



“Speciality Restaurants Limited Q2 FY16 Results Conference Call”

November 09, 2015



CENTRUM



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PROJECT, BUSINESS DEVELOPMENT, & STRATEGIC
PLANNING, SPECIALITY RESTAURANTS LIMITED
MR. RAJESH MOHTA – EXECUTIVE DIRECTOR,
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MODERATOR: **MR. ANKIT KEDIA – CENTRUM BROKING LIMITED**

Moderator: Good day, and welcome to the Speciality Restaurants Q2 FY16 Results Conference Call, hosted by Centrum Broking Limited. As a reminder, all participant lines will be in the listen-only mode. And there will be an opportunity for you to ask questions after the presentation concludes. Should you need assistance during the conference call, please signal an operator by pressing “*” then “0” on your touchtone phone. I now hand the conference over to Mr. Ankit Kedia. Thank you and over to you, Sir!

Ankit Kedia: Thank you, good afternoon, everyone. We at Centrum Broking are very pleased to host the Q2 FY16 result conference call for Specialty Restaurants. Today we have with us from the management Mr. Indraneil Palit – Executive Director (Project, Business Development and Strategic Planning) and Mr. Rajesh Mohta – Executive Director (Finance) and CFO. I would now like to invite the management for their opening remarks followed by which we can have an interactive Q&A. Over to you, sir.

Rajesh Mohta: Thank you, Mr. Ankit. Good evening to all ladies and gentlemen on behalf of management of Specialty Restaurants I welcome you all to the investor’s call post Q2 results of FY16. To start with I would like to draw attention that it has been a challenging quarter for the quarter as expected increase in the discretionary spends is yet to be seen. We anticipated this should have started but yet to be seen till this time. Despite all income from operations grew from 75 crores to 80 crores year-on-year basis registering an increase of 7%. EBITDA declined from 9.10 crores to 7.63 crores registering a decrease of 16%. Corresponding PAT has decreased from 2.38 crores to 1.02 crores year-on-year basis.

During the quarter two of FY 2016 we have opened all three restaurants which are all company owned one Sweet Bengal Confectionary in the city of Mumbai. This has taken the total restaurants and confectionaries as of 30th September 2015 to 122. Out of which 23 restaurants are franchise restaurants including our four number of restaurants at international locations. Three restaurants which open during this particular quarter are Café Mezzuna at Bangalore, Hoppipola and Sigree Global Grill at Hotel Spring in Chennai.

During the reviewed quarter we have also closed two restaurants one Mainland China at Bandra Mumbai and the other, Sigree restaurant at hotel Aruna Chennai. In order to draw your attention I would like to mention that the company has opened 13 restaurants in the last 12 months from October 2014 till September 2015. In the light of the pressure on discretionary spends the new restaurants breakeven period has increased substantially during the last 12 months. This has resulted into the pressure on margins because of the operating leverage working unfavorably. The basis on which the restaurants industry has been doing good we foresee that in time to come though it is difficult for us to say what number of months or quarters thing should look on but we are very hopeful that things would look up and we would be able to capitalize this opening of restaurants. We continue to endeavor to open new restaurants but with a strategic decision the locations et cetera are being checked and looked at

selectively so that we are able to improve upon our bottom-line considering the gross margin of individual restaurants.

Now I leave to the investors and analyst for their questions and performance under review.

Moderator: Thank you very much. Ladies and gentlemen, we will now begin the question and answer session. We will take the first question from the line of Koustubh Pawaskar from Sharekhan Limited.

Koustubh Pawaskar: Sir, just wanted to understand whether the quarter two results has to do with the delay in festive season because Dussehra and Diwali fall into second quarter and this year it has a little bit delayed and they fall into quarter three so, it has to do with delay in festive as well?

Rajesh Mohta: See last year it was part in September and part in October. So this is phenomena which is a continuous one but it does have an impact not to a larger extent.

Koustubh Pawaskar: So in this festive how your sales has been do you got any indication of any improvement in your footfalls or the table turnaround ratio?

Rajesh Mohta: There has been no euphoric period for this festive season to be saying in month of October but yes, we have been able to maintain levels this is what we can say.

Koustubh Pawaskar: Okay. And what would be your table turnaround ratio on year-over-year basis, is there any decline? Because the top-line has just grown by 7% so I believe that there must be decline in your turnaround ratio?

Rajesh Mohta: Yeah, see what is happening is the moment we talk in terms of revenue growth not being there the primary reason being the turnaround because we have been trying to maintain footfalls without having a corresponding price increase. So overall the trend which is being seen is neither positive but yes, there have been certain areas where there has been a decline especially in a particular month of September.

Koustubh Pawaskar: Okay. And sir, my second question is on the raw material side how the raw material price momentum is have you seen any decline in the raw material prices over the period of time and what is your outlook on the same?

Rajesh Mohta: Koustubh see what is happening is I did not tell you exactly what is happening on raw material prices where you have some benefit on some product that is eaten away by the increase in other items we have seen the Dal story and the Onion story which is prevalent in last couple of weeks now. So moderation which we had been thinking on inflation is yet to be seen on ground reality basis resulting into our raw material cost to revenues almost remaining the same and in turn effectively increasing per say. So we have not seen any kind of improvement which

we had been thinking like the inflation moving southwards et cetera but the ground reality there is no change per say.

Koustubh Pawaskar: Right. So my another question is on the menu price. So are we looking at any hike or you will be holding up menu prices?

Rajesh Mohta: See increasing price is decision which is taking into consideration the various impacts it would have on the footfalls looking at the scenario and the pressures on discretionary spends increasing price till this time is price elastic decision because we would like to maintain footfall. We would hold and see the best time to get into a price increase scenario.

Moderator: Thank you. We will take the next question from the line of EP Rajesh from Banyan Capital. Please go ahead.

EP Rajesh: My first question is could you talk about the same store sales especially on Oh! Calcutta and Mainland China format?

Rajesh Mohta: It is not sales as we have been saying in our fine dining and casual dining is a combination of various factor but to be specific like Oh! Calcutta since the number of stores are very restricted it has grown but in case of Mainland China overall for the country there is a decline.

EP Rajesh: Okay. And that decline is in single-digits or is it more than that?

Rajesh Mohta: Early single-digit.

