>17.5%</i>	<i>20.6%</i>	
Finance costs	190	183	3.9%	572	537	6.6%
Depreciation and amortisation	414	382	8.5%	1,232	1,084	13.7%
Exceptional items	0	(22)		0	(55)	
Profit before tax	75	89	(15.7)%	(131)	399	
Tax expense	27	17	55.4%	(20)	92	
Profit/(loss) after tax	48	72	(32.7)%	(111)	307	
<i>Profit/(loss) after tax %</i>	<i>1.5%</i>	<i>2.2%</i>		<i>(1.2)%</i>	<i>3.2%</i>	
Adjusted profitability*						
Adjusted EBITDA	379	351	7.8%	744	1,138	(34.6)%
<i>Adjusted EBITDA %</i>	<i>11.4%</i>	<i>10.7%</i>		<i>7.8%</i>	<i>11.9%</i>	
Adjusted Profit/(loss) before tax	132	133	(0.3)%	31	545	(94.3)%
<i>Adjusted Profit/(loss) before tax %</i>	<i>4.0%</i>	<i>4.0%</i>		<i>0.3%</i>	<i>5.7%</i>	

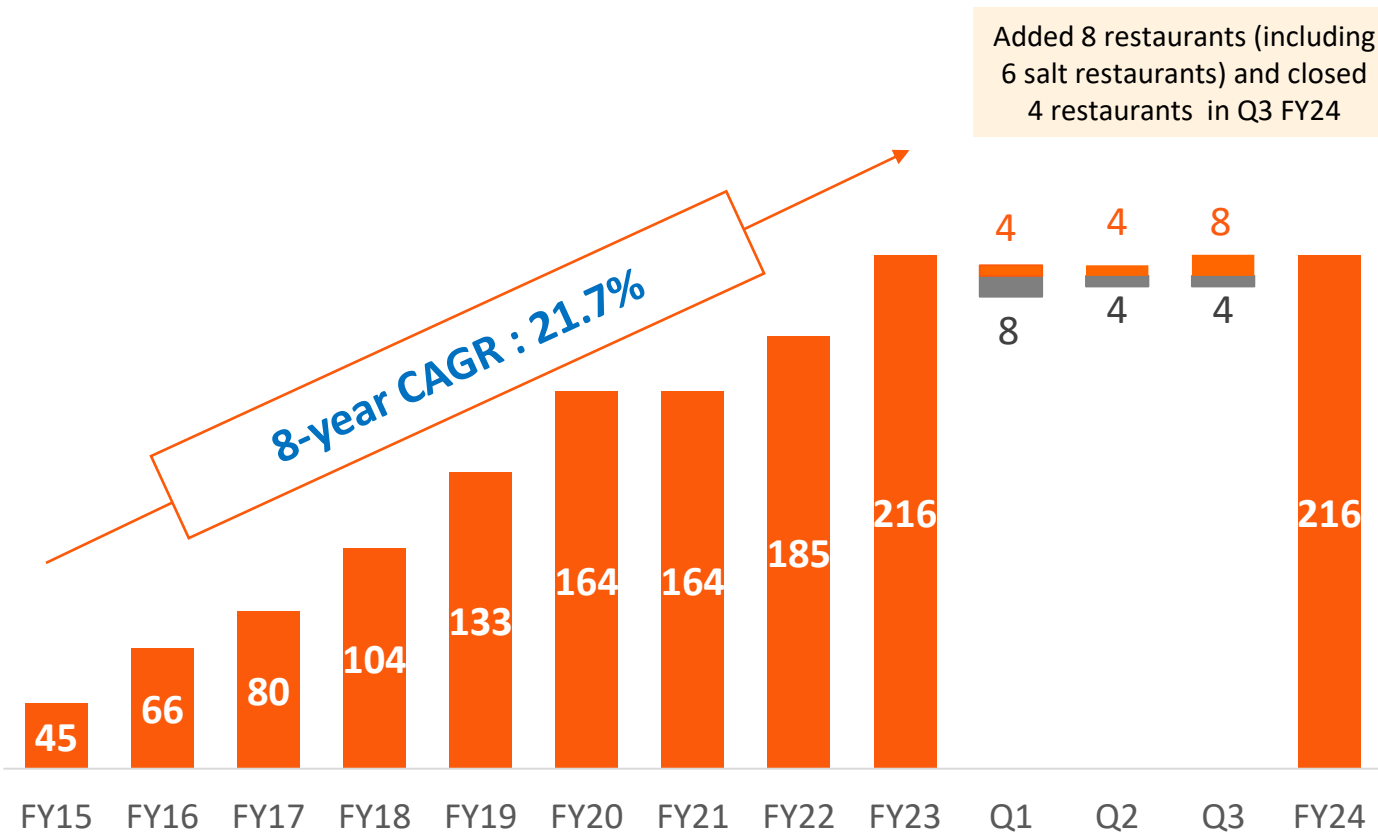
*Adjusted EBITDA and PBT is calculated without the impact of IND AS 116 and excludes non cash ESOP related provisions and exceptional items. All margins are calculated as % of Revenue from operations.

