



BARBEQUE NATION HOSPITALITY LTD.

Earnings  
Presentation  
Q3 FY2022



# Key Highlights

Q3 FY22

Revenue from Operations	Reported EBITDA	Delivery Revenue	SSSG <sup>1</sup> (%)	Restaurant Operating Margin <sup>2</sup>	Own Digital Assets Contribution <sup>3</sup> (%)
₹ <b>2,867</b> mn	₹ <b>702</b> mn	₹ <b>466</b> mn	<b>42.7%</b>	₹ <b>593</b> mn	<b>25.2%</b>
+47.1% y-o-y	+41.1% y-o-y	+64.4% y-o-y	Q3FY21: (21.2)%	+48.1% y-o-y	
	EBITDA Margin: 24.5%			Margin: 20.7%	

9M FY22

Revenue from Operations	Reported EBITDA	Delivery Revenue	SSSG <sup>1</sup> (%)	Restaurant Operating Margin <sup>2</sup>	Own Digital Assets Contribution <sup>3</sup> (%)
₹ <b>6,095</b> mn	₹ <b>1,096</b> mn	₹ <b>1,534</b> mn	<b>112%</b>	₹ <b>792</b> mn	<b>25.3%</b>
+117% y-o-y	+201% y-o-y	+217% y-o-y	9MFY21: (60.8)%	NM	
	EBITDA Margin: 18.0%			Margin: 13.0%	

- 1) Same store sales growth (SSSG) refers to the y-o-y growth in sales for restaurants which have been in operation before the previous comparison period. Non operational restaurants, closed restaurants during the period and new restaurants opened after the previous comparison period have been excluded from SSSG calculations
- 2) Restaurant Operating Margin is calculated without the impact of Ind AS 116
- 3) Own Digital Assets Contribution is calculated as revenue generated through Barbeque nation app and web bookings. Represents data for BBQ India only.

# Leading food services company with strong dine-in & growing delivery vertical



## 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



Food delivery aggregators

Delivery through **BBQN App/ website** and on **leading food delivery aggregators**



