BARBEQUE NATION HOSPITALITY LTD.

Earnings Presentation

Q1 FY23

Key Performance Highlights

Q1 FY23

Revenue from Operations	Reported EBITDA	SSSG (%)	Delivery Revenue	New Restaurant Additions	Own Digital Assets Contribution[1] (%)
₹ **3,149** mn	₹ **734** mn	**182%**	₹ **420** mn	**11**	**24.6%**
+209% y-o-y	NM y-o-y	Q1FY22: 960%	(24.7)% y-o-y	Q1FY22: 2	Q1FY22: 21.2%
	EBITDA Margin: 23.3%				

Q4 FY22

Revenue from Operations	Reported EBITDA	SSSG (%)	Delivery Revenue	New Restaurant Additions	Own Digital Assets Contribution[1] (%)
₹ **2,510** mn	₹ **504** mn	**5.5%**	₹ **446** mn	**12**	**24.1%**
+10.9% y-o-y	(10.0)% y-o-y	Q4FY21: 19.9%	+56.5% y-o-y	Q4FY21: 1	Q4FY21: 24.7%
	EBITDA Margin: 20.1%				

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

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

Delivery Kitchen
UBQ & Barbeque Nation

Extension Kitchens

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

Toscano

Italian Cuisine- Dine-in & Delivery

ASPIRATION

EXPERIENCE

VALUE

Current presence across 3 metro cities provides huge headroom for growth

Ranked 7th amongst 'India's Best Companies to Work For' 2022

Ranked amongst Top 10 for three consecutive years in a row; Only company in retail sector to be ranked amongst Top 10

Best Companies To Work For™ — Great Place To Work. INDIA 2022 — THE ECONOMIC TIMES

We are proud to be recognised among India's Best Companies to Work For 2022.

Great Place To Work®

7TH

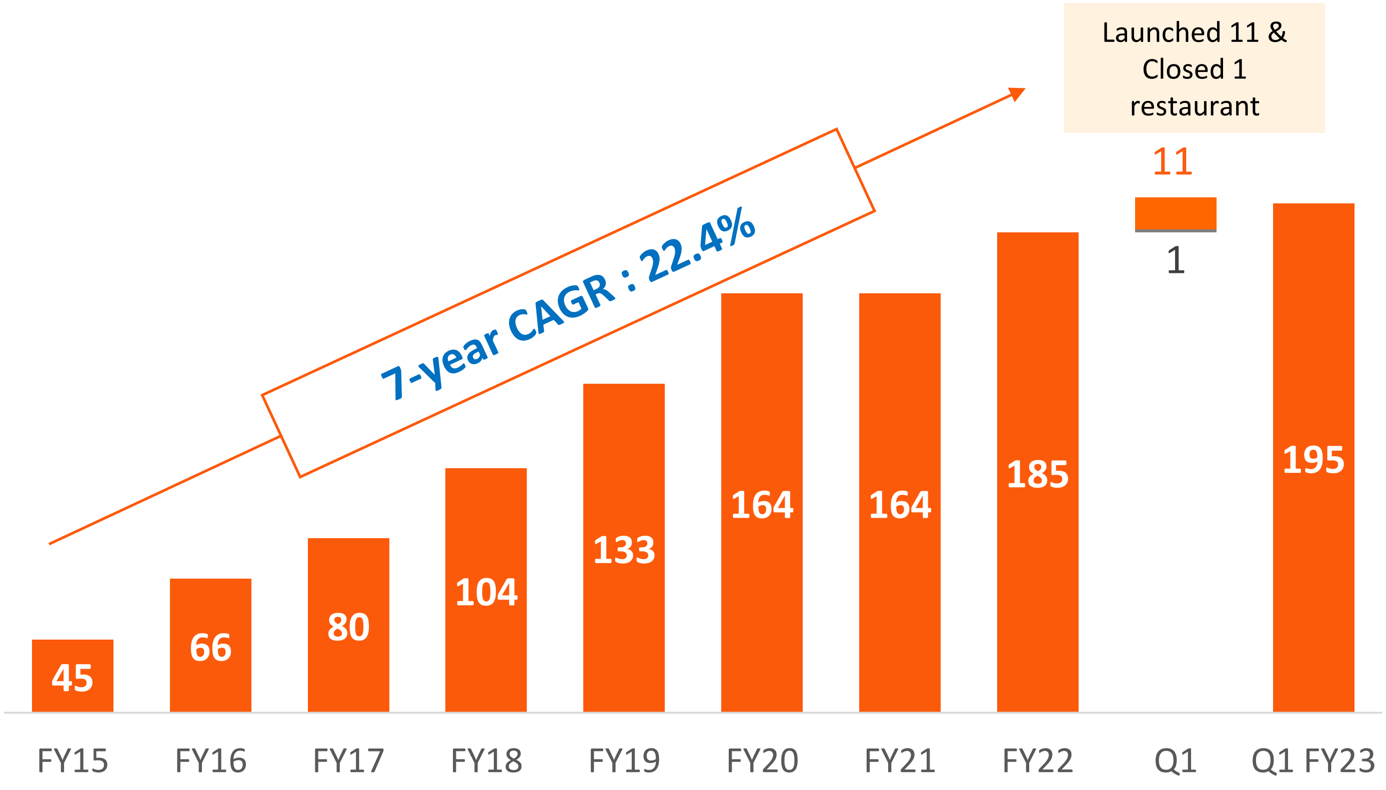
Employee well-being
Trust Surplus
Collaboration
High performance
Teamwork

