



Date: September 25, 2023

To,

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

**Subject: Presentation made in the 17<sup>th</sup> Annual General Meeting (“AGM”) of Barbeque-Nation Hospitality Limited (“the Company”)**

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We enclose herewith a copy of the Power Point Presentation presented during the 17<sup>th</sup> Annual General Meeting (“AGM”) of the Company held today i.e. September 25, 2023.

The aforementioned Presentation is also available on the website of the Company at [www.barbequenation.com](http://www.barbequenation.com).

This is for your information and record.

Thanking you.

Yours faithfully,

**For Barbeque-Nation Hospitality Limited**

**Nagamani C Y**  
**Company Secretary and Compliance Officer**  
**M. No: A27475**

*Encl.: As above*

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**BARBEQUE-NATION HOSPITALITY LIMITED**

**Registered & Corporate Office:** “Saket Callipolis”, Unit No. 601 & 602, 6th Floor, Doddakannalli Village, Varthur Hobli, Sarjapur Road, Bengaluru-560035, Karnataka, India. **T:** +91 80 69134900,  
**E-mail:** [corporate@barbequenation.com](mailto:corporate@barbequenation.com), **CIN:** L55101KA2006PLC073031 **www.barbequenation.com**

BARBEQUE NATION HOSPITALITY LIMITED



17<sup>TH</sup> ANNUAL GENERAL MEETING

25<sup>TH</sup> SEP 2023



# India outlook and growth drivers



**5<sup>th</sup>**  
largest country by nominal GDP

## Favorable Macroeconomic Environment

India's GDP is projected to grow at 6.8% in FY2024; 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

India's food services market is expected to grow robustly at a CAGR of over 11% and reach \$80 bn by 2028

## 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

# FY23 Highlights

*Leading*

Food services  
company

*Market leader*

Casual dining

*Ranked 13th*

Great Place To Work

*216*

Restaurants  
Network

*₹ 12,338 Mn*

Revenue from  
operations FY23

*1.1 Crores*

Guests served  
in FY23

*85*

Cities Present

*13.4%*

Delivery Contribution  
in FY23

*9,000+*

Employee  
headcount

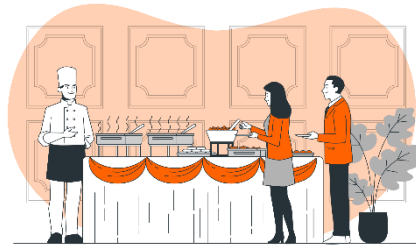
India's *largest homegrown*  
brand-owning  
food services  
company  
with product  
portfolio  
spanning across  
Indian and  
Italian cuisine

Barbeque Nation brand crossed ₹ 1,000+ cr revenues in FY23



# BARBEQUE NATION

1<sup>st</sup> Indian full-service CDR brand to reach  
₹ 1,000+ crore revenues in a year



~1.1 cr Guests

Served across



81 cities

Via network of



202  
Barbeque Nation  
Restaurants

Consistently ranked amongst Best Companies to Work for



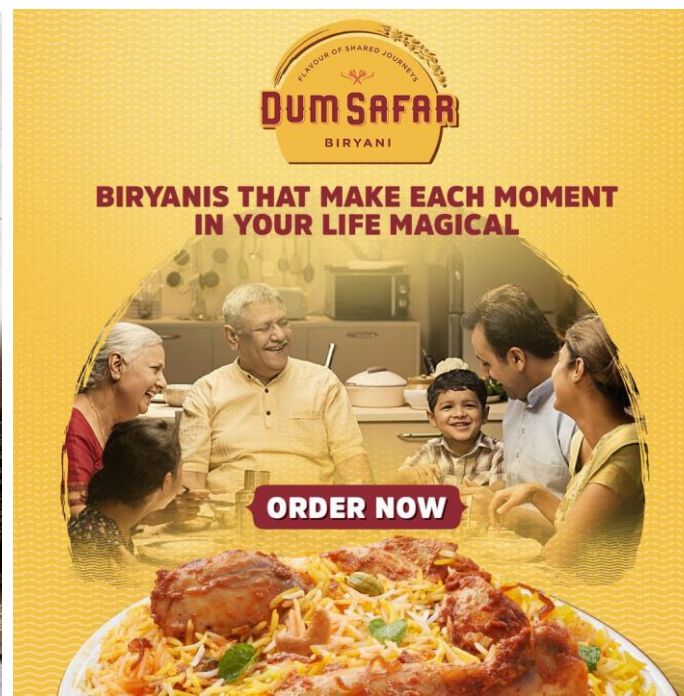
**BARBEQUE NATION**

Ranked 7th by Great Place To Work for the year 2022



# Launched Biryani Brand - Dum Safar

- Our Biryani Brand : 'Dum Safar'
- Biryani, as a dish is relished together among friends and families
- 'Dum Safar' biryani brings out the 'flavor of shared journeys' which people relished with their loved ones
- Currently delivering through 150+ kitchens