## Toscano

Italian Cuisine- Dine-in & Delivery



**ASPIRATION**



**EXPERIENCE**

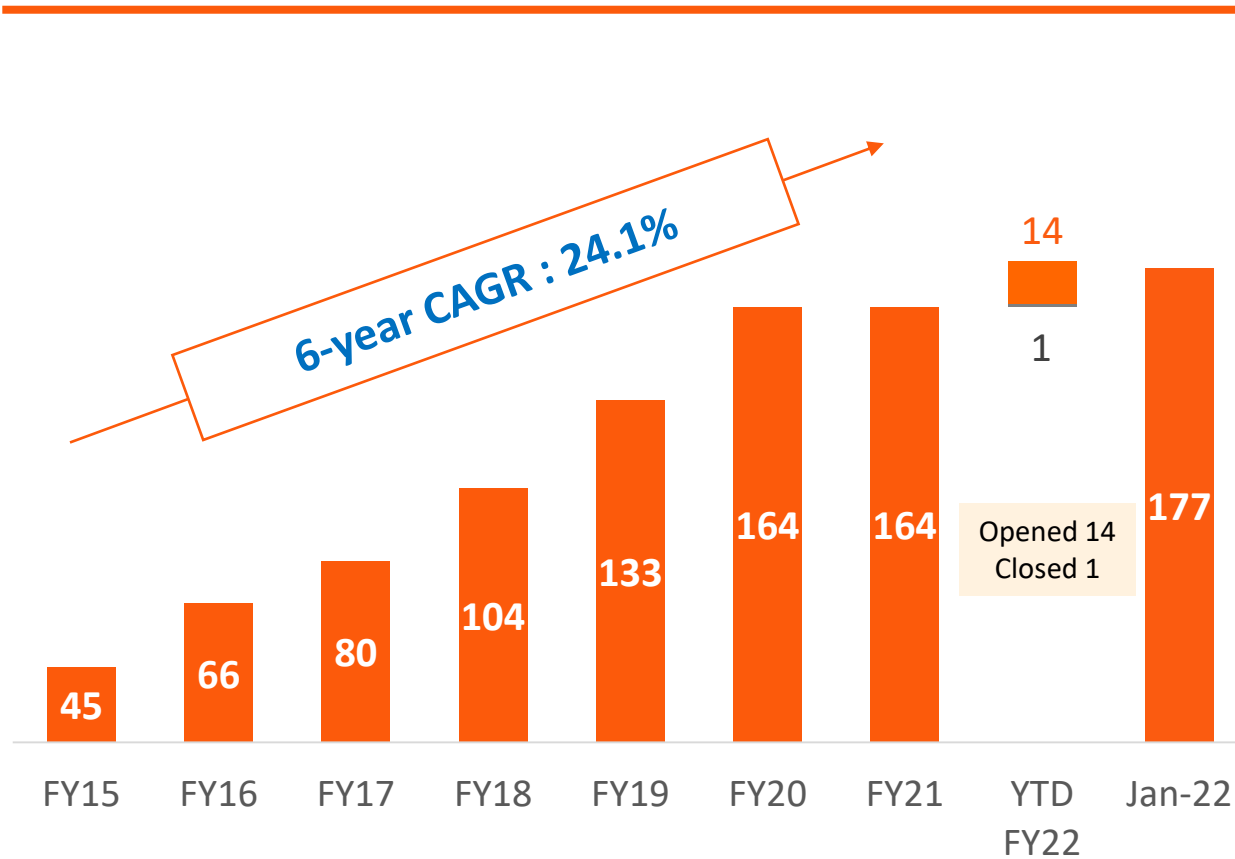


**VALUE**

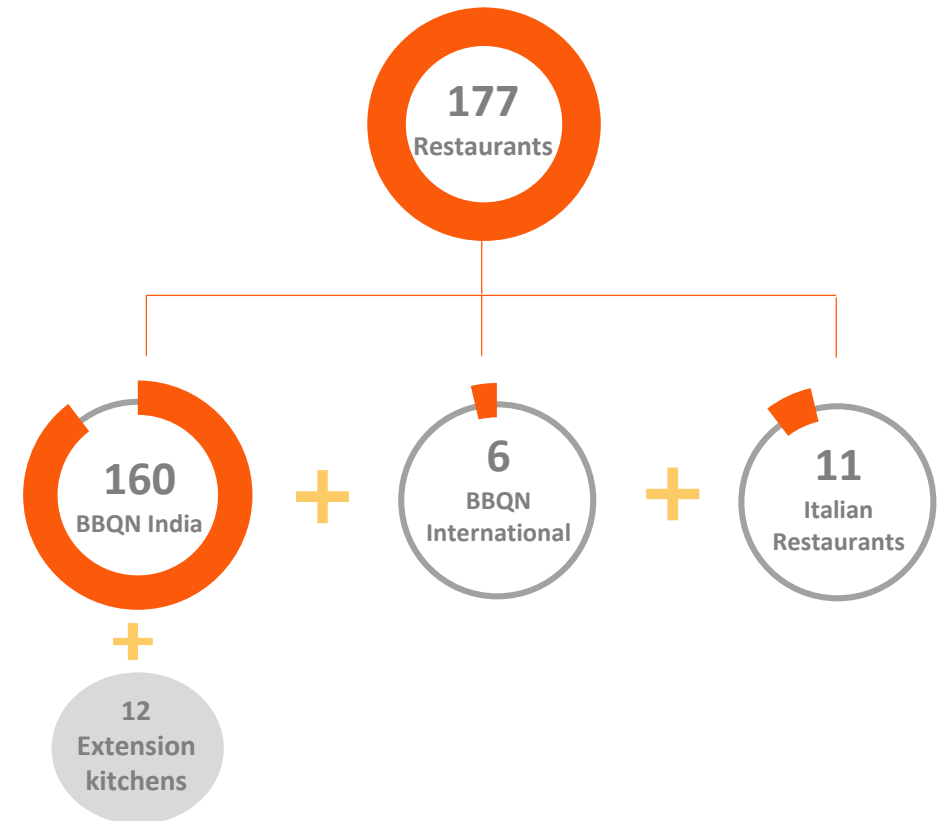
# Restaurant network

## Restaurant network growth resumed in FY22

### Expansion of