EP Rajesh: Okay. And then could you also comment about the transition that you had spoken earlier where from Mainland China are being converted into Mainland China Asian kitchen?

Rajesh Mohta: Yeah, we have started the process in Bangalore and I think we are going to see the effect of it and then gradually all of them now talking about just to clarify a little more for example Mainland China in Mumbai has actually grown same stores. It is only the south that we find that there is degrowth and somehow for the last two years we have seen the south has not been a strong place for us. So therefore we have started converting Mainland China from the south and we will take up the other regions later stage. Whatever Mainland China that we plan to open will now be in the new format that is Asia kitchen.

EP Rajesh: Okay. And are you seeing break-up you said break evens are taking longer now so, if that true for Asia kitchen format as well you were just referring to Oh! Calcutta format?

Rajesh Mohta: I am referring to all overall scenario let us say for instance what is happening when we average it out it has got extended. There could be certain specific since we have only three Asia kitchen which are operational two had broken breakeven in previous year itself and one which we

have opened recently is taking a longer time but yes, it is an overall average which has increased.

EP Rajesh: Okay. And then what is the situation on Café format and the Hoppipola format? Those are also getting extended in terms of break even.

Indraneil Palit : No, not really the Hoppipola has except only one all other Hoppipolas have attained the break-even level within months of its operations. As far as Café Mezzuna is concerned they are not too many. In fact we have not opened any in the last one year. Sorry, Bangalore we have opened. So only one Mezzuna we have opened and that is taking a little time. Like I told you South seems to as a region of problem which also the retailer of other business is also reporting the same.

Moderator: Thank you. We will take the next question from the line of Ankit Kedia from Centrum Broking.

Ankit Kedia: Sir, my first question is regarding the incident which happened where we did not have some clearances in our restaurants. So how does do we need to take clearances every month, every year and what was the incident that happened at the Kurla restaurant?

Rajesh Mohta: See Mr. Ankit Mainland China Sakinaka specifically it is not Kurla which was reported in Times of India is our the first Mainland China opened by Specialty Restaurants and the fire NOC which is one time initial license which is given by the authorities was obtained in the year 1994. When the authorities had come there, they wanted to see that particular license which was not available readily in the files. So but the authorities to give us a closures notice and they had to seal the restaurant. Subsequently in couple of days' time we could produce that license to the authorities and they de-seal the restaurant and the operation started. And there are licenses which are renewed every year there are certain licenses which are given once and it is continues exercises so we have all kind of licenses which are available with us with respect to the renewed licenses and now what has happened since it was an owner the license we had taken the premises on lease from a hotel which continued to be there and it was in their name the now authorities have asked us to take a fresh license for which applications have been lodged.

Ankit Kedia: Sure, so might not see the incident happen again where in the licenses are not there in the restaurant needs to be closed.

Rajesh Mohta: Yes, we are doing that compliances because we open our restaurants only after obtaining requisite licenses but what is happening there is a continues exercises which is been taken care of by the authorities so we are trying to keep our selves abreast with it.

Ankit Kedia: Sure. And sir you just mentioned that Mainland China in Mumbai the same store sales growth seems to be positive but then in this quarter we did close Mainland China in Bandra so, why did we close the Bandra Mainland China?

Rajesh Mohta: See what was happening the rent to revenue ratio was working unfavorably for the restaurant per say despite being in the prime location so it was more a commercial decision because what is happening the targeted revenue were not being achieved because of there was certain infrastructure issues which had cropped up from parking perspective and there were certain issues with respect to guest coming in to the fifth floor. So we had to take a decision because the visibility was not getting into that we would be bouncing back to the revenues which we had one earlier. So the rent and what is happening every three years you have a rental increase which is to the extent of 15%. So when the rental the base rental is getting increased without any commensurate rate increase in the revenues the rent to revenue ratios clearly get more towards the owner rather than to the company so we had to take a call off moving out from that particular space.

Ankit Kedia: Sure. Sir in your television interview you said you would relook at the strategy of opening your target of 10 restaurants to 12 restaurants every year. So given there is slowdown in economy now and we are also facing some pressures. So what could be the CAPEX guidance and the restaurants opening count guidance for next two years?

Rajesh Mohta: What is happening hoping when we say a range of 10 to 15 or 10 to 15 we have now becoming very selective it could be depending upon because it is a very dynamic we do not target restaurants which would be your signing leases for restaurants which would be open to an opening 12 months from today because it is a matter of time we get leases signed and start doing work and open restaurants in six months' time. So we are blocking ourselves for next six months where we have certain lease deals already signed which we have to open and thereafter the planning has been to consolidated look forward for our space which is worthwhile and to have get into a targeted revenue. So it could be like instead of 12-15 we might restrict ourselves to 8 or 10 which would convert into let us say 30 odd crores - 35 odd crore of CAPEX in a year.

Ankit Kedia: Sure. And sir could you throw some light on your international expansion as well?

Rajesh Mohta: Yeah, as far as international expansion is concern we are trying to open our first restaurants because at Doha we are in all the licenses have all been received the government has given an approval for our people to move with requisite visa's so we contemplate that in another couple of weeks' time let us say for instance mid-December or early January we would be able to open our first international joint venture restaurant in Doha and see the stability of that restaurant before embarking upon other locations.

Moderator: Thank you. We will take the next question from the line of Dipanshu Madan from Locus Investments.

Dipanshu Madan: Sir, just wanted your perspective on you mentioned you are converting Mainland China to Mainland China Asia Kitchen. So one is how much do we spend per restaurant to convert that and then how different are the economics in terms of per ticket size and table turn, what have you seen till now how does that look going forward?

Indraneil Palit: The conversion process around a crore per restaurant. The basic reason was to refresh the brand Mainland China because there was a demand for cuisine Chinese extending to other part of Asia, Southeast Asia and also to make it look younger. You see the Mainland China is a 20 years old brand. The country has become much younger the way the dine out has changed so, the whole idea was to refresh the brand keeping the brand promise in place. Now so far as we increase in the churn is concerned we are going to see it now in the first response we are about to open after conversion and considering the fact that the ones which we opened earlier were not conversion they were all new restaurants. The kinds of restaurants we have had we expect that there will be a definite increase in the cover turnover. However, as far as the average spend is concerned that is not necessarily the idea; however, what would happen by the new design they would be able to perhaps have experience more flavor in one dine experience which will enhance the wholesome experience that we look forward in a restaurants and we would influencing repeat customers that is what the whole idea behind it is.