High performance
Teamwork
Sense of Community
Employee well-being
Trust Surplus

Growing restaurant network

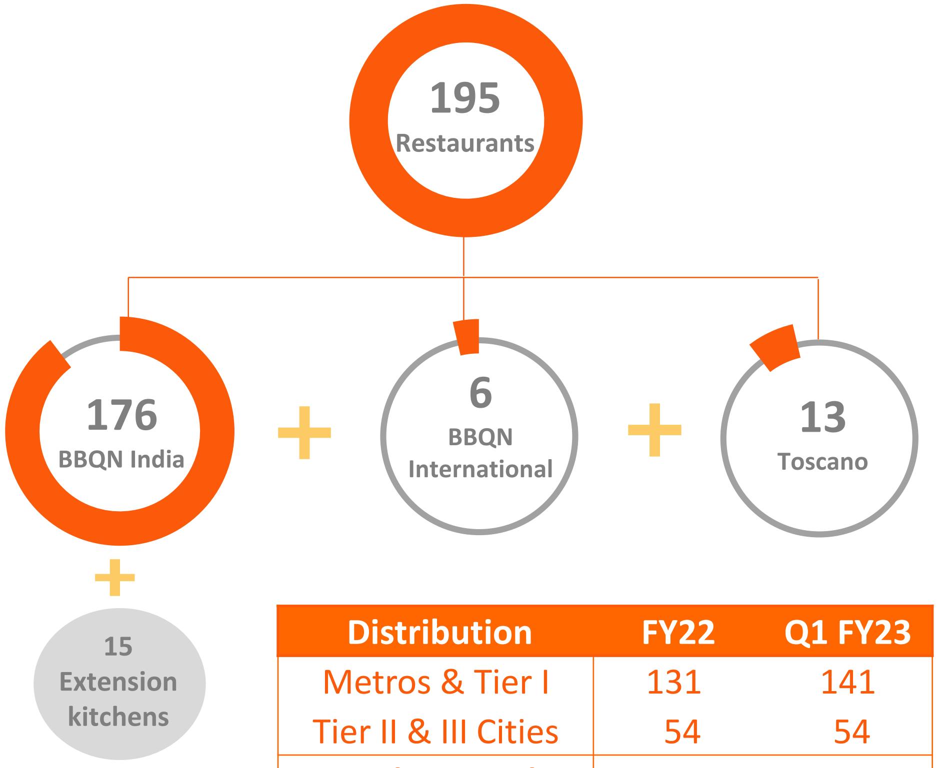
Continued momentum with addition of 11 new restaurants in Q1