Restaurants<sup>1</sup>



### Restaurant Composition<sup>2</sup>

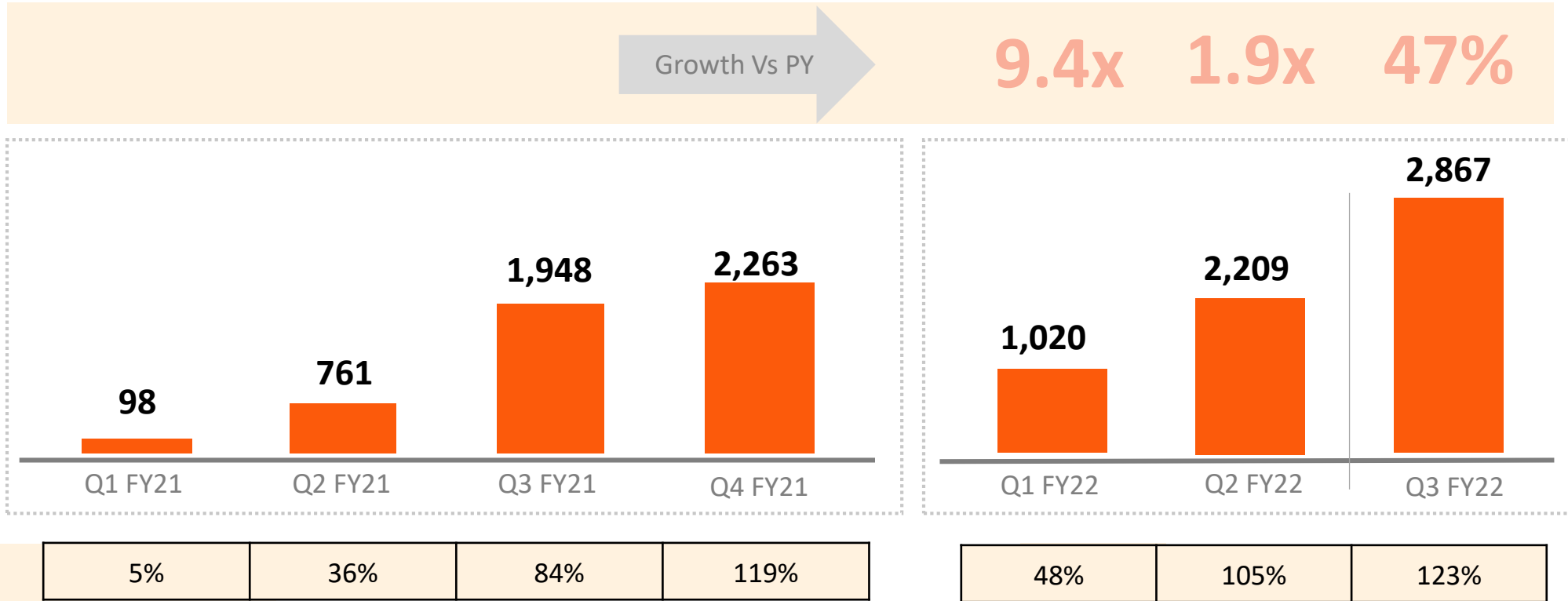


1) Toscano was included post acquisition in FY20  
 2) Restaurant network was 174 as on 31<sup>st</sup> Dec 2021 and 3 restaurants were added in Jan22



