

BARBEQUE NATION HOSPITALITY LIMITED



Take-off

RECOVERY | RESILIENCE | RESURGENCE

16TH ANNUAL GENERAL MEETING

6TH SEP 2022



FY22 Highlights

Leading

Food services
company

Market leader

Casual dining

Ranked 7th

Great Place To Work

185

Restaurants
Network

₹ *8,606* Mn

Revenue from
operations FY22

76 Lakhs

Guests served
in FY22

86

Cities Present

23%

Delivery Contribution
in FY22

8,000+

Employee
headcount

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

India outlook and growth drivers



सत्यमेव जयते

5th largest country by nominal GDP

Favorable Macroeconomic Environment

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

Rising per capita income

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

Growing food services market

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

Younger Population

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

Growing Urbanization

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

Increasing eating-out frequency

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

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

Diversified food services company with strong scalable brands

Dine-in offering



DESTINATION BRAND FOR CELEBRATIONS

VALUE

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

SERVICE

Strong guest focus & prompt service

EXPERIENCE

Live grills enhancing *guest experience* & engagement

Delivery offering



PRODUCT INNOVATION

Barbeque-in-a-Box

A-LA-CARTE

UBQ

BBQN App

Extension Kitchens

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

Toscano



ITALIAN CUISINE- DINE-IN AND DELIVERY

ASPIRATION

EXPERIENCE

VALUE

Current presence across 3 metro cities provides huge headroom for growth

Strong guest focus culture

Service culture

Guest satisfaction index (GSI)