Dipanshu Madan: Right. So essentially it looks like because it has multiple cuisines and offering this to the customers so it is probably going to be above the Rs. 700 APC then somewhere around the same table turn I am assuming.

Indraneil Palit: See what happens let us look at it a little this way actually the way people go out eat today is pretty much different from what it was a few years back. Now when I say that what I mean to say that there is a certain percentage of people will come and eat in restaurant occasionally to either celebrate or to come out during the weekend but there is also a very young crowd which frequents restaurant on a daily basis in the sense that they go out to eat every night. So what happens is when you are having a weekend you are spending much more money but when you are eating everyday then it might be half of that money. This is exactly what happens when you move away from fine dining to a more casual dining if I may call it so. So I do not feel that there will be a huge change upwards or downwards as far as average spend is concerned but we definitely feel that we could attract repeat customers one and another sector which is like I said there are a lot of huge population which are eating out every day not necessarily a huge meal but one or two dishes which is more functional that way. So I would say that it will the average spent will to change but the churn should change, yes.

Dipanshu Madan: Right. And sir have we finalize the plan as to out of the total Mainland China restos that we have how much are we going to ultimately let us say change in this year and next year is there target in mind at the moment?

Indraneil Palit: No, we will take it as it goes I can say that we are doing the first one, we have already done it in fact. We are launching it maybe in next 10 days. And we have also got new Asia Kitchens

opening in existing cities, see the reaction, and then take a call because like I said Mainland China in Q2 in Bombay has actually grown, there was no hurry for us to change. However the two restaurants that we opened in Bombay lately in Phoenix Mall as well as Oberoi Mall are already Asia Kitchen.

Dipanshu Madan:

Got it. And sir, just some light we began this journey of changing this Machaans and the Sigrees to a consolidated brand so, I had a couple of questions there what is left in terms of converting these restaurants into single umbrella that we embarked upon and secondly wanted to get some sense on the profitability of this concept of Sigree Global Grill. What have you seen in the last three quarters - four quarters even if it is point to point what is the change that you have seen that is positive and profitability wise how has the contribution improved just some sense on how that process is working out for you?

Rajesh Mohta:

See the whole idea of converting Machaans and Sigrees to Global Grill as you rightly said it is more to bring one umbrella Indian brand which can go nationally and **0:24:10 (Inaudible)** from a national level basis. But looking at the trends of the growth of the Global Grill both from a profitable perspective better than what we were having. In process of conversion primarily because **0:24:31 (Inaudible)** with individual restaurants as Machaan impetus could be given. This particular changeover has given us a substantial growth both in the format of revenues and secondly bringing us a scale of operations which could be stabilized across the country. So this is where the focus is and going forward also whenever we have certain opportunities we are trying to convert those spaces like we recently converted one in Calcutta one in Pune the kind of numbers which we had been done earlier are different from what we are seeing now because of the cost parameters and importantly rent-to-revenue ratio.

Dipanshu Madan:

Right. So sir, couple of just data questions, one is how many restaurants are still to be converted to this format?

Rajesh Mohta:

See to give you an example like today we have, almost like if I say Flame & Grills and three Machaans with us. So aggressively only we will be doing it because there are two Flame & Grills which are doing good are targeting those where the revenues have not grown. Convert those restaurants first rather than taking a blanket decision of converting across the brand. So this would be a progressive decision making up converting those restaurants over a period of time.

Dipanshu Madan:

Right. And sir any idea I mean clearly it is going to be progressive so we cannot even quantify the spent that will go into this at the moment. But if we have seen revised or much improved profitability from Sigree consolidating this brand and Mezzuna is a concept I think when we read a few calls, a couple of quarters back and you would said that even the table turns, there are pretty good. But if you look at EBITDA for example let us say in March 2014 or June 2014 even September and today also, we have been into 2.5 crores to 4 crores so if these brands are actually revising the profitability or doing better than the older ones and then what is really stopping us or what format is really stopping us from turning around and terms of EBITDA.

Because the margin seems to be just trending downwards and even gross margins for example in the last nine quarters or at least last six quarters they have been pretty similar to what they are today. So what is really stopping us then and which format is really not turning around at the moment?

Rajesh Mohta: On the question of formats we continue to open restaurants under various formats in the last 12-18 months. But a couple of restaurants like say for instance Café Mezzuna, we had one restaurant located at Pune and the other one at Kolkata. From a profitability perspective Kolkata is profitable but Pune continues to struggle because of location, etc., wherein we even renegotiated the rentals. But overall when restaurant do not **(Inaudible) 27:38** continue to contribute over a longer period of time, we take decision of closure of such restaurants like Mainland China, Bandra where at the end of the day we had to close our restaurants because they may be contributing to the top-line, they do not contribute to bottom-line. It is a balance between both long-term and short-term wherein we are trying of working both on brand **(Inaudible) 28:44** So that is the only reason why I am trying do the balance between long-term or short-term to improve upon the margin because the more number of new restaurants which have added which more like an hockey stick where it would convert into revenues and to operating leverage is working unfavorably today, could work favorably for us.

Dipanshu Madan: Okay, got it, sir. And sir, what would be the standard maturity that you provide on calls at time, what would be the table turn for Mainland China and Oh! Calcutta for the quarter?

Rajesh Mohta: See to be very honest, we earlier use to provide now since it is likely competitive information we have been restricted to inform what is the table turn exact at both the brands.

Dipanshu Madan: Okay. And sir, I could not actually see the presentation for the quarter is that going to be one put out or are we sometimes later or what?

Rajesh Mohta: Yeah, it would put out sometime late because we need to inform stock exchanges before giving to any investor.

Moderator: Thank you. We will take the next question from the line of EP Rajesh from Banyan Capital.

EP Rajesh: So just a couple of callers, so you mentioned the numbers of restaurants opened in the last 12 months, could you tell us the number of restaurants that got closed in the last 12 months?

Management: Yeah, we closed let us say for instance six restaurants in last 12 months.

EP Rajesh: Okay. And then we are mentioned we are going to open the restaurant Tanzania, so any update on that?