# Sales Recovery Trends

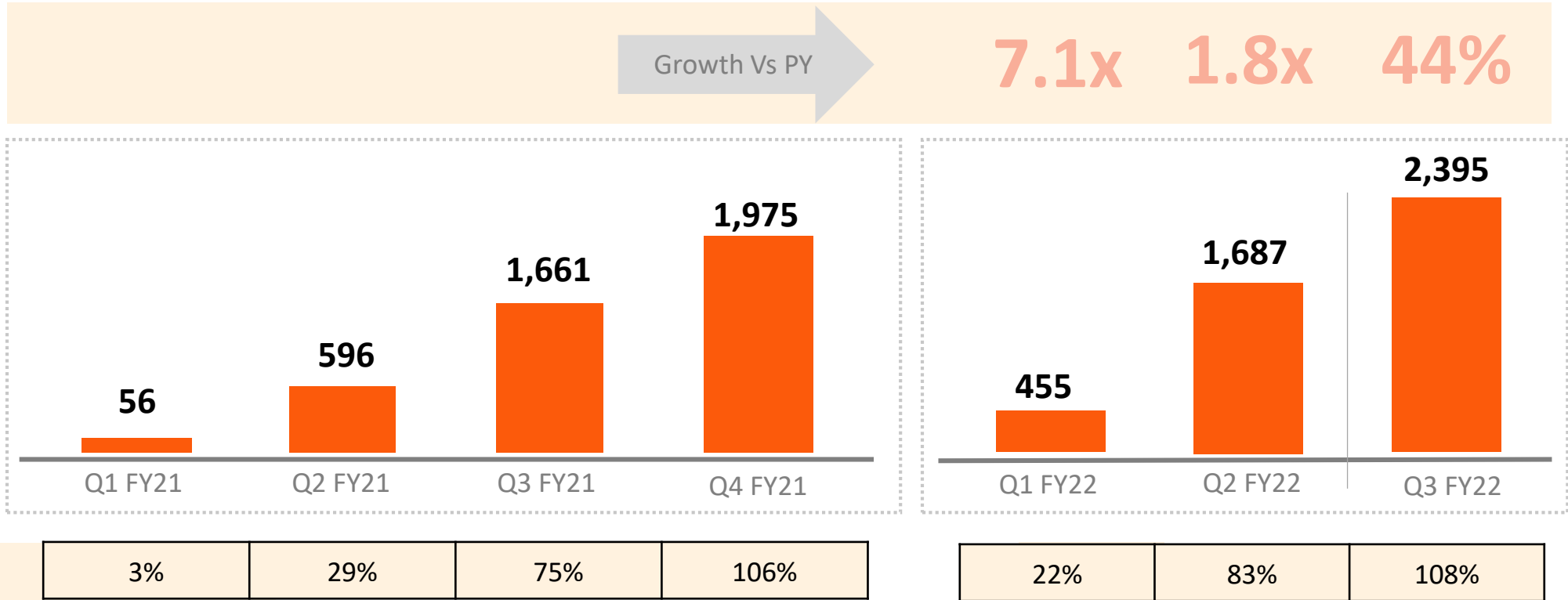
## Consolidated Revenue from Operations (₹ million)



- Strong recovery in dine-in business led by minimum operating restrictions in Q3 FY22
- Strong delivery growth v/s previous year

# Dine-in: Strong Recovery

Dine –in Sales (₹ million)



- Despite the ongoing pandemic, recorded highest ever quarterly dine-in sales in Q3 FY22
- Dine-in recovery was 108% of pre-covid period of Q3 FY20
- Increase in operating restrictions from 4th week of Dec impacted dine-in sales in Jan'22

# Scaling up the Delivery segment to drive incremental growth

## Delivery Sales (₹ million)

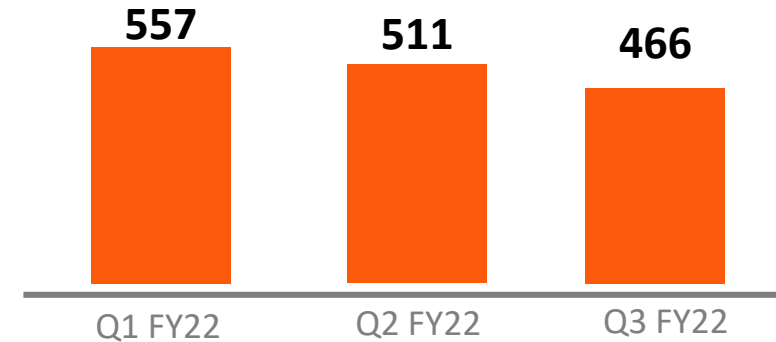
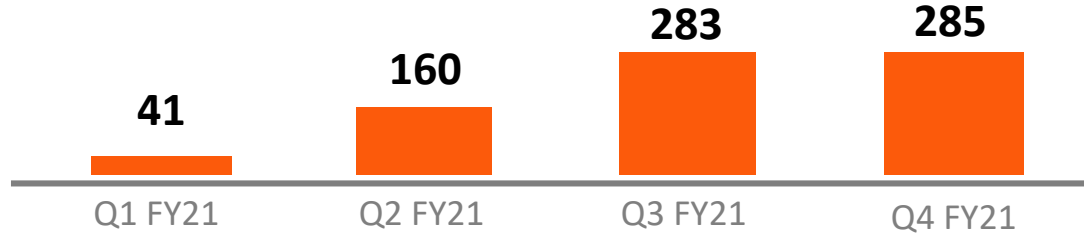
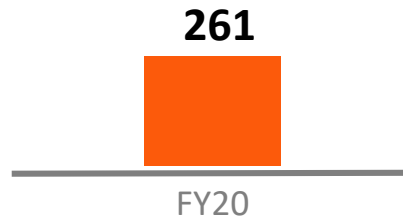
**261**  
12 Months FY20