# ESG framework and initiatives



- **Plastic:** Replaced single-use plastic bottles across 150+ outlets resulting in expected annual plastic waste reduction of ~100 tonnes
- **Air:** Using environment friendly solutions such as air scrubbers to clean air before discharging in the environment
- **Energy:** IOT based electricity management to ensure efficient power usage
- **Food:** Procurement of seafood and meat from organizations which are certified for BAP/ HACCP and other quality and sustainability certifications

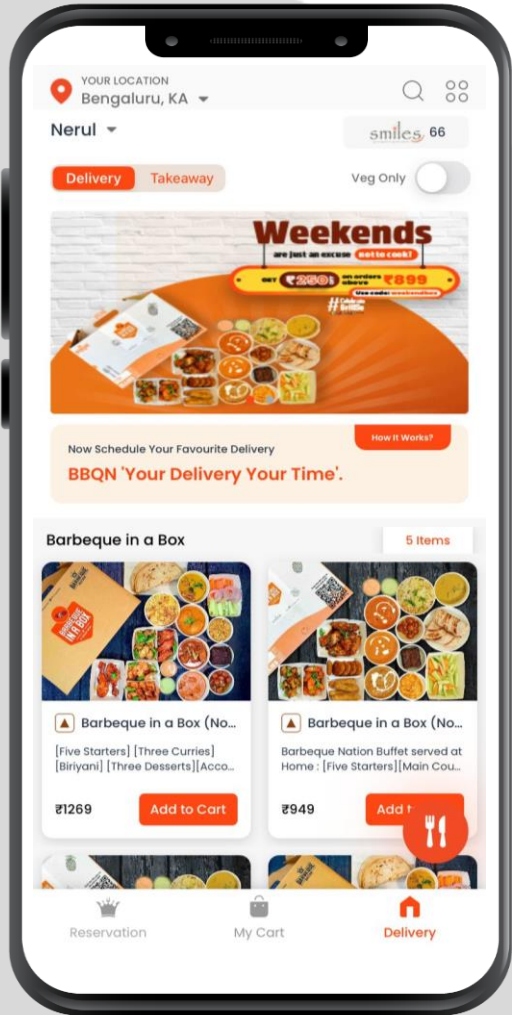


- **Employee Centric:** Ranked 7<sup>th</sup> in India's Best Companies to Work For, 2022 and 13<sup>th</sup> in the Best Workplaces in Asia in 2022 - Large Size category
- **Diversity:** 25% of the board of directors are female; Key management personnel also has 33% female representation

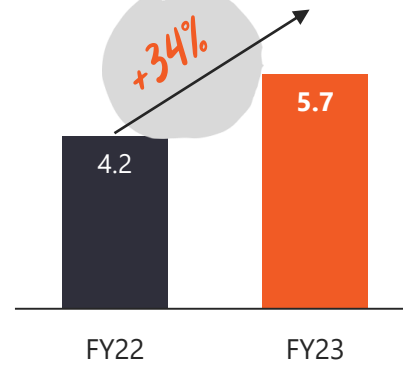


- **Board Independence:** 6 of the total 8 board members are non-executive; 3 directors including Chairman of the board are independent directors
- **Corporate Governance:** Strong corporate governance practices along with well defined policies and practices