Calibrated restaurant network expansion

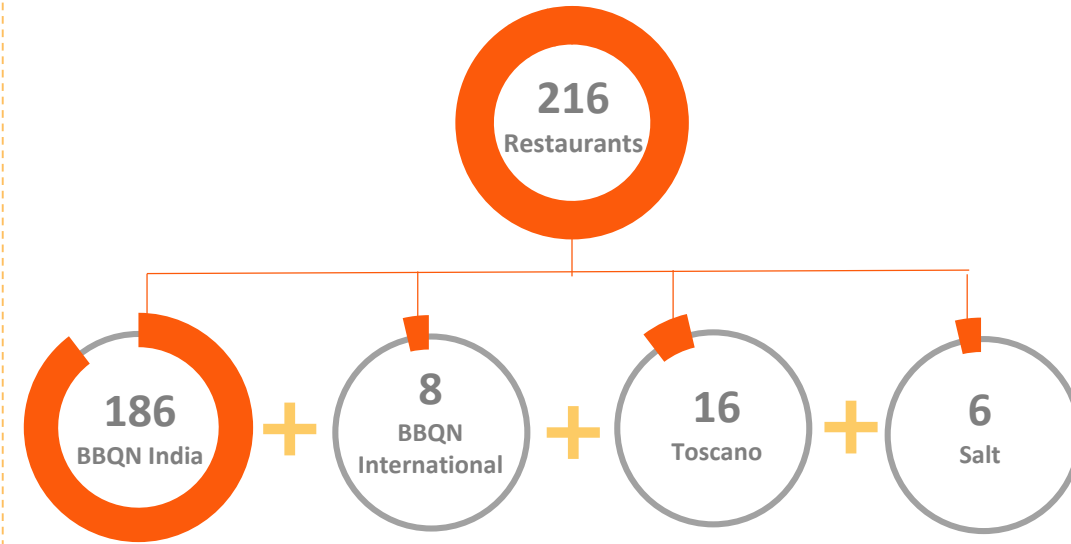


Added 8 new restaurants to the network in Q3

Expansion of Restaurant Network



Restaurant Composition



Distribution	H1 FY24	9M FY24
Metros & Tier I	162	168
Tier II & III Cities	50	48
Total Network	212	216

5 sites under construction; advanced pipeline of 10 sites



Enhancing guest experience through in-store food activities



#Celebrate #GrillSe

BARBEQUE NATION

★ NEW YEAR ★
CARNIVAL

DECEMBER 19th TO JANUARY 7th

Fire up your celebration and get set to grill, feast and cheer

BOOK YOUR TABLE NOW

#Celebrate #GrillSe

BARBEQUE NATION

8th Nov - 30th Nov

Fish Carnival

Buffet Starting @ ₹599 onwards

Dig into a variety of mouth-watering fish delicacies this festive season.

#Celebrate #GrillSe

BARBEQUE NATION

CHICKEN MANIA

DEC 3rd TO DEC 20th

Savour blissful chicken delights

Dilli Wala Fried Chicken

Proper Chickies

Maryali Chicken Kebab

Buffet Starting @ ₹599 onwards

#Celebrate #GrillSe

BARBEQUE NATION

AMCHI BIRYANI FESTIVAL

3rd November to 19th November

From Paneer Tikka Biryani to Mutton Dum Biryani, indulge in a delicious spread of 7 Biryani varieties, this festive season.

Buffet Starting @ ₹599 onwards

#Celebrate #GrillSe

BARBEQUE NATION

CHINESE FOOD FESTIVAL

7th NOVEMBER TO 26th NOVEMBER

Celebrate this festive season with our special array of Chinese dishes

Buffet Starting @ ₹599 onwards

Special dishes include: Sweet and sour wings, Kung Pao Chicken, Beef and Broccoli, Chicken Fried Rice, and more.

Guest engagement activities at Toscano



gusto
Toscano Wine Bar | Restaurant | Pizzeria

TOSCANO
Wine Bar | Restaurant | Pizzeria

VINO VOYAGE WITH GUSTO

Nexus Koramangala,
20TH OCTOBER, FRIDAY

₹1850
Plus Taxes

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THANKSGIVING BRUNCH

TOSCANO
Wine Bar | Restaurant | Pizzeria

Khader Nawaz Khan Road
19TH NOV, SUNDAY
12pm onwards
+917619220575

₹1495
Plus Taxes

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Special Take Out Menu! ORDER NOW!