~3x

**770**  
12 Months FY21

~2.7x (annualised)

**1,534**  
9M FY22



Growth vs. PY (%)

87%	213%	321%	571%
-----	------	------	------

1351%	319%	164%
-------	------	------

- Delivery segment grew 64% in Q3 FY22 along with strong recovery in dine-in
- Delivery segment was 16% of the total revenue from operations in Q3 FY22

# Strong performance of restaurants operating for the entire quarter

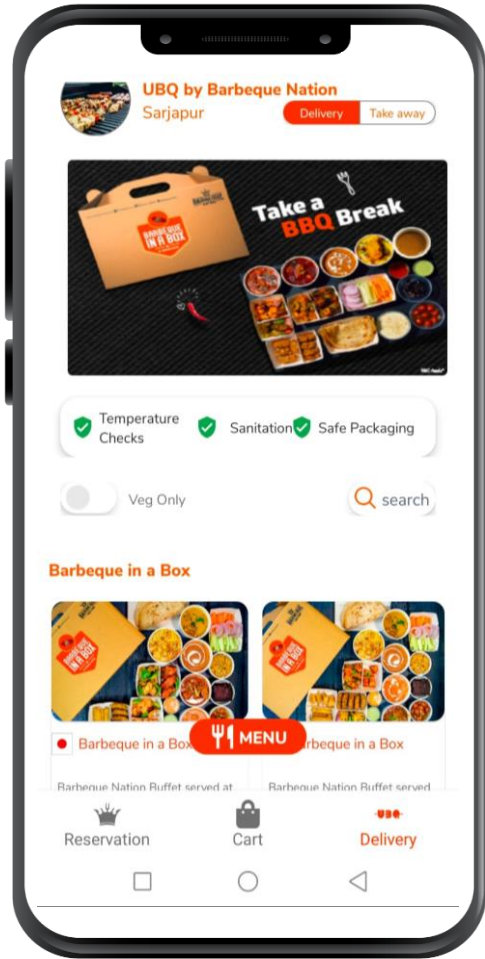
	Full Ops. <sup>1</sup>	Partial Ops. <sup>1</sup>	Total
<b>Restaurant (#)</b>	157	17	174 <sup>(2)</sup>
<b>Revenue from operations (₹ Mn)</b>	2,717	150	2,867
<b>Avg. Quarterly Revenue/Outlet (₹ Mn)</b>	17.3	8.8	16.5
<b>Restaurant Operating Margin(%)</b>	21.6%	4.6%	20.7%

1) Restaurants with dine-in & delivery operating for the entire quarter are considered as "Full Ops" and the remaining as "Partial Ops"