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

Reimagining guest experience

Enhanced food experience



Increased offerings



Upgraded designs

Employee-centric organization



Ranked 13th in the Best Workplaces in Asia in 2022 - Large Size category

- Moved up from 30th rank in 2021



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

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

Presence across 86 cities



#City coverage

82

BBQ India

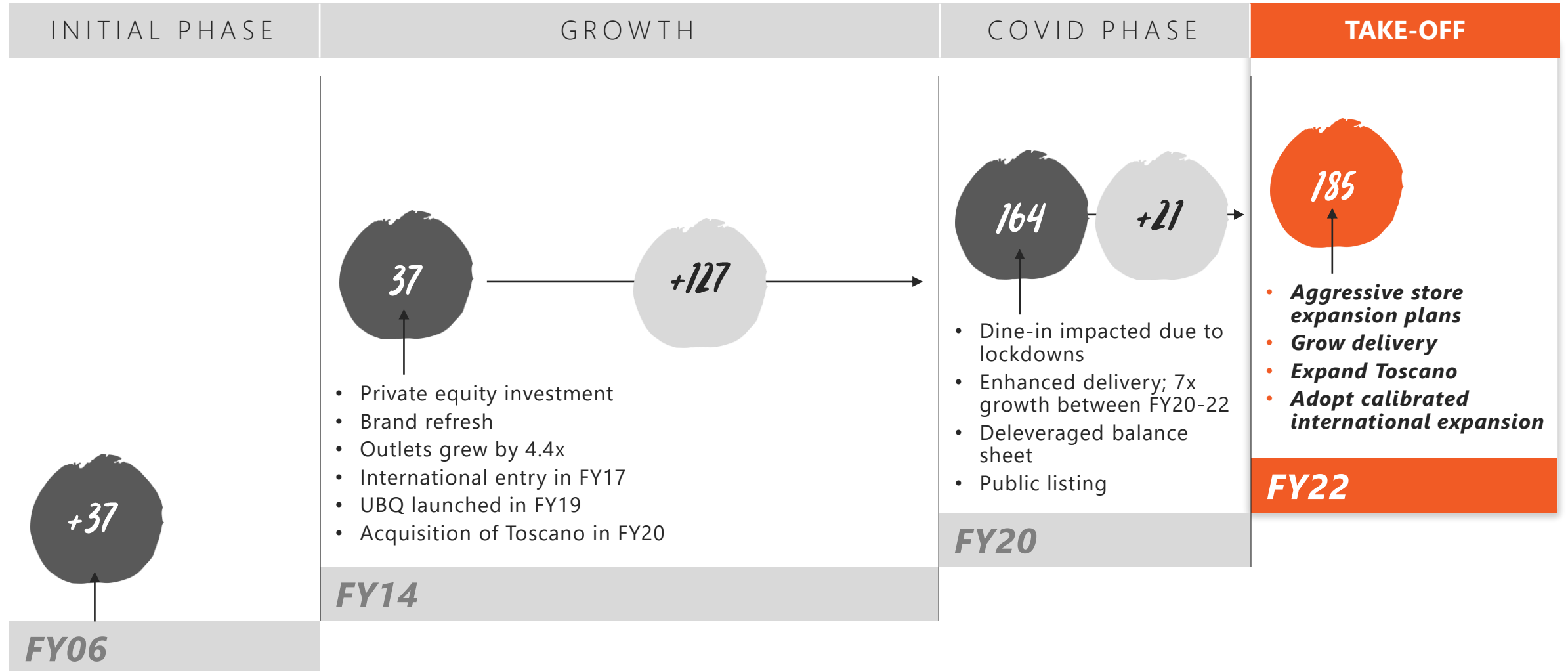
4

BBQ International

3

Toscano

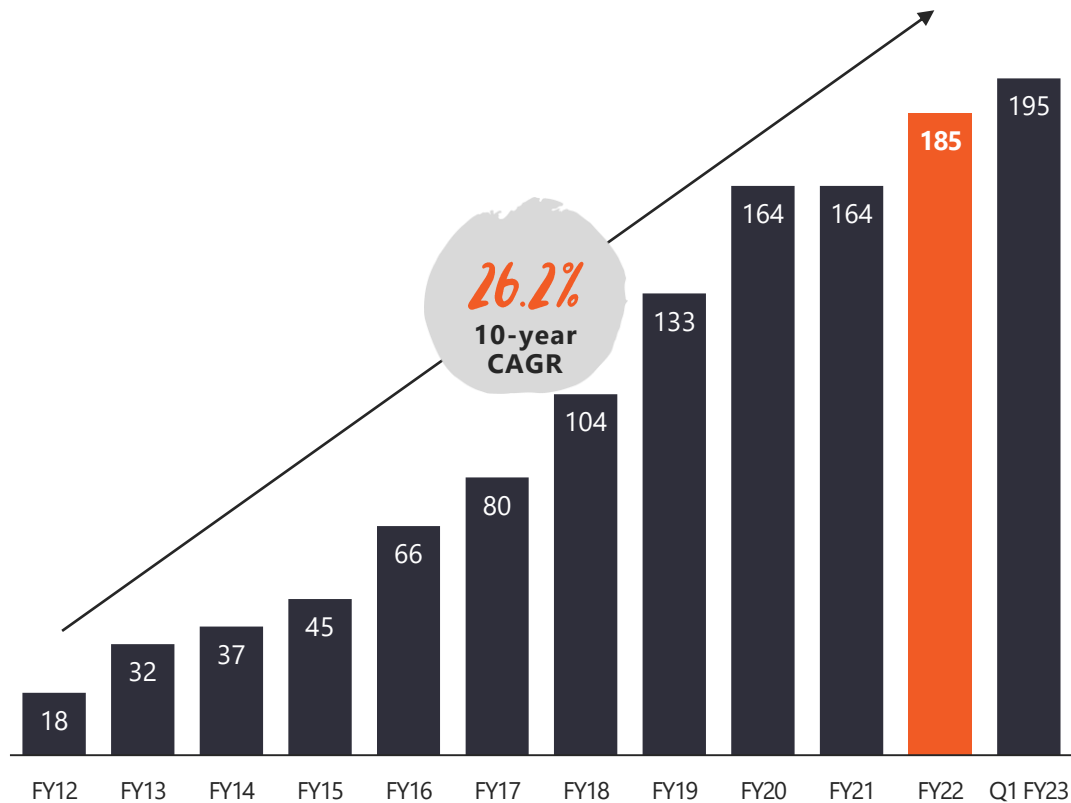
Focused growth over 16 years



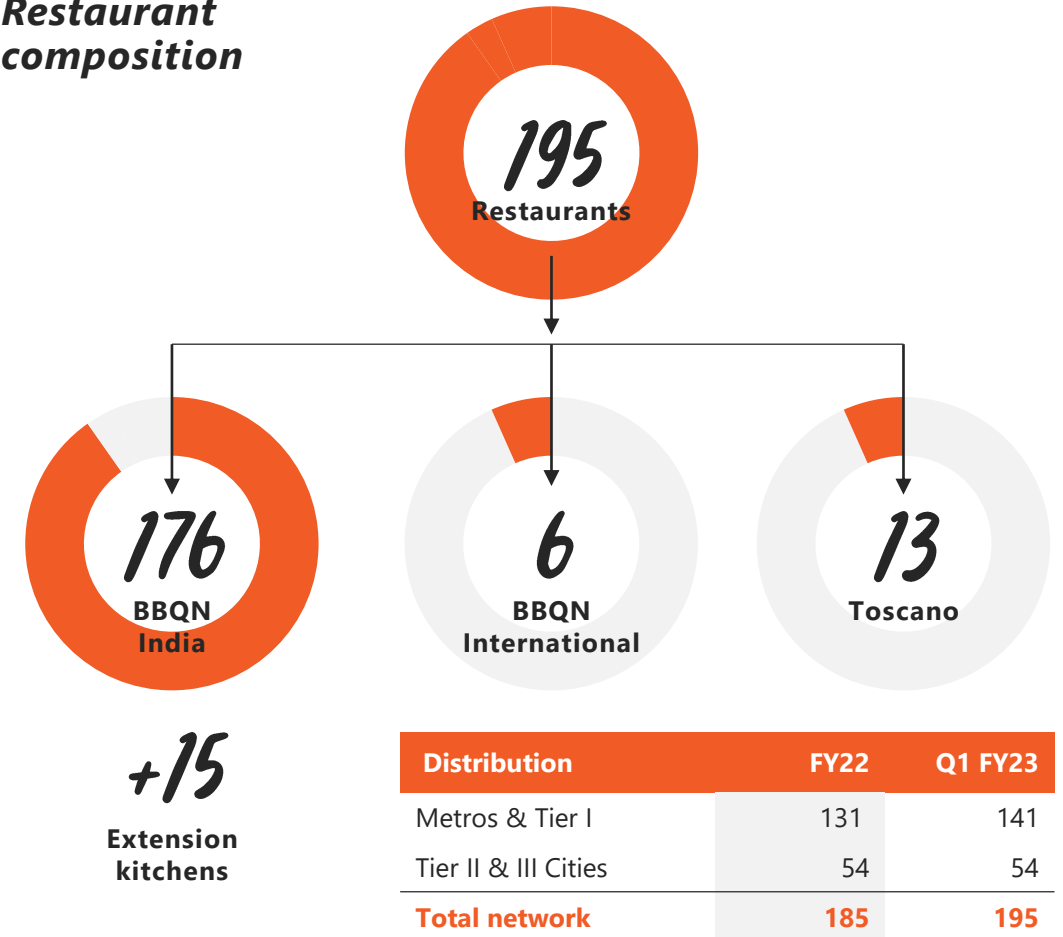
Numbers denotes the number of restaurants