Rajesh Mohta: We have already opened our franchise restaurants in Tanzania, Mainland China, and Sigree.

- EP Rajesh:** And I thought I heard you say that we will have 30 crores to 35 crores of CAPEX for 8 stores to 10 stores. So are we saying that the CAPEX per restaurants has gone up?
- Rajesh Mohta:** It ranges between 3 crores and 3.5 crores including that deposits.
- EP Rajesh:** Okay. So it is in the similar lines what the past experience has?
- Rajesh Mohta:** No major change per se.
- EP Rajesh:** Operator. And any update on Zoodles sir?
- Rajesh Mohta:** Yes, one which was there was for last 12 months we have recently in a month time we would have another Zoodles at Oberoi Mall, Goregaon Mumbai with one at T2 terminal in Mumbai. The idea has been to get the brand visibility and then we are working towards commissary which would become a hub and spoke model and you would see more number of Zoodles in Mumbai itself in couple of months from now.
- EP Rajesh:** Okay. And then finally what has been the attrition rate in the employee bps?
- Rajesh Mohta:** See attrition at the lower end to middle level is high I would say it is more than 3% at this point of time per month.
- EP Rajesh:** Okay. But above that it is generally stable?
- Rajesh Mohta:** Yeah, yeah middle management and above it is stable I would say almost negligible on a total number basis.
- Moderator:** Thank you very much. As there are no further questions, I now hand the conference over to Mr. Ankit Kedia for closing comments.
- Ankit Kedia:** I would like to thank all the participants for taking their time and attending the call. I would also like to thank the management for giving us the future outlook on the business.
- Rajesh Mohta:** Thank you, Mr. Ankit, thank you everybody from the management of Speciality.
- Moderator:** Thank you. On behalf of Centrum Broking Limited, that concludes this conference call. Thank you for joining us. And you may now disconnect your lines.



“Speciality Restaurants Limited Q1 Financial Year 2016 Conference Call”

August 13, 2015



ANALYST: MR. ANKIT KEDIA – CENTRUM BROKING PRIVATE LIMITED

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Speciality Restaurants Limited
August 13, 2015

Moderator: Ladies and gentlemen, good day and welcome to the Speciality Restaurants Q1 FY 2016 results conference call hosted by Centrum Broking Limited. As a reminder all participant lines will be in the listen-only mode and there will be an opportunity for you to ask questions after the presentation concludes. Should you need assistance during the conference call, please signal an operator by pressing “*” then “0” on your touchtone phone. Please note that this conference is being recorded. I now hand the conference over to Mr. Ankit Kedia. Thank you and over to you Sir!

Ankit Kedia: Thank you. Good evening everyone. We at Centrum Broking are pleased to host the Q1 FY 2016 results conference for Speciality Restaurants. Today we have with us from the management, Mr. Indraneil Palit, Executive Director, Projects Business Development and Strategic Planning and Mr. Rajesh Mohta, Executive Director (Finance) and CFO. I would like to invite the management for their opening remarks followed by which we can have an interactive Q&A. Over to you Sir!

Rajesh Mohta: Thank you Ankit. Good evening ladies and gentlemen. On behalf of management of Speciality Restaurants, I welcome you all to the investor’s call post Q1 results of FY 2015 – 2016.

I am happy to inform that income from operations grew from Rs.70 Crores to Rs.80 Crores year-on-year, registering an increase of 14%. EBITDA increased from Rs.7.89 Crores to Rs.9.19 Crores, registering an increase of 16.50%. Correspondingly PAT has increased from Rs.1.91 Crores to Rs.2.27 Crores, registering an increase of 19%.

During the Q1 of FY 2015-2016, we have opened four restaurants, which are all Company Owned and one Sweet Bengal Confectionery in the city of Mumbai. This has taken the total restaurants and confectioneries as on June 30 to 120 out of which 23 restaurants are franchise restaurants.

For your information during this particular quarter, we have not shut down any of our restaurants be it company owned or franchisees. The four restaurants, which opened during this particular quarter, are Mainland China Asia Kitchen in Chennai, Sigree Global Grill in Amanora, Pune and two Hoppipolla, one in Todi Mill in Mumbai and the other one in Amanora, Pune.

On the cost side, I would like to inform all that we are yet to see moderation in the raw material prices and with the discretionary spends continue to be under pressure and we would like to reiterate that with this still have are a challenge, which we have been seeing for the last couple of quarters with slight improvement in during the weekends also. There

has been moderate increase in the raw material prices primarily because of our consolidation of our Indian cuisine brand under the Global Grill brands during this particular quarter where in the food cost compared to Chinese cuisine is slightly higher. Rest efforts have been on with respect to expenditure, controls etc., and there has been an increase in the lease rental cost primarily because of the restaurants which have been starting contributing on revenues topline be it from a Global Grill etc are running on more on revenue share basis because of recent agreements being on minimum guarantee and revenue share.

This has resulted into an increasing leased rental cost, other costs have been under control we are trying to **(indiscernible) 4.08** controls on electricity etc., despite increasing per unit cost of electricity in some stage.

Now I leave it for all the analyst and investors to have questions to us so that we are able to answer yourselves. Thank you.

Moderator: Thank you. Ladies and gentlemen, we will now begin the question and answer session. The first question is from the line of Prakash Kapadia from Ialpha Enterprises. Please go ahead.

Prakash Kapadia: Thanks for taking my question. On the demand side as we see sales are up 14% for us as compared to 17% Q1 of last year. What do you think is still affecting our sales, because if you look at some of the other macro parameter like multiplexes had bumper quarter, malls are doing pretty well, so we are not seeing buoyancy in sales?

Rajesh Mohta: Thanks Mr. Prakash. **(Inaudible) 5.39** What is happening during the weekdays, the spend from corporate is yet to come what we had seen in earlier periods. We are still looking forward to that kind as indicated the weekends continue to be good. There is a pressure on weekends eating at our restaurants, but the first four days of week are still a challenge.

Prakash Kapadia: You are saying unless and until this corporate demand does not come back it will be difficult to have 18%, 20% kind of sales growth. You mentioned about raw materials in your opening remarks, so if you could give some sense what would be contribution of Global Grill to our sales and you know 31%, 32% kind of raw material cost the new normal cost for us which we would expect say going forward especially in the context of rupee which has started depreciating again, so what kind of an outlook on raw material we would have for say the rest of the year?