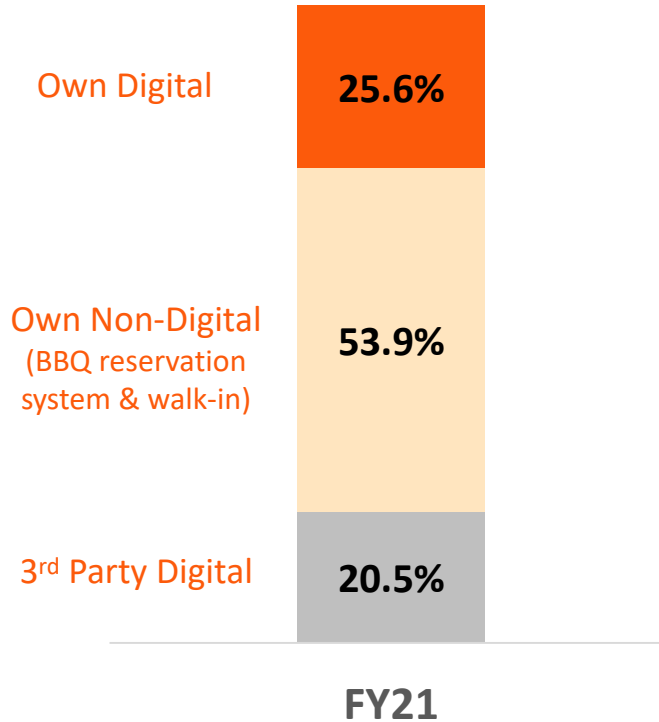
2) No of restaurants as on 31-Dec-21 excludes 3 restaurants opened in Jan'22



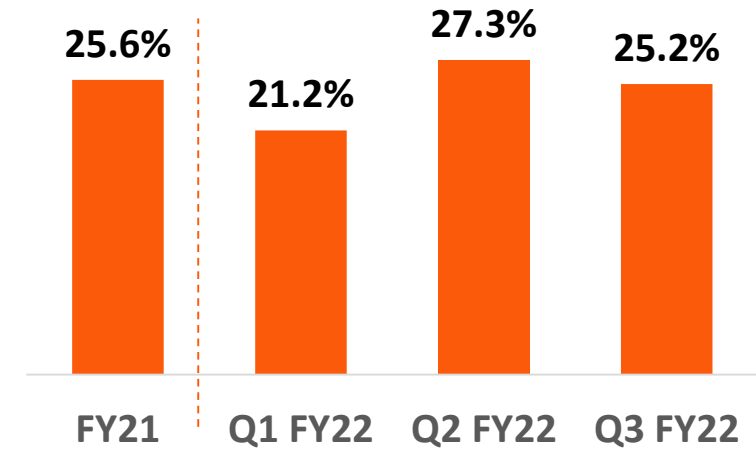
# Own digital platform



## Channel wise Contribution



## Own Digital Assets Contribution<sup>1</sup> (%)



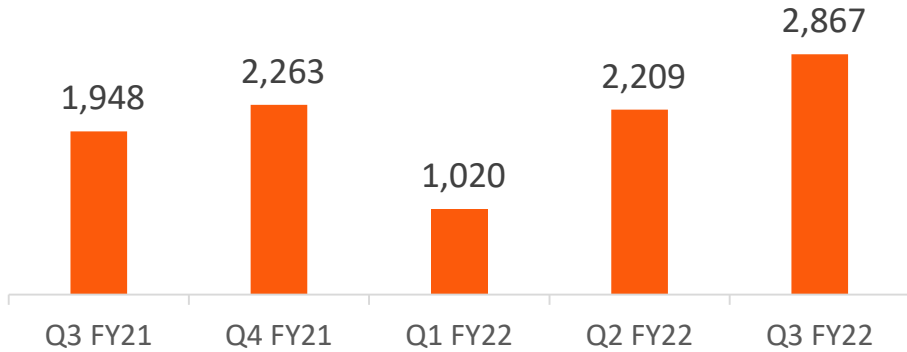
- With recovery in dine-in, share of in-house call center reservation increased in Q3 FY22 Vs. Q2 FY22
- Cumulative BBQ App downloads: 3.6mn+; 63% increase over Dec'20
- 4.5+ App Ratings
- Increased adoption of BBQ loyalty program (SMILES): 14.5%<sup>2</sup> in Dec'21 vs 9.6% in Dec'20