Restaurant network has grown at a CAGR of ~26%

Expansion of restaurant network¹



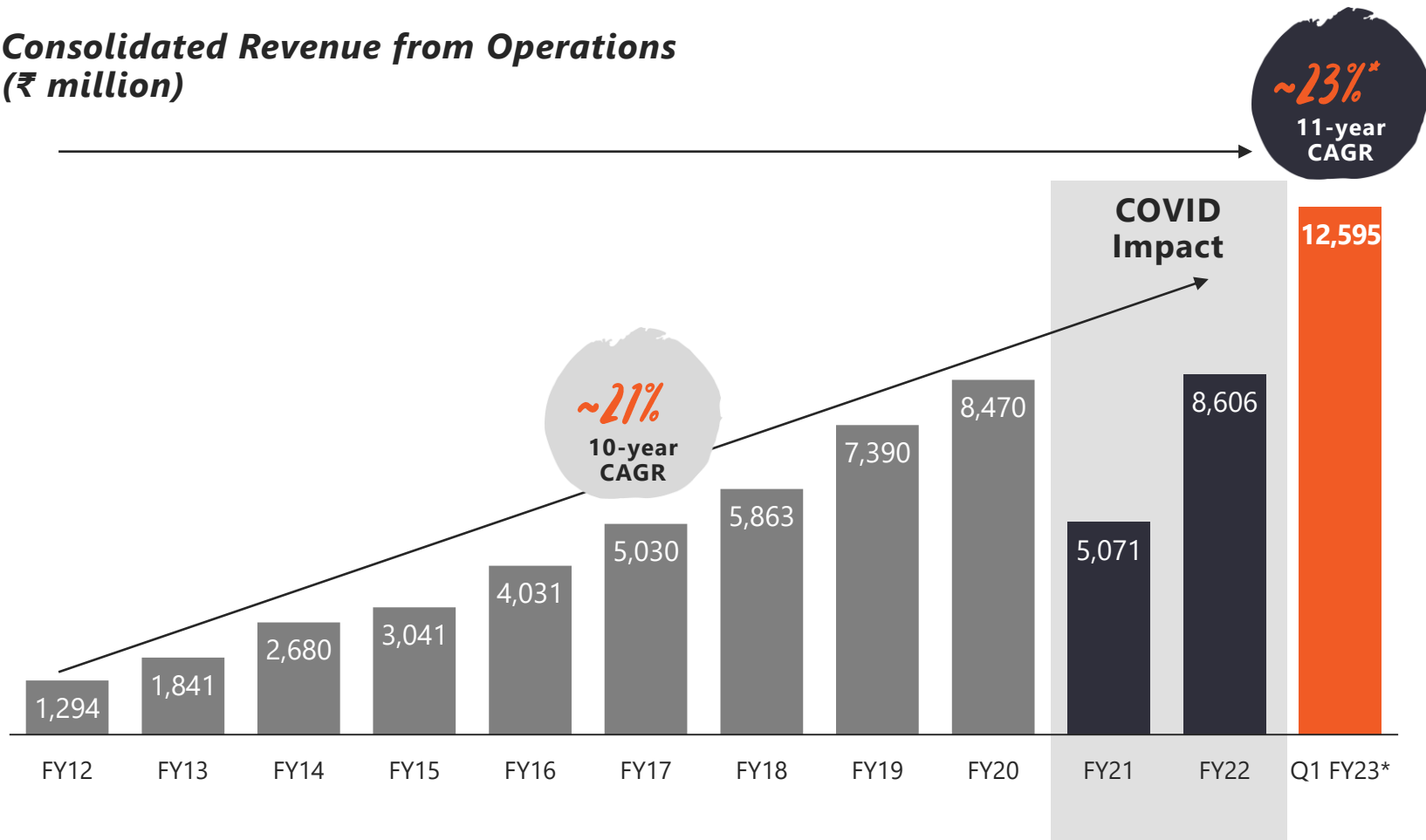
Restaurant composition



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

Delivered consistent revenue growth

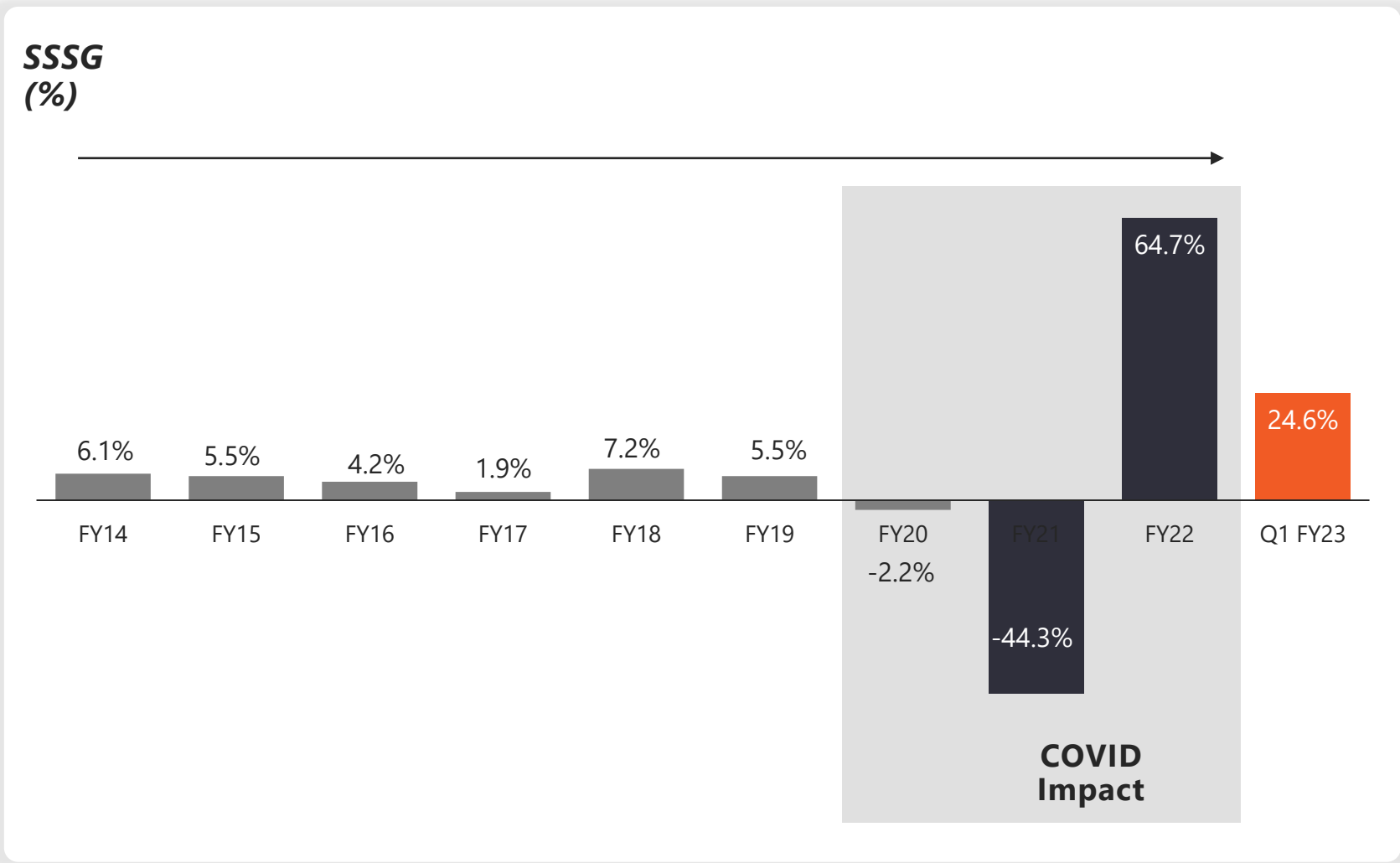
Consolidated Revenue from Operations
(₹ million)