Expansion of Restaurant Network



15 restaurants under construction; to be operational in Q2/Q3

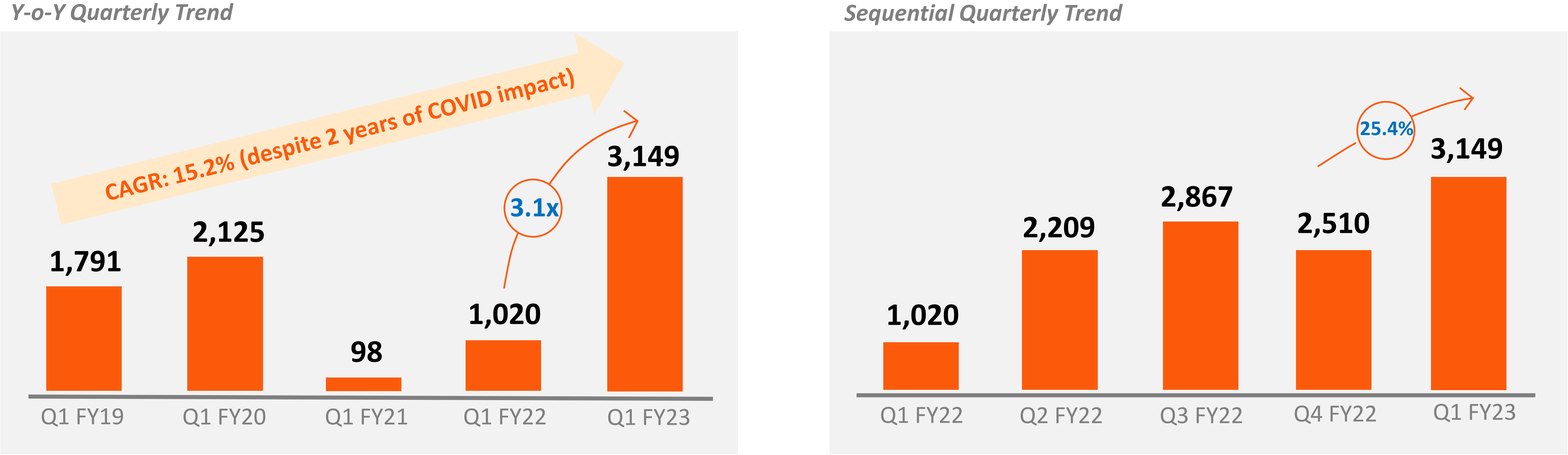
Restaurant Composition



Distribution	FY22	Q1 FY23
Metros & Tier I	131	141
Tier II & III Cities	54	54
Total Network	**185**	**195**

Y-o-Y Revenue growth of 3.1x and sequential growth of 25.4%

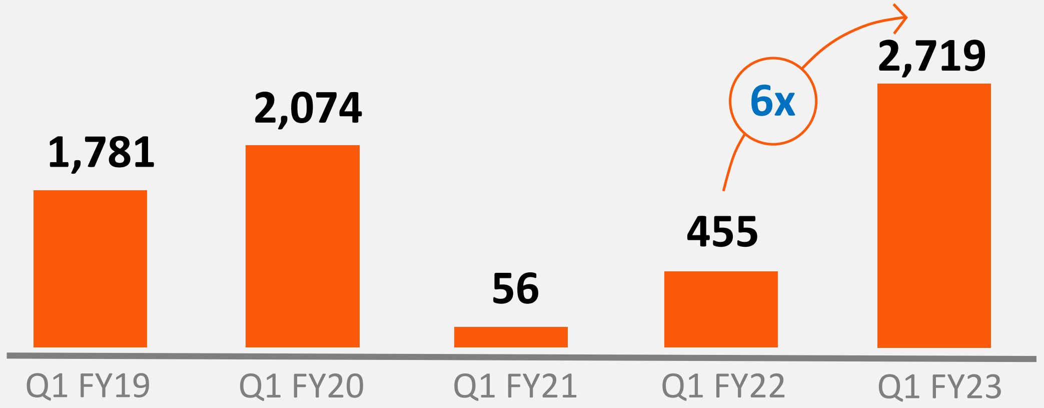
Consolidated Revenue from Operations (₹ million)



- Q1 FY23 revenues tripled on a low base of COVID impacted Q1 FY22; Sequential Q-o-Q growth of 25.4%
- Strong dine-in performance led by volume and average realization growth