# Built strong digital capabilities

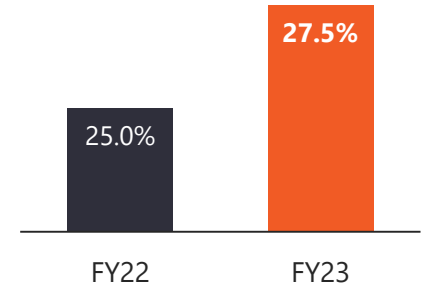


**Cumulative App Downloads (Mn)**



4.4+ of App ratings

**Own Digital Assets Contribution (%)**



Increased adoption



**Well established ERP System**



**Centralized reservation system**



**Integrated business intelligence tool**



**In-house Guest Satisfaction Index**

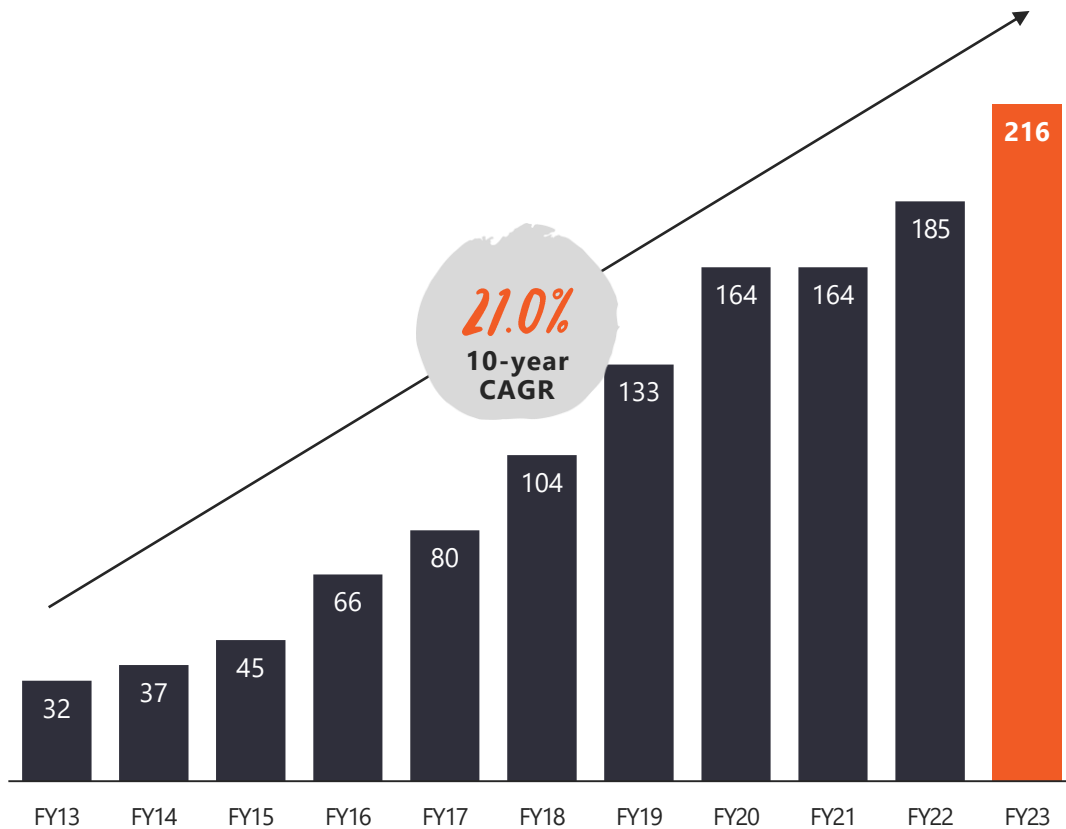


**Automated vendor payment systems**

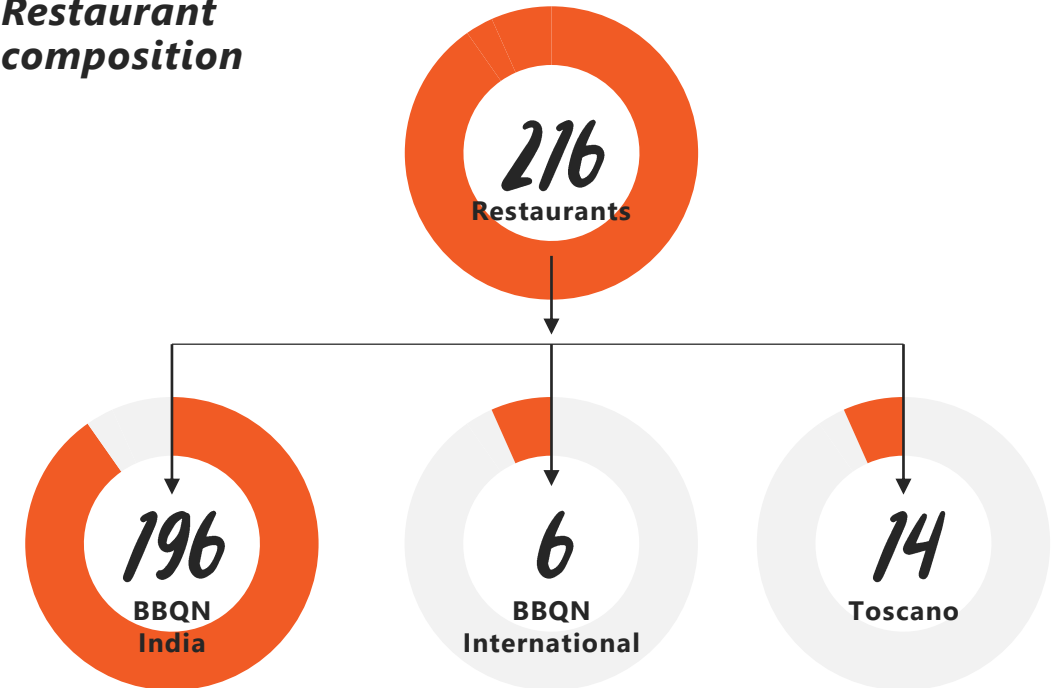
Own digital assets contribution is calculated as revenue generated through Barbeque Nation app and web bookings. Represents data for BBQ India only