TOSCANO
Wine Bar | Restaurant | Pizzeria

EARLY BIRD OFFER
Get our famous Thanksgiving Turkey for only Rs. 1950 per Kg BEFORE 19th Nov
Grab a complimentary bottle of Wine and Dessert!

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SDU
SPECIAL DELIVERY

TOSCANO
Wine Bar | Restaurant | Pizzeria

HALLOWEEN HARVEST BRUNCH

Select Outlets only
29TH OCTOBER, SUNDAY
12 noon onwards

₹1395
Plus Taxes

More Enquiries:
+91 7619220575

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TOSCANO
Wine Bar | Restaurant | Pizzeria

CHEF'S COLLEGE BY TOSCANO

RISOTTO AND POLENTA MASTERCLASS

Khader Nawaz Khan Road
14TH OCTOBER, SATURDAY

₹999
Plus Taxes

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TOSCANO
Wine Bar | Restaurant | Pizzeria

CHEF'S COLLEGE BY TOSCANO

HEALTHY BREADS MASTERCLASS

Jayanagar
7TH OCT, SATURDAY

₹1150
Plus Taxes

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TOSCANO
Wine Bar | Restaurant | Pizzeria

CHEF'S COLLEGE BY TOSCANO

SEASONAL BAKERY MASTERCLASS

Museum Road
18TH NOV, SATURDAY
4pm onwards
+917619220575

₹1195
Plus Taxes

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TOSCANO
Wine Bar | Restaurant | Pizzeria

CHEF'S COLLEGE BY TOSCANO

RAVIOLI & GNOCCHI MASTERCLASS

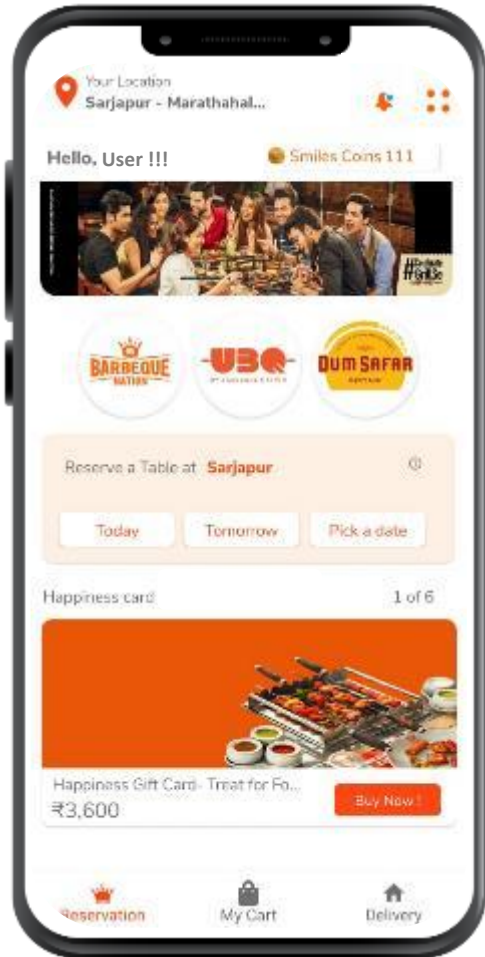
Amanora Mall, Pune
18TH NOV, SATURDAY
4pm onwards
+917619220575

₹995
Plus Taxes

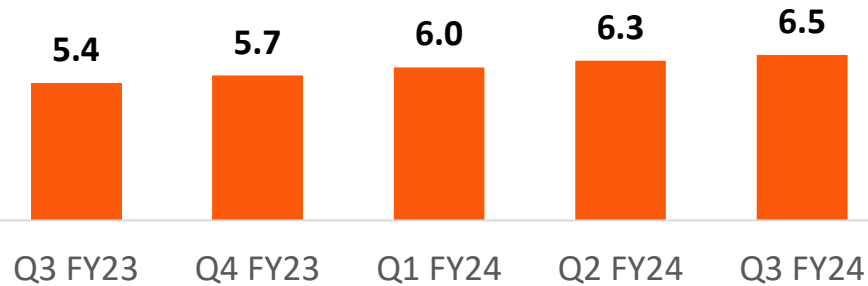
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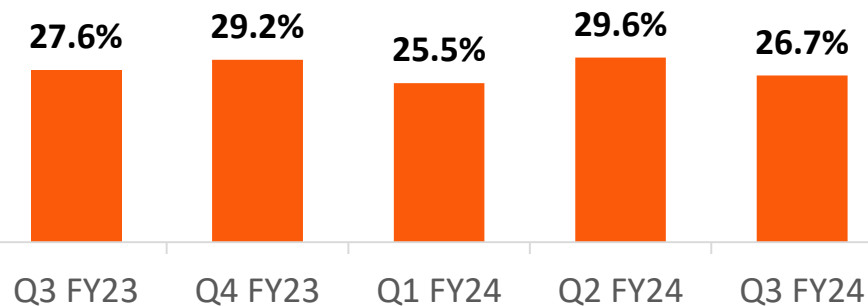
90% dine-in business from own channels; ~30% from BBQN app/web