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

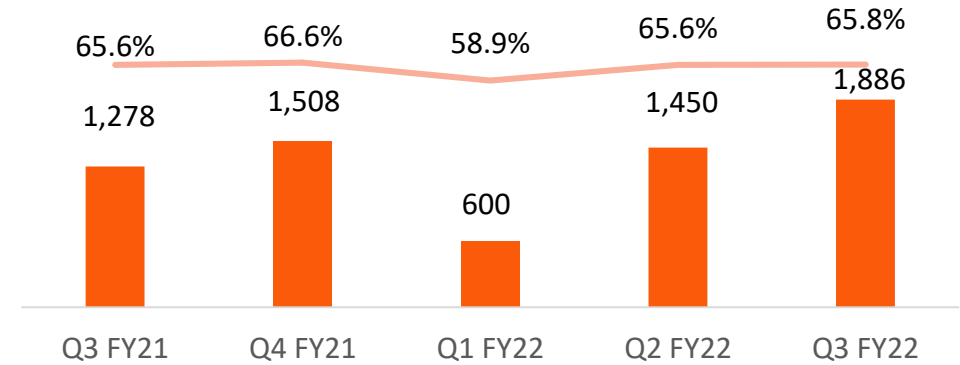
2) Bills reflecting redemption of SMILES as a % of total bills (excluding third party aggregators)

# Quarterly Performance Trend

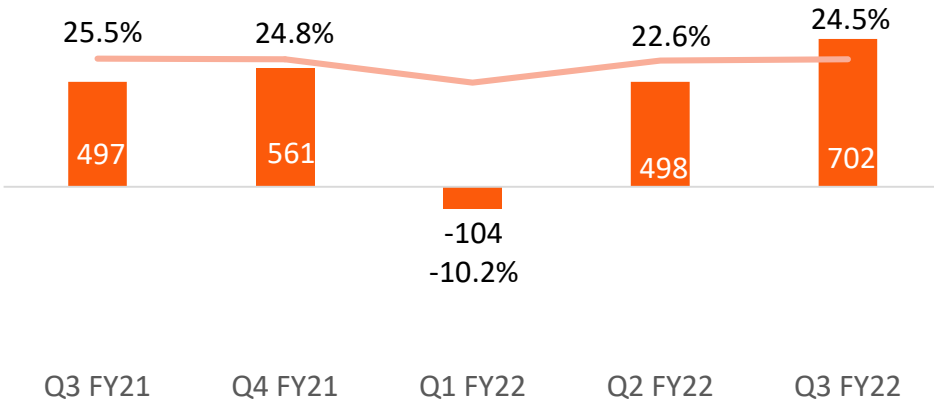
## Revenue from Operations (₹ Mn)



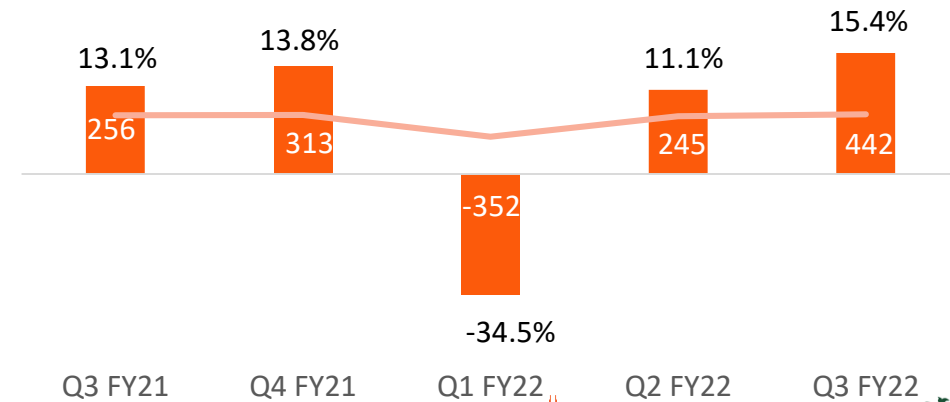
## Gross Profit (₹ Mn) and Margin (%)



## Reported EBITDA (₹ Mn) and Margin (%)



## EBITDA w/o INDAS 116 (₹ Mn) and Margin (%)



All margins are calculated as % of Revenue from operations.