# Restaurant network has grown at a CAGR of ~21%

## Expansion of restaurant network<sup>1</sup>



## Restaurant composition



Distribution	FY22	FY23
Metros & Tier I	131	162
Tier II & III Cities	54	54
<b>Total network</b>	<b>185</b>	<b>216</b>

1. Toscano data was included post acquisition in FY20

# Presence across 85 cities



- 1 India
- 2 Malaysia
- 3 Oman
- 4 UAE

## #City coverage

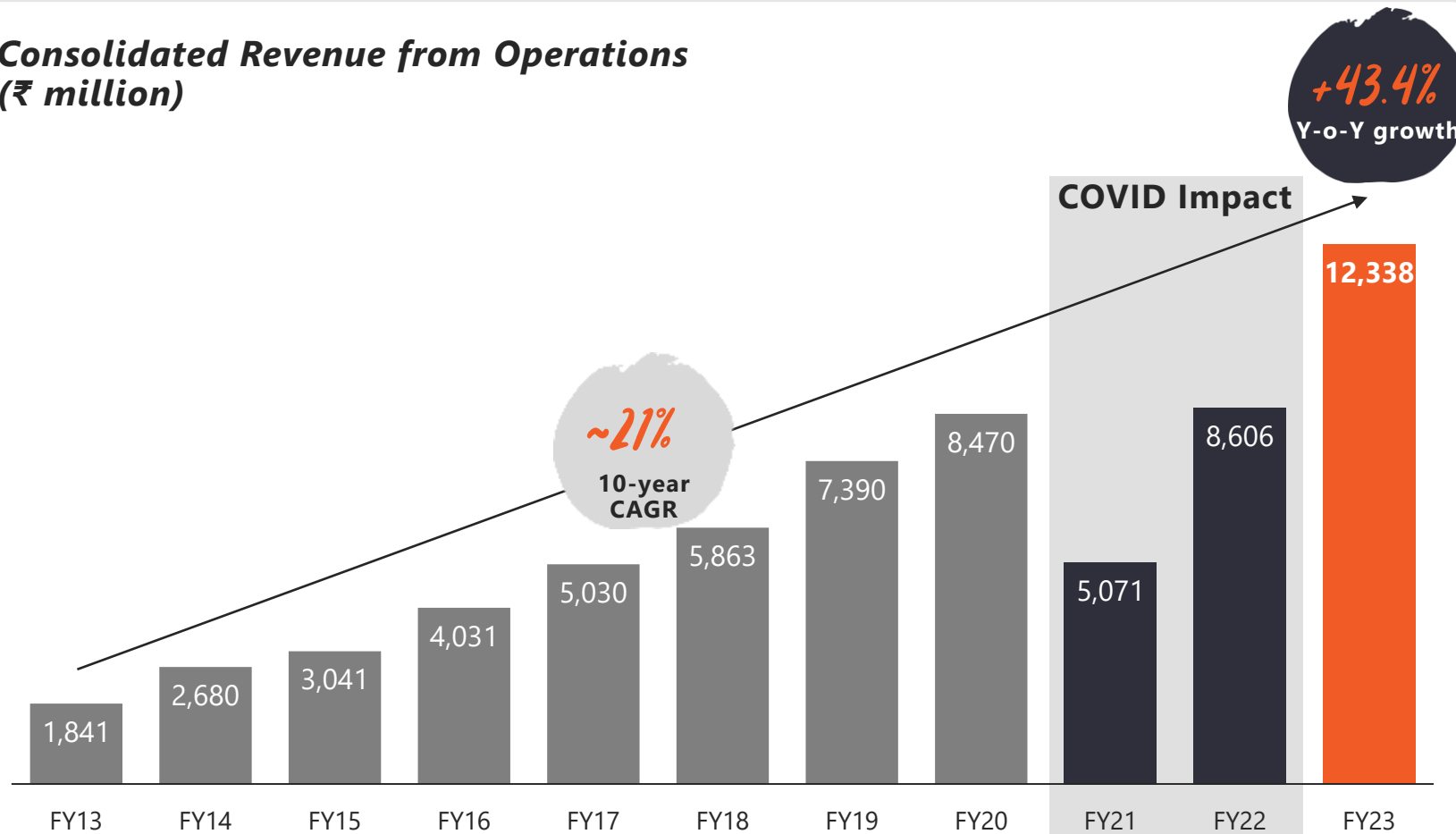
**81**  
BBQ India

**4**  
BBQ International

**3**  
Toscano

# Delivered consistent revenue growth

**Consolidated Revenue from Operations**  
(₹ million)