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

*Based on annualized numbers of Q1 FY23

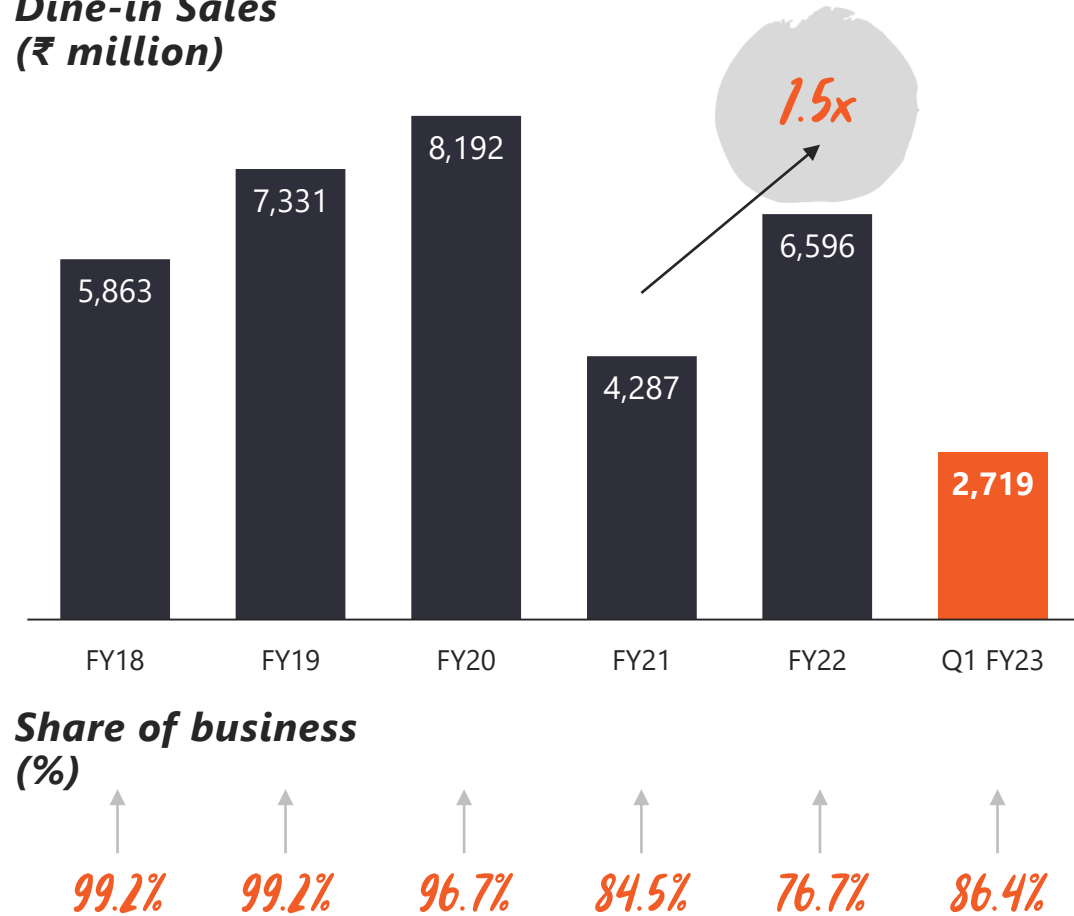
Consistent SSSG Performance



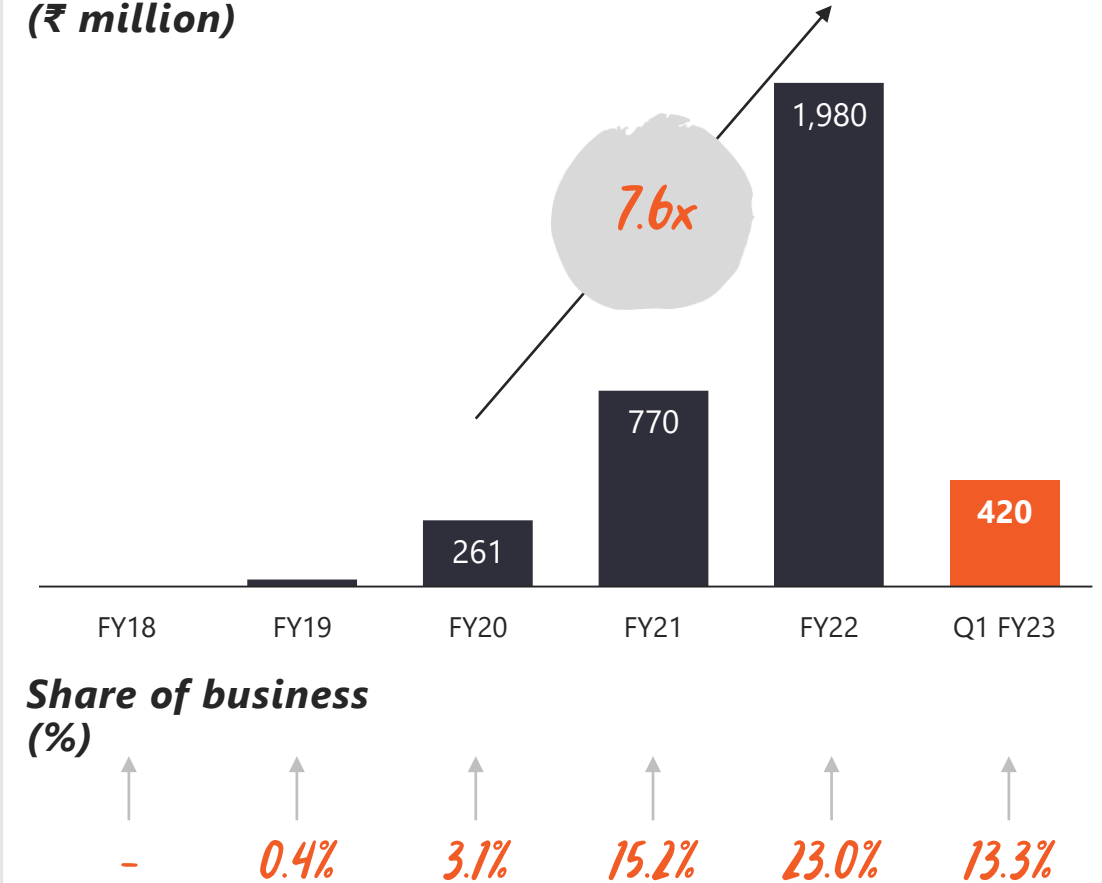
Avg. SSSG of ~5.1%
(For Period between FY14 to FY19)

Diversified revenue streams over the years

Dine-in Sales
(₹ million)

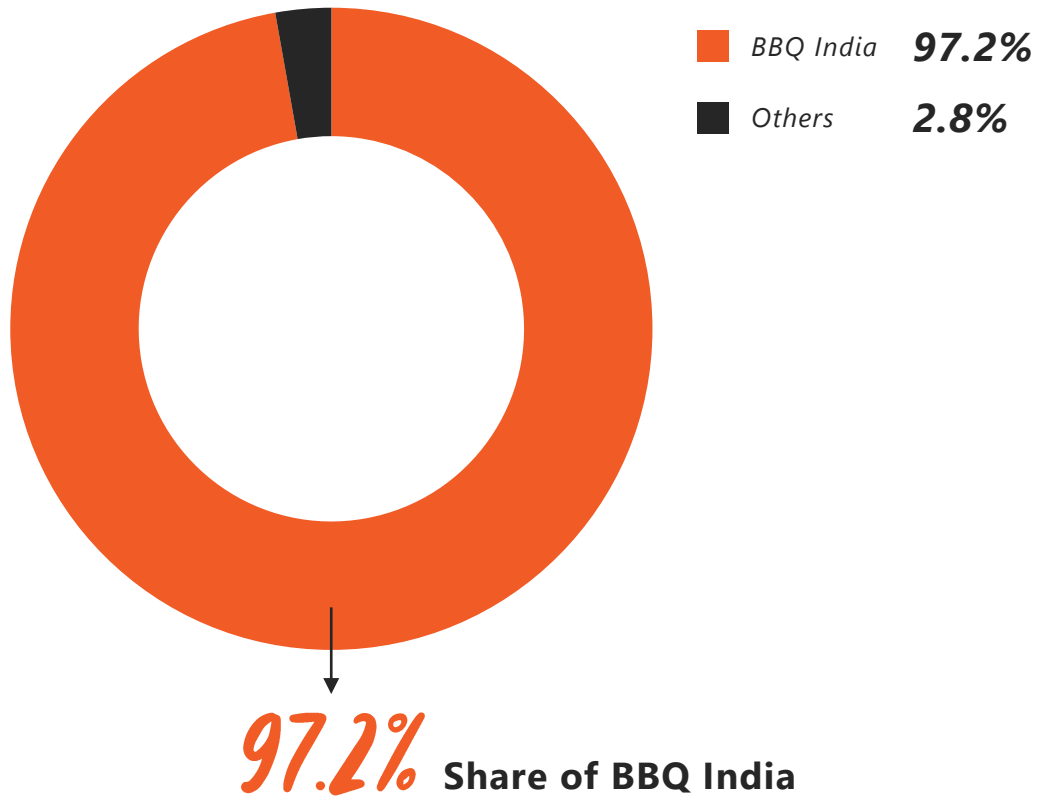


Delivery Sales
(₹ million)