# Consolidated Financials

Particulars (INR Millions)	Q3 FY22	Q3 FY21	YoY Gr%	Q2 FY22	QoQ Gr%
Revenue from operations	2,867	1,948	47.1%	2,209	29.8%
Other Income	45	86	(47.6)%	85	(47.2)%
<b>Total Revenue</b>	<b>2,912</b>	<b>2,034</b>	<b>43.1%</b>	<b>2,294</b>	<b>26.9%</b>
Cost of food and beverages consumed	981	670	46.4%	759	29.2%
Employee related expenses	557	406	37.3%	462	20.5%
Occupancy and other expenses	672	461	45.8%	574	16.9%
<b>EBITDA</b>	<b>702</b>	<b>497</b>	<b>41.1%</b>	<b>498</b>	<b>40.9%</b>
<i>EBITDA%</i>	24.5%	25.5%		22.6%	
Finance costs	172	217	(20.9)%	153	12.0%
Depreciation and amortisation expense	340	313	8.6%	304	11.8%
Exceptional items	(2)	(21)	nm	(3)	nm
<b>Profit before tax</b>	<b>192</b>	<b>(12)</b>	<b>nm</b>	<b>44</b>	<b>341%</b>
Tax expense	44	2	2423%	10	334%
<b>Profit/(loss) after tax</b>	<b>148</b>	<b>(14)</b>	<b>nm</b>	<b>33</b>	<b>343%</b>
<i>Profit/(loss) after tax%</i>	5.2%	(0.7)%		1.5%	

## Key indicators (without IND AS 116)

<b>EBITDA</b>	<b>442</b>	<b>256</b>	<b>72.8%</b>	<b>245</b>	<b>80.2%</b>
<i>EBITDA %</i>	15.4%	13.1%		11.1%	
<b>Profit/(loss) after tax</b>	<b>183</b>	<b>(33)</b>	<b>nm</b>	<b>55</b>	<b>231%</b>
<i>Profit/(loss) after tax %</i>	6.4%	(1.7)%		2.5%	

# FY22 Outlook

## Current Status



Ensure safety of guests and employees

100% Vaccination<sup>(1)</sup> across all outlets



Implement cost optimization measures to minimize Covid impact

Ongoing



Drive recovery in dine-in business as Covid restrictions are relaxed

~108% dine-in revenue in Q3 FY 22 v/s Q3 FY20



Focus on the delivery business and grow the vertical by 2x

~2.0x of FY21 achieved till 9M FY22



Add ~20 new restaurants

14 launched; 13 under construction

1) 100% restaurant employees on payroll as on 31<sup>st</sup> Jan 2022 are fully vaccinated except cases where second dose is not due

# Transforming from CDR into a Food Services Company



A casual dining restaurant (CDR) chain



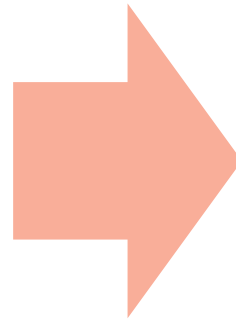
Focused on dine-in and enhancing customer experience



BBQN digital assets used for reservations and feedback



Barbeque and Indian cuisine



Food services company  
Dine-in | Delivery



Enhance our dine-in business coupled with delivery business providing incremental avenue for growth



BBQN digital assets used for reservations, feedbacks, loyalty and delivery



Diversified menu options to provide multiple cuisines catering to a larger market segment



# 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 38.65% in Red Apple Kitchen, unless otherwise mentioned. All margin calculation are on Revenue from operations, unless otherwise mentioned.

## For further information, please contact:

**Amit V Betala**  
**Chief Financial Officer**  
Barbeque-Nation Hospitality Ltd.

+91 80 4511 3000

[Investor@barbequenation.com](mailto:Investor@barbequenation.com)

**Bijay Sharma / Anvita Raghuram**  
Churchgate Partners

+91 22 6169 5988

[bbqn@churchgatepartners.com](mailto:bbqn@churchgatepartners.com)

**BARBEQUE NATION HOSPITALITY LTD.**

**HEAD OFFICE**

Saket Callipolis,

Unit No 601 & 602, 6<sup>th</sup> Floor,

Doddakannalli Village, Varthur Hobli, Sarjapur Road,

Bengaluru, Karnataka 560035 India.

E: [feedback@barbequenation.com](mailto:feedback@barbequenation.com)

W: [www.barbequenation.com](http://www.barbequenation.com)