Sequential Q-o-Q growth of 32% in dine-in and -6% on delivery

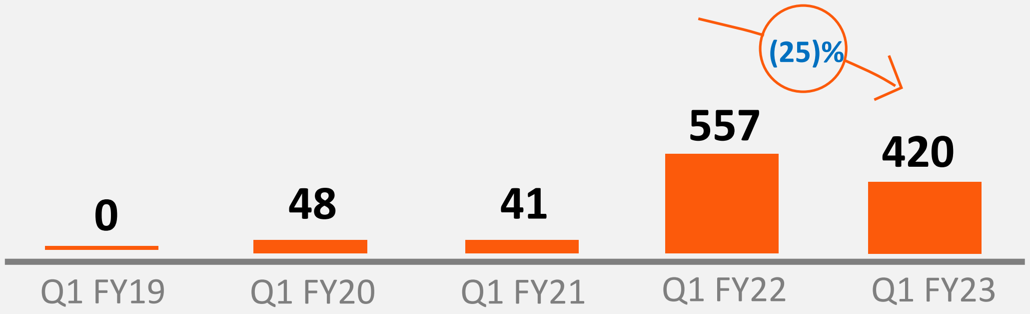
Dine – in Sales (₹ million)



Share of business (%)

99.5%	97.6%	57.0%	44.6%	86.4%

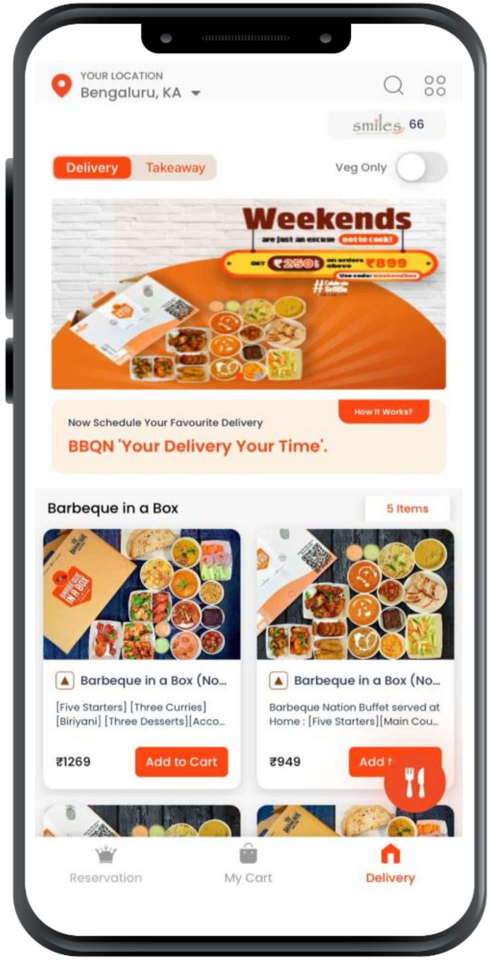
Delivery Sales (₹ million)



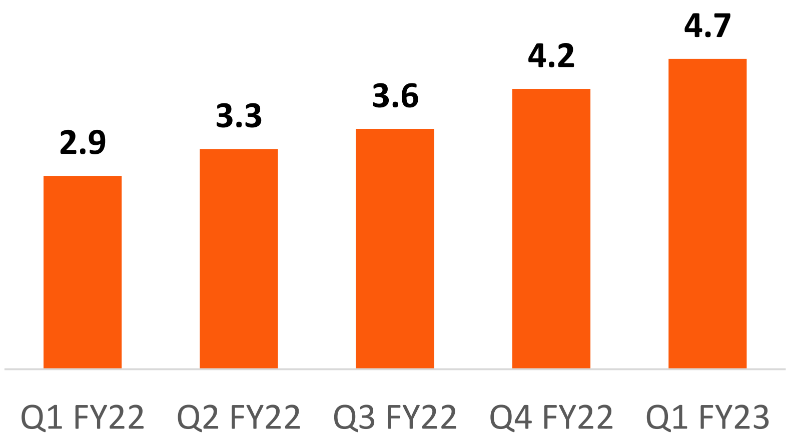
0.0%	2.2%	42.0%	54.7%	13.3%

- Y-o-Y growth of 6x in dine-in revenue; Sequential Q-o-Q growth of 32%
- Delivery business declined by 25% y-o-y on COVID led delivery boost in Q1 FY22; Sequential Q-o-Q decline of 6%
- Dine-in to Delivery mix of 86.4%/13.3%