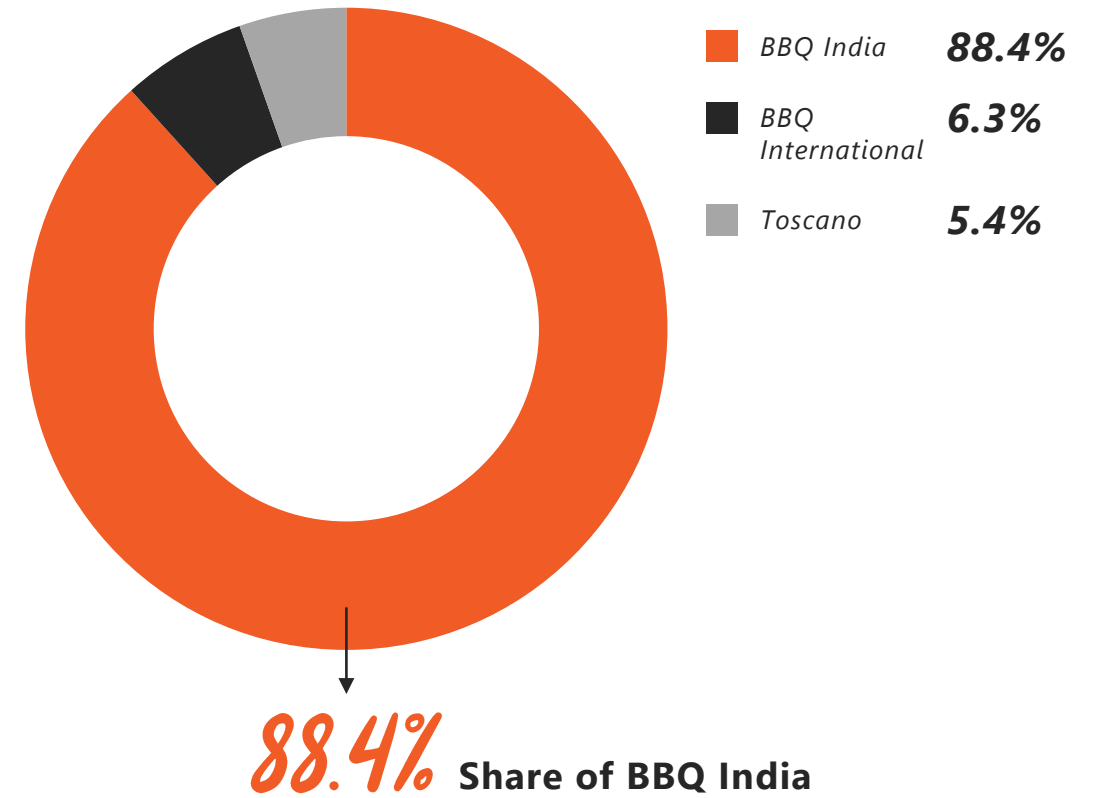


Added new business avenues

2017



2022



Strong performance across brands

■ FY21 ■ FY22

BBQ India

BBQ International

Toscano

BBQ consolidated

Restaurants (#)

147

168

6

6

11

11

164

185

Share of business (%)

89.4%

88.4%

6.4%

6.3%

4.5%

5.4%

-

-

EBITDA margin¹ (%)