Rajesh Mohta: We have been expecting some amount of moderation in the raw material prices from February, March itself, but it has not happened, because we went ahead with two contracts when we had unseasonal rains etc. Despite that there is still likelihood that the price should



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be at this particular level considering those facts we maintained that this level of 31%, 32% which we are incurring on an overall basket of all restaurants be it Chinese, Indian. We would be able to maintain that, but the moment there is a festive season and we look forward for some consumption driven growth coming in there is a possibility that we may have to take price increase to neutralize some bit of amount of raw material cost increases.

Prakash Kapadia: Some of the initiatives which we were looking at localization and were expecting some cost reduction on that front where are we on that?

Rajesh Mohta: So that is the continuous exercise which is always on like dependence on imports etc., which we are having one-and-a-half years, two years back, but we had tried to reduce that and looking out for local replacements of those products but that is a continuous exercise, but we would not like to compromise in the quality because the ingredients play a very key end product.

Prakash Kapadia: Lastly on number of employees, I think last year around we were approximately 4700 employees, what is the kind of wage inflation we are expecting, what kind of salary hikes to be anticipated and what would be the approximate head count?

Rajesh Mohta: Head count as on June 2015 (**inaudible**) **8.27** we had increased our restaurants, we had tried to re-engineer and whenever there is an increase in the staff cost to the extent of 8% to 10% we tried to reengineer the number of people working in the restaurant, so that the impact does not have resultant into profit on the expenditure.

Prakash Kapadia: What in terms of head count approximately as on date?

Rajesh Mohta: We are 4400 plus.

Prakash Kapadia: We have seen a reduction in head count, because I think last year?

Rajesh Mohta: 4400 in June 2014 and 4400 as on June 2015.

Prakash Kapadia: Thank you. I will come back if I have more questions. Thank you.

Moderator: Thank you. The next question is from the line of Koustubh Pawaskar from Sharekhan. Please go ahead.

Koustubh Pawaskar: Thanks for giving the opportunity. My question is on your table turnaround for Mainland China and Sigree Global Grill since you are saying that you are seeing some kind of



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improvement in the weekend sales, so are we seeing any improvement in table turnaround as well?

Rajesh Mohta: We have let us say for instance for the sake of confidentiality we are not giving specific cover turnaround ratio, but it remains there is no major improvement. No major improvement because though the weekends have grown, weekdays continue to be same, so on an overall average it remains the same.

Koustubh Pawaskar: Sir can you some perspective on your international operations how they are moving around?

Rajesh Mohta: The restaurant at Doha is almost done I think into the final stages of approvals from government department there, couple of weeks now where we will be able to have soft launch etc.

Koustubh Pawaskar: Sir sorry your voice is little breaking, so I am not able to hear you properly.

Rajesh Mohta: What has happened we have done the Doha restaurant, there are certain government approvals, which have been applied, for those who would be available in couple of weeks and thereafter we would be able to have a soft launch of that particular restaurant.

Koustubh Pawaskar: About the Tanzania Sir?

Rajesh Mohta: Tanzania is a franchise restaurant, which has started on a good note.

Koustubh Pawaskar: Thank you Sir.

Moderator: Thank you. The next question is from the line of Jagdish Bhanushali from Florintree Advisor. Please go ahead.

Jagdish Bhanushali: Hi Rajesh Ji, I wanted to get a sense how many we have company owned and operated currently?

Rajesh Mohta: Good evening Mr. Jagdish. We have 23 franchisees out of the total 120 Restaurants and Confectioneries, which make it 97 Sir.

Jagdish Bhanushali: What was the same mix last year Q1?

Rajesh Mohta: Q1 of last year, I do not have the numbers right in front of me Mr. Jagdish.



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Jagdish Bhanushali: I wanted to understand it seems like the revenue growth is much higher than the volume or the store growth it seems, so I wanted to understand have we taken any price hikes or is it the churn has improved?

Rajesh Mohta: There was an implementation of some element of service charges which we had at the previous quarters in November 2014, so that has a bearing in any which ways.

Jagdish Bhanushali: That is not a major one, but it seems like the churn has improved a bit, is what we would consider that?

Rajesh Mohta: I would not say a major, but yes it is on a positive territory.

Jagdish Bhanushali: That is it from my side. Thank you so much.

Moderator: Thank you. The next question is from the line of Ankit Kedia. Please go ahead.

Ankit Kedia: Sir I just wanted to know, we have a lot of apps now which do home delivery of food, are we seeing some trend that dining out by people have reduced and home dining has increased, so we also have tied up with few websites for home delivery, could you share some of the experiences out their what we have?

Rajesh Mohta: Chinese cuisine it is basically we call ourselves in fine dining Chinese, so fine dining goes with ambience, so people come here to have good times. As far as delivery is concerned, there is a time gap between the food getting produced and consumed, so there is a slag between that, so the aroma and quality at a particular restaurant and at home has a differentiation, but we have not seen a major traction, but yes because of commuting becoming more and more difficult into metro and tier 1 cities, there is a scope in delivery which we have been trying to explore, but there has not been a major shift from dining in restaurant than to delivery or takeaways.

Ankit Kedia: And the same goes for Indian cuisine as well Sir?

Rajesh Mohta: Indian we have not been that focused as far as delivery is concerned because we are now more focused in Indian cuisine where we have that global grill format where the kababs etc., are coming on the table where we have a grill.

Ankit Kedia: Sir, my question was from the industry perspective are we seeing as an industry people dining home more often than dining out, which is impacting the footfall on weekdays?

Rajesh Mohta: This trend has not been reflecting in our restaurants per se.



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Ankit Kedia: Sir my next question was in the first quarter itself we have opened four restaurants, which are company owned for the full year typically we say we will do 12 to 15 restaurants, so how is the pipeline going forward for new restaurant opening company owned and what could be the capex guidance?

Rajesh Mohta: We have said 12 to 15 and we have reduced it to 10 to 12, the thrust is to maintain that particular number between 10 and 12 restaurants in this financial year also and taking the capex per se let us say we spend somewhere between 2.5 odd Crores to 3 Crores, so if you open 10 restaurants we would be spend around 30 odd Crores on capital expenditure.