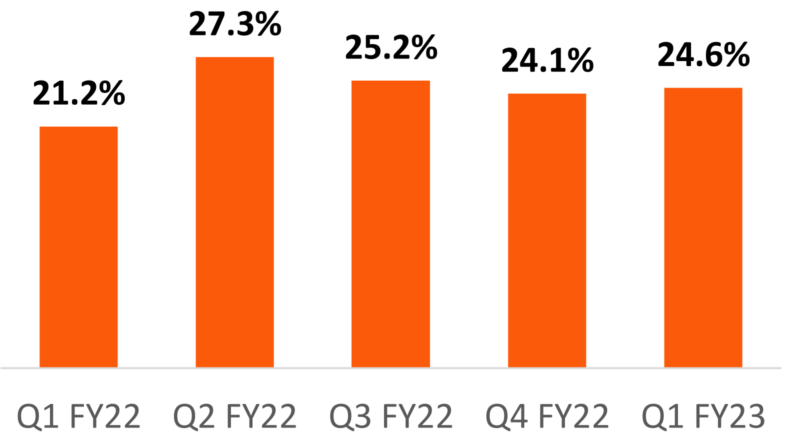
Own digital platform



Cumulative App Downloads (In Mn)



Own Digital Assets Contribution[1] (%)



- Increase in share of own channels (digital & non-digital) in the dine-in business
- Cumulative BBQ App downloads: 4.7mn+; 60.9% increase over Jun'21
- 4.5+ App Ratings

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

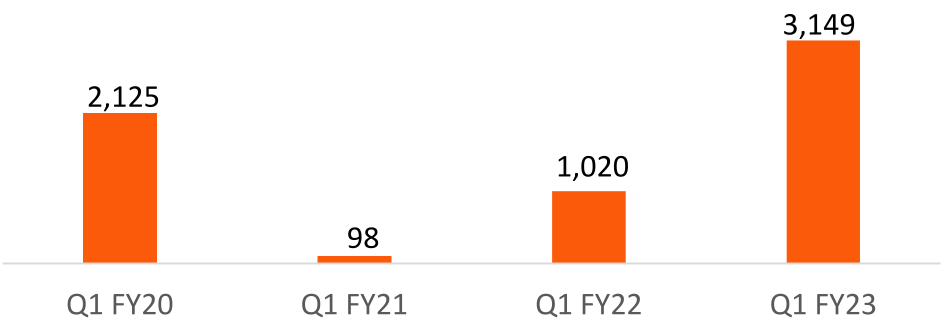
Matured outlets delivering strong revenue and margin performance

Q1 FY23 Metrics	Matured[1]	New Restaurants[1]	Total
Restaurant (#)	158	38	196
Revenue from operations (₹ Mn)	2,761	387	3,149
Avg. Quarterly Revenue/Outlet (₹ Mn)	17.5	10.2	16.6[2]
Restaurant Op. Margin(%)-without IND-AS[3]	21.5%	6.2%	19.6%
Restaurant Op. Margin(%)-with IND-AS[3]	30.0%	17.3%	28.4%

1) Restaurants with operations of more than 2 years are considered as "Matured"; "New Restaurants" include 1 restaurant closed during the quarter
2) Avg. Quarterly revenue/outlet is calculated on 190 restaurants i.e., average of opening and closing number of restaurants during the quarter
3) Restaurant Operating Margin represents margins of the outlets and does not include other income

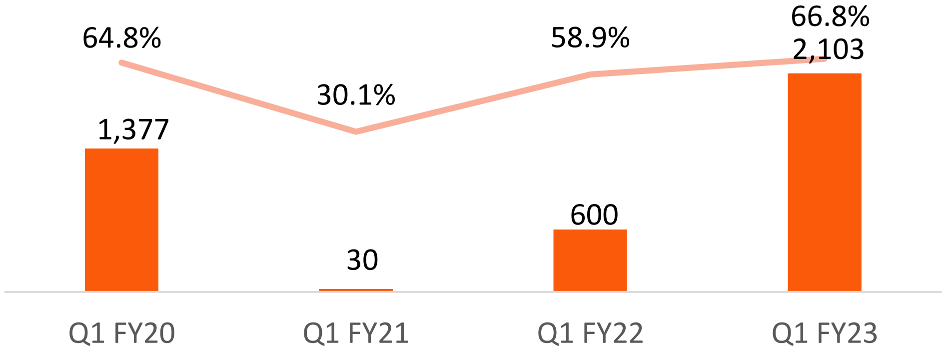
Robust 3 yrs CAGR despite COVID impact

Revenue from Operations (₹ Mn)