17.7%

17.5%

18.7%

34.4%

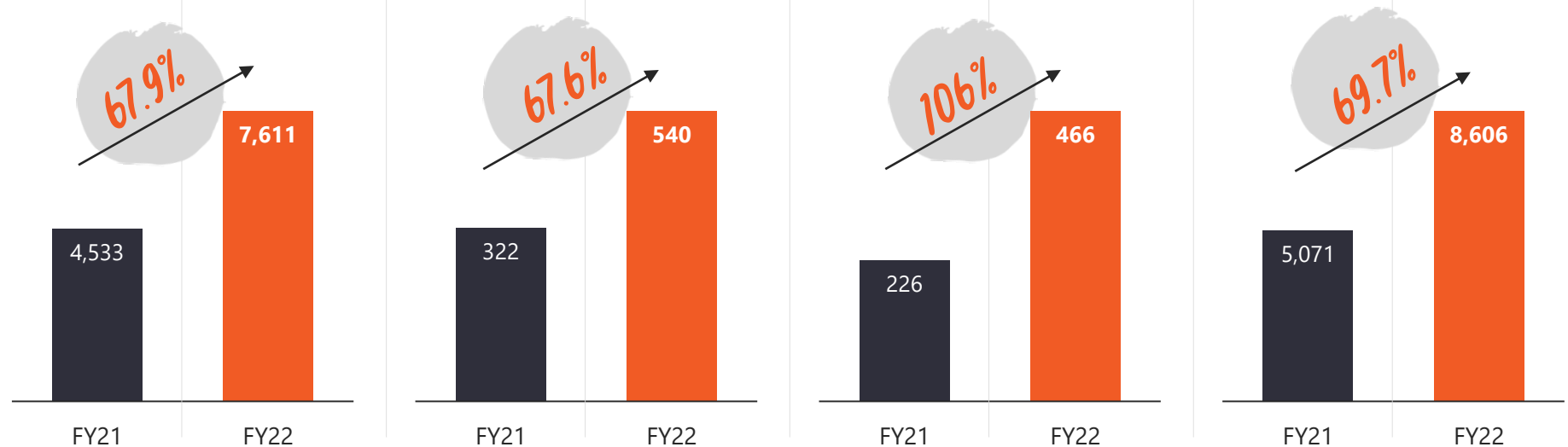
26.7%

25.9%

18.2%

18.6%

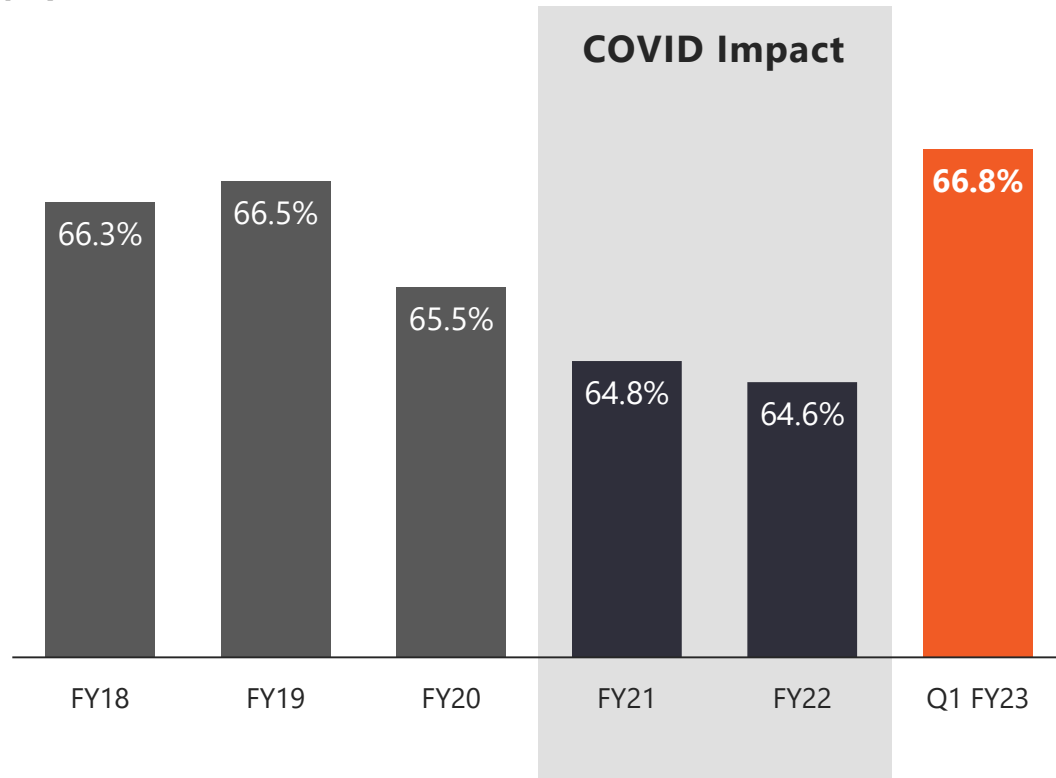
Revenue from operations
(₹ million)



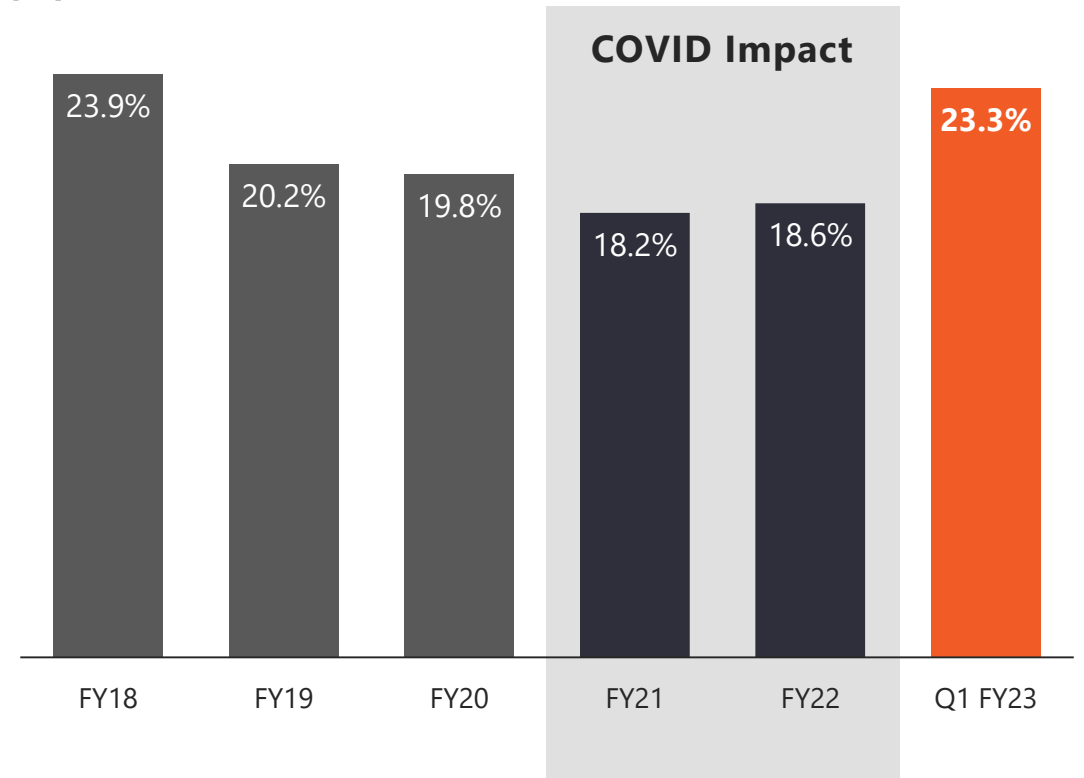
¹ EBITDA margin is reported EBITDA margin with Ind AS impact.