Ankit Kedia: Sir just last question on new Hoppipolla that we are aggressively opening, how is the traction which we are seeing in them particularly in Bombay where we have three of them and how is Zoodles shaping up now, it has been nearly one year for Zoodles launch, so how is that scale up happened and what is the roadmap for that?

Rajesh Mohta: Answering your first question on Hoppipolla we found the traction to be good, people are spending in all the three restaurants of Hoppipolla in Mumbai, which has given us an impetus to open in other cities as well, so we look forward to, but it would be a very strategic opening of Hoppipollas, we would not like to get it scaled up on a fast way where we have done for other brands, it would be strategy still to maintain standards at Hoppipolla because it is more liquor driven, so this one and as far as Zoodles is concerned we have, we have seen, we have tried and tested it one year, now we are trying to work out a back end model wherein we can have multiple stores in one go so that it becomes an hub and spoke, so the efforts are onto stabilize all those, so that we do not have a backward and forward integration cost mismatch because that is the critical element for running this kind of QSR outlet where the price points are slightly lower. So in time to come we would be able to get into Zoodles in a big way.

Ankit Kedia: Would it be this year itself or it will still take longer time for Zoodles to scale up?

Rajesh Mohta: Likely premature for me to say at this time because what happens is when you look number of stores and the Kamasary (ph) there has to be a match so that certain infrastructure etc., needs to be created licensing etc., do take time, yes today when we are talking in the month of August it might happen in couple of months time though it may so happen at this financial year end or next, it could fructify.

Ankit Kedia: Sir just one more if I could squeeze in, Sir slowly we are expanding Sweet Bengal as well initially we had said that Sweet Bengal is pretty much sweet saturation in terms of growth, but now for last two to three quarters we are seeing every quarter one Sweet Bengal being

added, so what is the bigger roadmap for Sweet Bengal going forward and what is the percentage contribution of Sweet Bengal to revenues currently?

Rajesh Mohta: As far as Sweet Bengal is concerned, what had happened, we had moved to have a forward integration of number of stores that particular factory can cater to, we are opportunistically doing certain stores, which form so that the logistics also are taken care of in one particular stream of delivery because we have certain amount of additional capacity available at our new factory. This is one reason why we are keeping on adding few Sweet Bengals in Mumbai. Second when we talking in terms of the total contribution of the revenues it is almost like if I may say so it is between 3.5% and 4% of the total revenues.

Ankit Kedia: That is helpful Sir. Thank you.

Moderator: Thank you. The next question is a follow-up question from the line of Koustubh Pawaskar from Sharekhan. Please go ahead

Koustubh Pawaskar: In your initial comment you mentioned that you would be looking at increasing the prices somewhere around in the festive season, so what kind of price increase you would be comfortable with?

Rajesh Mohta: Why I said was in the sense like when we have the festive season historically we did increase prices, but it all depends upon the macro factors and improvement in the discretionary spends, so it would be difficult at this point of time to be put a number to what kind of increase, it may happen if the things like we were looking forward to in a previous year to happen which did not happen or got extended the situation remains the same we may have to continue with the same kind of price.

Moderator: Thank you. The next question is a follow-up question from the line of Prakash Kapadia from Ialpha Enterprises. Please go ahead.

Prakash Kapadia: On the demand side, what regions are we seeing some traction or are it standard across geographies like south or western part of India where we are typically located? So if you could give us some sense and Sigree Global would now be at around 20% of our sales contribution?

Rajesh Mohta: It is 20%. When you are talking in terms of the geography I would still say south has not improved the way west would have improved.

Prakash Kapadia: Thank you.



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Moderator: Thank you. The next question is from the line of Abhijit Kundu from MayBank. Please go ahead.

Abhijit Kundu: Thanks for the opportunity. Just wanted to get an understanding of what are the company's initiatives to really in a scenario where we are seeing demand from corporates being consistently low. Any initiatives that the company is taking to really ramp up the demand, I mean just even in a muted scenario to really get out or squeeze something from the corporate. Is the company doing anything about it? I mean some offers, promotions?

Rajesh Mohta: We have got corporate tie ups with the large ones which are in the vicinity of a particular restaurant and now we are looking at all India tie up irrespective of the location because we found that probably a lot of employees would like to use them which is closer to the residence, which is very diverse but we have been able to locate a platform which will be used in order to get to as many corporate employees that we can. So it is not the corporate spending only. We are now targeting the corporate employees as well. So we are saying that this is the first time a platform like that has been found because otherwise you cannot reach to the employee level per se. So that should give us the boost. Yes we are conscious about it and we are trying to squeeze out the maximum that we can.

Abhijit Kundu: How is this happening in the sense you are approaching the corporates?

Rajesh Mohta: You see what happens generally what was happening earlier the corporates within the vicinity would either approach us or we would go and make a sale pitch saying that, "all right, if you use our restaurant this is the offer that we are giving you," but at the same time but what happens is that in the vicinity or the location of the restaurant per se but we also found that there is a demand from the employees point of view for their personal entertainment even otherwise where they would like to use another restaurants, which might be close to a residence and not necessarily the one which is close to the office and these offers were essentially made to the corporate as an entity but not to the employees per se. So now what we are doing is we are looking at options of taking it to the employees as well with certain discretions. So we will have another new market opening up where people will like to use as more often for their personal entertainment as well.

Abhijit Kundu: Would you be looking at something like five star hotels have been doing that you have like yearly kind of membership or yearly some amount of payment is made. So you get some free meals in that?

Rajesh Mohta: What happens is we offer a loyalty card free of charge. Now if you are using it you get points and the points can be redeemed against a bill and that has been well received. I think

we got about 5 lakhs members already. So I think that is one base, which is growing steadily. So we are conscious about it and that loyalty per card is doing well.

Abhijit Kundu: Thanks.

Moderator: Thank you. The next question is from the line of Chitragada Kapoor from Reliance Securities. Please go ahead.