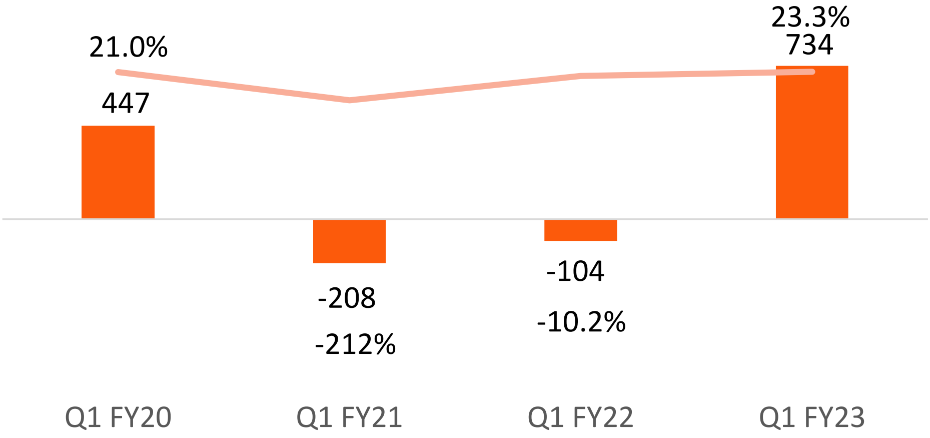
CAGR: 14.0%

Gross Profit (₹ Mn) and Margin (%)



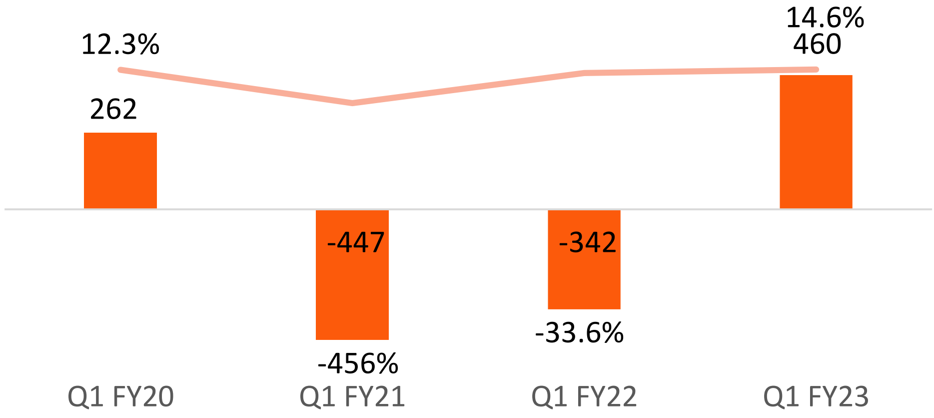
CAGR: 15.1%

Reported EBITDA (₹ Mn) and Margin (%)



CAGR: 18.0%

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



CAGR: 20.6%

*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	Q1 FY23	Q1 FY22	Y-o-Y Gr%	Q4 FY22	Q-o-Q Gr%
Revenue from operations	3,149	1,020	209%	2,510	25.4%
Other Income	30	74	(59.4)%	59	(49.2)%
Total Revenue	**3,178**	**1,094**	**191%**	**2,569**	**23.7%**
Cost of food and beverages consumed	1,046	420	149%	888	17.8%
Employee related expenses	640	337	90.2%	530	20.9%
Occupancy and other expenses	758	442	71.6%	647	17.1%
EBITDA	**734**	**(104)**	**nm**	**504**	**45.6%**
EBITDA %	*23.3%*	*(10.2)%*		*20.1%*	
Finance costs	175	166	5.3%	162	7.4%
Depreciation and amortisation expense	352	289	21.7%	340	3.5%
Profit before tax	**208**	**(559)**	**nm**	**2**	**nm**
Tax expense	48.1	(120)	**nm**	(3)	**nm**
Profit/(loss) after tax	**160**	**(439)**	**nm**	**5**	**nm**
Profit/(loss) after tax %	*5.1%*	*(43.0)%*		*0.2%*	
Adjusted profitability*					
Adjusted EBITDA	**460**	**(342)**	**nm**	**242**	**90.4%**
Adjusted EBITDA %	*14.6%*	*(33.6)%*		*9.6%*	
Adjusted Profit/(loss) before tax	**254**	**(528)**	**nm**	**60**	**325%**
Adjusted Profit/(loss) before tax %	*8.1%*	*(51.8)%*		*2.4%*	

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

Key Investment themes

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

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

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

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.

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