Consistently delivered strong margins

Gross margins (%)

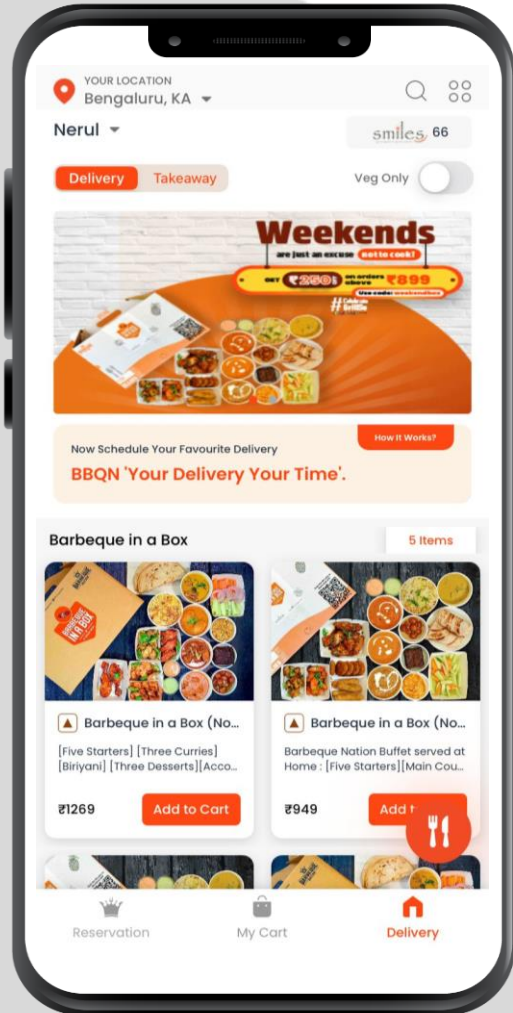


Consolidated reported EBITDA margins (%)

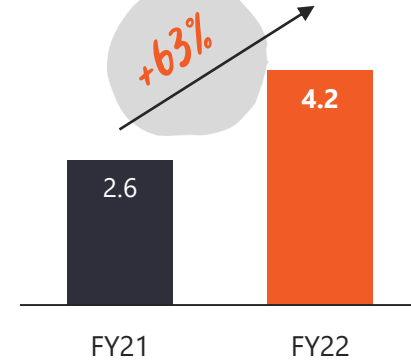


Reported EBITDA represents EBITDA with the IND AS 116 adjustments. All margins are calculated as % of revenue from operations

Built strong digital capabilities

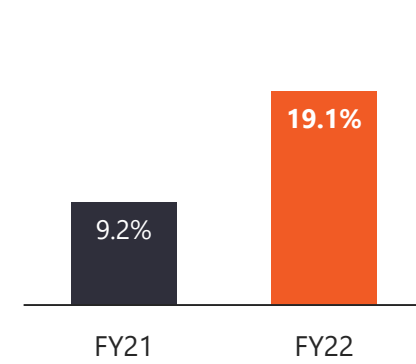


Cumulative App Downloads (Mn)



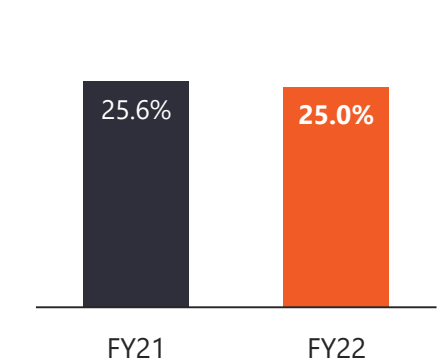
4.5+ of App ratings

BBQ loyalty program adoption (%)



Increased adoption

Own digital assets contribution (%)



Well established ERP System



Centralized reservation system



Integrated business intelligence tool



In-house Guest Satisfaction Index



Automated vendor payment systems

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

Strategic focus



Expand BBQN

Continue expansion
in Indian cities



Grow Delivery

Drive organic growth
Enhance delivery portfolio



Expand Toscano

Expand in more
Indian cities



International

Calibrated expansion
through franchising

Key investment themes

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

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

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

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

Diversification
with presence in
82 Indian cities

Disclaimer

This presentation contains statements that contain “forward looking statements” including, but without limitation, statements relating to the implementation of strategic initiatives, and other statements relating to Barbeque-Nation Hospitality Ltd (“Barbeque Nation” or the Company) future business developments and economic performance.

While these forward-looking statements indicate our assessment and future expectations concerning the development of our business, a number of risks, uncertainties and other unknown factors could cause actual developments and results to differ materially from our expectations.

These factors include, but are not limited to, general market, macro-economic, governmental and regulatory trends, movements in currency exchange and interest rates, competitive pressures, technological developments, changes in the financial conditions of third parties dealing with us, legislative developments, and other key factors that could affect our business and financial performance. Barbeque Nation undertakes no obligation to publicly revise any forward-looking statements to reflect future/likely events or circumstances.

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

**For further information,
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