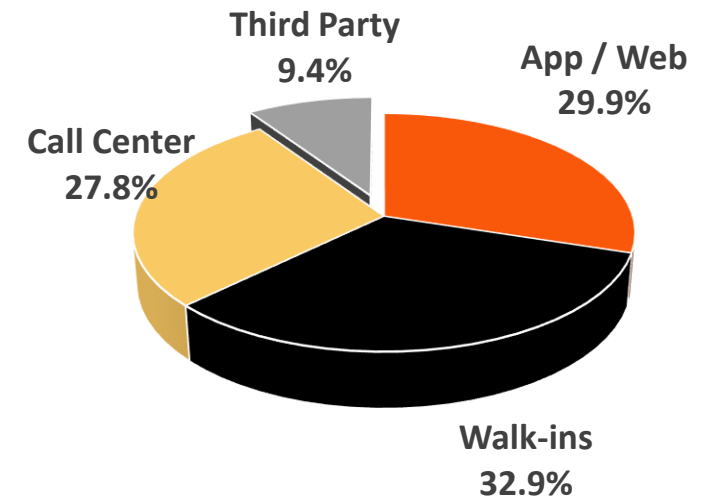
Cumulative App Downloads (In Mn)



Own Digital Assets Contribution¹ (%)



Guest Ownership (Dine-in)



Own over 90% of the dine-in guests via multiple touchpoints

1) Own Digital Assets Contribution is calculated as total revenue generated through Barbeque nation app and web bookings. Represents data for BBQ India only



Strong Scalable Brand Portfolio



Concepts	Created	Acquired
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All-you-can-eat



*Indian cuisine focused
Affordable casual dining*

Al-a-Carte / Delivery



Premium casual dining

Attributes

Aspiration

Service

Experience

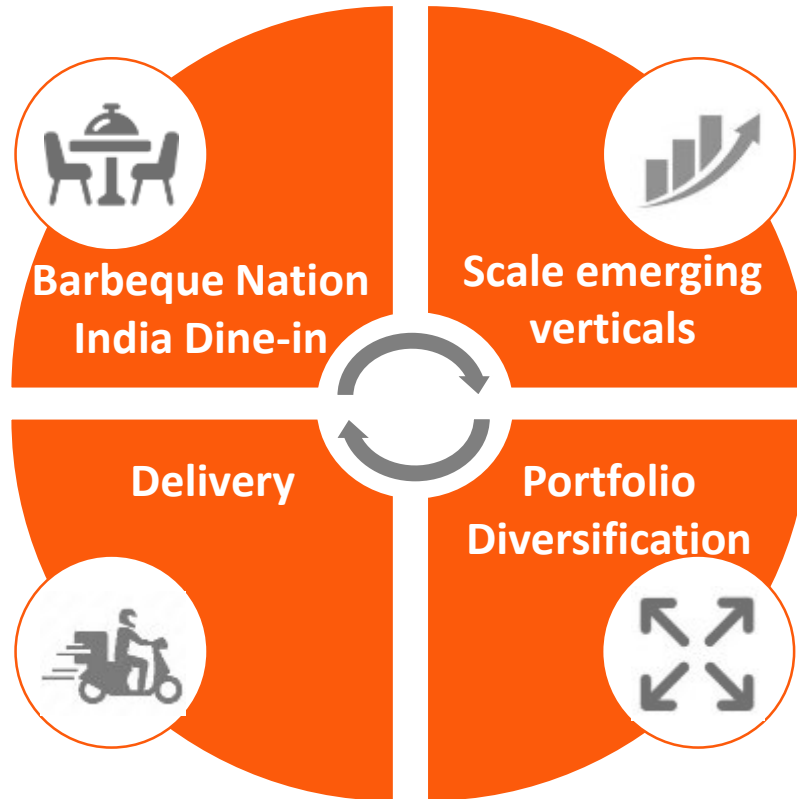
Value

Strong brands to capture broad spectrum of Indian food services landscape





- Enhance guest experience
- Network expansion
- Focus on SSSG & profitability
- Drive digital assets growth



- Toscano and Salt:
 - Expansion led growth
 - Maintain SSSG & profitability
- Barbeque Nation International :
 - Calibrated expansion
 - Maintain SSSG & profitability

- UBQ Volume growth
- Dum Safar: Increase market penetration

- Expand brand portfolio
- Acquisitions

Maintain Casual Dining Restaurant Leadership



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