Chitragada Kapoor: Thank you for taking my question. Mr. Mohta. This is Chitragada this side. I basically want to understand not on the financials per se but your sense on the industry. So there are few key pointers that I have pick up from your opening remarks in this concall one is you mentioned that there is a certain macroeconomic factors, which are pulling you down and it is still there. Second you mentioned about just now about loyalty card that you are distributing free of charge. Now I want to understand from you Sir if you can elaborate what exactly is it that is pulling you down. Is just a macroeconomic factor, which is not getting the weekday occupancy for you, or it is a combination of numerous factors, which includes competitive intensity, it can includes your positioning as a fine dining restaurant. So if you can just help me understand how the industry is currently and what is your sense from it?

Indraneil Palit: First and foremost thing is that probably let us look at places of these regions per se. Calcutta we are pretty much fine. Though the same sale growth has been flat but there has been any pulling down as such. Bombay is also pretty good. Now what is exactly is happening in perhaps south, more in south is the fact that in the growing suburbs, which is to have a very good spending population as soon as the suburbs would develop that is not happening. Now it could be like these are macro reasons again that if the real estate is going to go through the sky and EMI is going to hit you, if the salary is not going up then the suburbs which created new opportunities for us for the last so many years those suburbs are not really supporting as well particularly in the south and that is where the most going suburbs are like Hyderabad or Bangalore and also Chennai to certain extent. One would say that yes macro reasons are possibly the main reasons because that is the population, which we are missing. The ones where we are well established like in a place like Bombay and Andheri West or some such we do not find much of pulling down though of course the growth that like we have seen is not seen unfortunately. So one side the growing suburbs are not supporting and it is the established locations are not compensating to that extent. So one would look at macro reasons because it was not there earlier. We do not see that we are doing work than any competitor or we do not see any new player who is coming and taking lot of crowds in fact at times the other is around for sometime they take but they are not able to sustain for whatever reasons. So we do not see any threat there frankly and we are very conscious about it because we are worried that we should not be misled like you are

asking a right question quite a valid one that we should not be seeing and pretty much putting everything on the macro reasons are not looking at the immediate influencing factor but frankly we have not found any so far. So it is good and bad both. So that is how I think we would like to put it here.

Chitragada Kapoor: There is a point of discontent here. One is what I am trying to understand is you mentioning here is that there is a not a growing suburb population, which is coming into your restaurant and at the same time you are mentioning you are not doing worse than the other restaurants and my question to you is what is your positioning here? Are you a premium restaurant or are you looking at a mass premium restaurant because if you are mass premium restaurant than may be probably your arguments are valid but if you are a premium restaurant then for instances since Mumbai it is then Mumbai you have a continental restaurant not a Chinese restaurant if I can quote an example then there is a Quattro which is there is Lower Parel somewhere and it is doing fantastic well, so it is a not a mass premium restaurant but is a premium restaurant. It is not a chain. So I want to understand your positioning during this scenario the entire macroeconomic scenario would you because Asia kitchen you are pitching it as a mingling of Chinese and Asia cuisine so it is a fine dining restaurant and it is placed in Palladium and other good malls so probably in the premium segment but you have Mainland China, which I believe is now getting into the mass premium segment because you are giving loyalty cards which is free of charge and that in my view should be okay you are getting a good response but it is even in diluting your plan.

Indraneil Palit: Let me try to answer one by one. One is that yes we are a premium restaurant. I mean this fine dining and casual dining are all getting mixed up so I will take your word as premium. Now the question is when I am giving a loyalty card the card, which goes we will be surprised that how many people do not redeem the point but still like to flaunting their cards. So the point is that the card actually carries the value of Mainland China into the wallet is almost becoming part of their body even if they do not use it every time for Rs.200 to 300 because on a need to.

Chitragada Kapoor: Pardon me if I can just cut you. You are saying lot of people who is flaunting your card could you specific what geographies are in. Are they metros or Tier II cities because Tier II cities they still hold very good post?

Indraneil Palit: There are not as many restaurants in Tier II cities as you know. At the moment we are talking about only metros because that is where the concentration is

Chitragada Kapoor: The four, which your Bangalore, your Chennai, Mumbai and Kolkata. This four are you talking about.



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Indraneil Palit: Pune.

Chitragada Kapoor: Pune so that is Tier I.

Indraneil Palit: Tier II is nothing I mean this hardly anything there except for one in Chandigarh etc. So those are I am not talking about those at all. We have got a very few numbers more or less franchise. So going back to your question, I would say that the loyalty card therefore is not a mass thing. If you look at we model our brand against P. F. Chang. P. F. Chang is a world wide which is an American company, which has 250 restaurants across The America and we basically think that we are where P. F. Chang is for many reasons those our internal assimilation that we have now if you look at the P. F. Chang stand they have similar programs all over the place. So there are value being added to a person who is using your restaurant more often it is not to provide a discount otherwise we could have said okay you said so much money I will give you a discount and so on. So discounting is not part of our policy but yet rewards are. So there is a rewarding issue rather than a discounting issue. Talking about I think you said something about the suburbs now what I was trying to tell you is being a premium restaurant when you enter the suburb there is always a 10% or a 15% premium customers who grow in the suburbs itself and there are quite a few numbers because those suburbs tend to be very densely populated but unfortunately we find that these suburbs which are supposed to be growing at a very fast rate has actually slowed down. So you do not find many people staying in new suburbs like Hinjewadi and Pune or a Whitefield in Bengaluru. I am talking about density per se. It is not important what the real estate value is there and/or even if you look at Chennai for example so this is something, which is because of the macro reasons. So we were trying to basically tell you that these suburbs were very good providing very good opportunities for us over the year and we find they have slowed down. We are hopeful once it kind of economic bounces back it will be bouncing back again because there is a lot of psychological pressure than the actual pressure perhaps. So I think we should be back on track.

Chitragada Kapoor: Two parts if I am will be allowed. One is you mentioned Hinjewadi, Pune so how is the Magarpatta outlet doing I agree with the reason one.

Indraneil Palit: In the Amanora?

Chitragada Kapoor: No in the Magarpatta in Pune.

Indraneil Palit: Magarpatta you are talking about Amanora. I mean Magarpatta is the mall. The area is the same you are right. It is Magarpatta area the mall is Amanora. It is doing fairly well I can say.

- Chitragada Kapoor:** It is like a satellite town like Hinjewadi.
- Indraneil Palit:** You see again the same thing. Let us look at it Amanora, the mall has got tremendous huge prospect for sure but question is that we have to have X population though it is quite populated now. Let us see the luxury. Flats are being sold and people staying there. People have invested. **(Indiscernible) 34.15** have invested some stocks, but people have to actually have to travel now the question is if your road connections are bad if you jam of 1.5 hours but it definitely going to improve. So we are not giving up at all. We have seen this earlier in many places where things have changed drastically once people have come and started staying there because of convenience and because of the ambience and so on but the transport system, the traffic these things have to be right. So this could be a locational issue but I can say that there could be more people coming up who may be luxurious essentially but much more in number that is not something like Whitefield, which I was telling about, Whitefield is the very good prospective suburb. In fact fantastic opportunity but the question is that there again there are bungalows, there are individual people staying in luxurious apartment in threes and fours and fives that does not have to need a certain amount of people who are not so luxurious and at the same time you need certain people who are going to be the social leaders what we call in our term that the social leaders are like Pied Pipers so when you have this social leaders they lead people to your restaurants and others follow but that is something which is taking a little time but we have seen that previously also I think it is not that not so widespread but it has happened earlier and we have seen this suburbs completely turning around. So we are hopeful that once the macro improves everything will improve.
- Chitragada Kapoor:** So we talked about macro, you talked about positioning. You not touched upon my competitive intensity part? Just a part on that follow-up on that I am just talking on your APC front have we as a company done analysis of say your Global Grill APC versus your Yellow Chilies APC since both these restaurants are just a road apart in plenty of locations including Hiranandani Powai so have we done that kind of analysis and how should we base the delta?
- Indraneil Palit:** Something a part of our job we have to do it.
- Chitragada Kapoor:** How big delta is there?
- Indraneil Palit:** We are at par with any competitors you can think about. We are very conscious about it.
- Chitragada Kapoor:** So it is nothing to do with the pricing issue that you are seeing?
- Indraneil Palit:** No not at all.



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- Chitragada Kapoor:** Thank you. That is all from my side.
- Moderator:** Thank you. The next question is from the line of Pooja Swami from Span Capital. Please go ahead.
- Pooja Swami:** Good evening Sir and thank you for the opportunity. Firstly on Hoppipola brand Sir. At the time when you started this Hoppipola we were thinking like this will help us increase our EBITDA margins because we are using the same location or the part of the restaurants we are already running and we are like last two quarters when we have whereas we have very selective in increasing our restaurant. Hoppipola is what we are very aggressively increasing. So is it coming to the mark with the intension what we had started it?
- Rajesh Mohta:** The intension of starting Hoppipola was sweating off assets wherein or wherever we had such space with a focus but looking at the EBITDA margins which are we are exploring possibilities where we can have lower rentals in various cities. What I mentioned was Hoppipola started with the object of sweating off assets wherever we had spaces extra space with our existing restaurants but looking at the growth potential what we have we have started taking certain properties also on rentals so that there is an improvement in the margin. So it is a strategic call, which has been taken, and we continue to do that and there are certain places still available where we would have more number of Hoppipola with our existing restaurants.
- Pooja Swami:** So that means the increase in Hoppipola brand mean restaurants what we are doing at present they might be in the same locations of restaurants and also at some other restaurants. So it is not compulsory that you are doing it on the present restaurant places only?
- Rajesh Mohta:** It is a strategic call and simultaneously both would happen.
- Pooja Swami:** Sir very well explained in the previous question about to overall prospects of our company but just for a question cyclic you must have also put yourself at a stand for a long-term basis like obviously at present we are not performing due to macro reasons as well as some other reasons but for a long-term basis where do you see our company in terms of revenue basis you can say and restaurant basis at a brand perspective. Obviously restaurant basis we are adding every quarter but on the perspective of brand or revenue for a long-term basis what could you say?
- Rajesh Mohta:** Sorry Madam since this become again a guidance issue. It would be difficult for me to say what numbers etc., would be pedicle growth for last because there is five years period. In our company has been there for last many years. So history has been own play to say how

we would be able to grow in future years also but we have not been that aggressive, yes we will continue to maintain the standards.

Pooja Swami: That is from my side. Thank you.

Moderator: Thank you. The next question is the follow up question from the line of Abhijit Kundu from MayBank. Please go ahead.

Abhijit Kundu: My question was pertaining to revenues from corporates. How much would be that if we have to look just or rather the weekdays, non-weekend days how much would corporates would have been contributing to it earlier in a broader basically, if you could disclose that?

Rajesh Mohta: It is a total between 40 and 60 between four days and three days, except that if you say for instance people coming in from corporate pending certain whether it is a corporate but it a weekday weekend distribution what we monitor.

Abhijit Kundu: According to you the weekdays typically more corporates I mean they are major contributors?

Rajesh Mohta: That is right. So the 40% out of that majority would be corporates but yes families do come in.

Abhijit Kundu: 40% of that of weekdays would be corporates.

Rajesh Mohta: 40% is weekdays Monday to Thursday.

Abhijit Kundu: Secondly on your contracts for raw materials what is the period of each contract because you have revised at a time when there was outlook on monsoon was not so great you had to enter into a raw material contract and hence the inflation continued to be there. So when you get into a new contract?

Rajesh Mohta: People have stopped giving us a 12 months contract. Now it is three months, six months depending upon the situation. So roughly contract of six months there are abnormal situations there are positioning where we have to review.

Abhijit Kundu: So when would be the next period I mean it would be post September?

Rajesh Mohta: Yes it is April generally the April in certain cities it starts from July mostly cities it is in April accordingly the contract gets renewed.

Abhijit Kundu: Before in?



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Rajesh Mohta: October.

Abhijit Kundu: So in October on a broader basis you should see new contracts coming?

Rajesh Mohta: Correct.

Abhijit Kundu: What are the expectations essentially there should be some amount of deflation at least?

Rajesh Mohta: Hopefully we are looking forward for that it would be.

Moderator: Thank you. As there are no further questions I would now like to hand the floor over to the management for closing comments.

Rajesh Mohta: Many thanks all of you for having spared your time to listen to our conference call. Thanks once again and look forward for better quarters and more interactions.

Moderator: Ladies and gentlemen, on behalf of Centrum Broking Limited that concludes this conference. Thank you for joining us. You may now disconnect your lines.