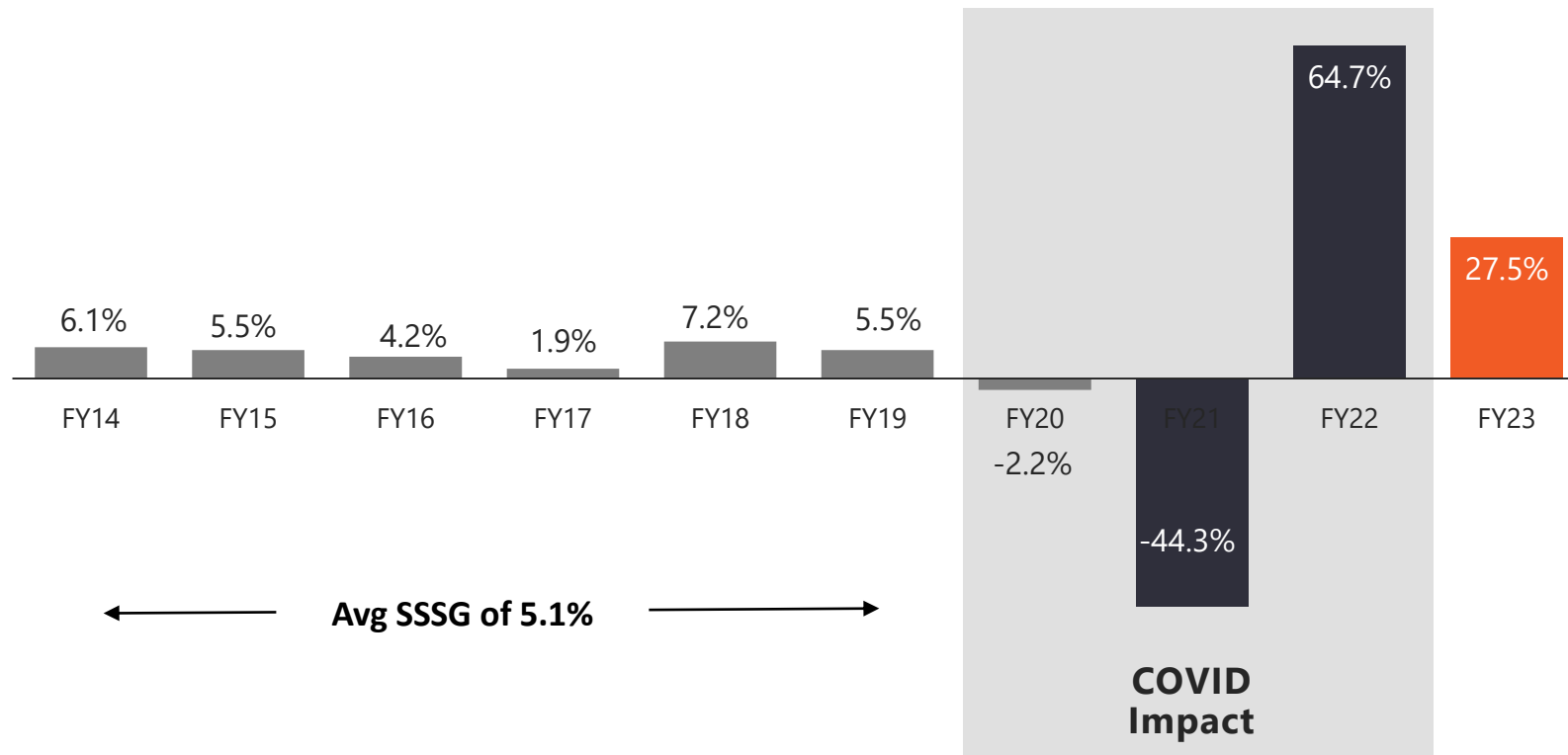


Revenue from operations grew at a 10-year **CAGR** of **~21%** (despite COVID impact)

# Consistent long term SSSG Performance

SSSG  
(%)

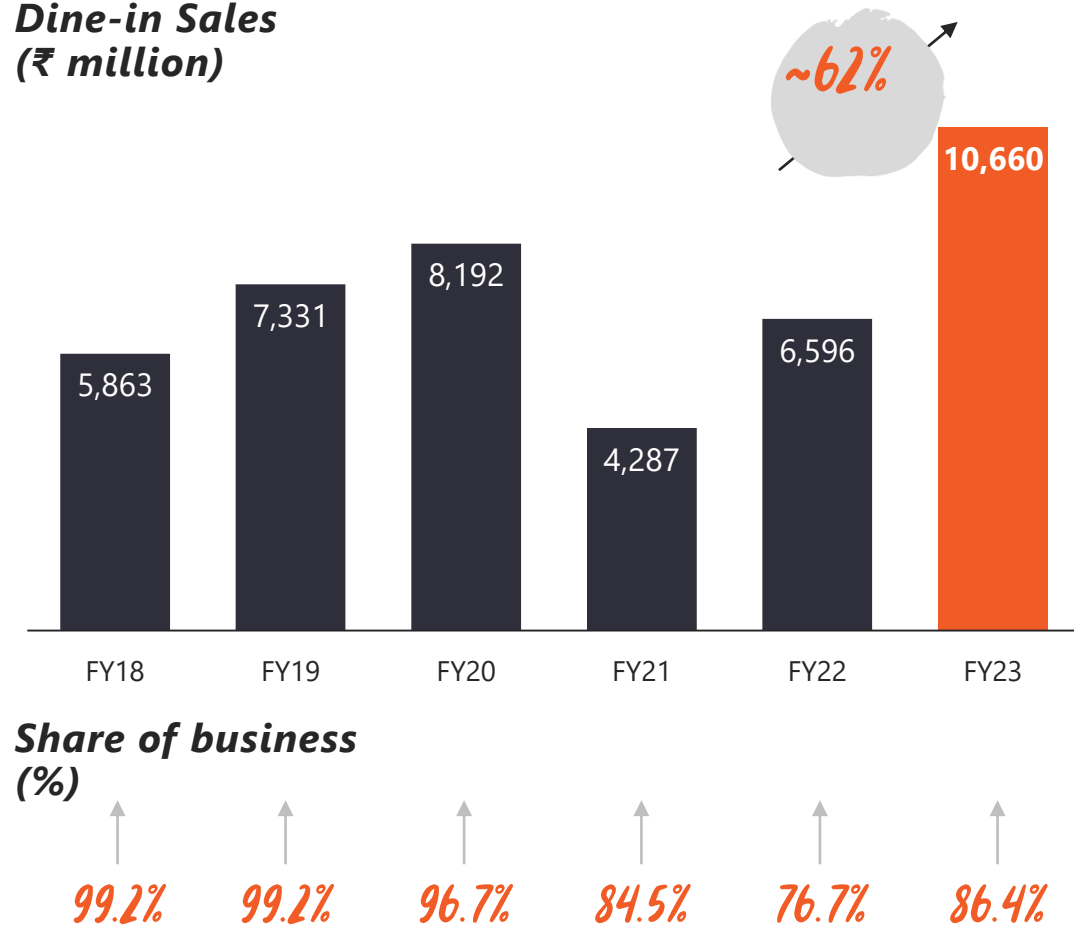
← 3 yr SSSG CAGR : 5.7% →



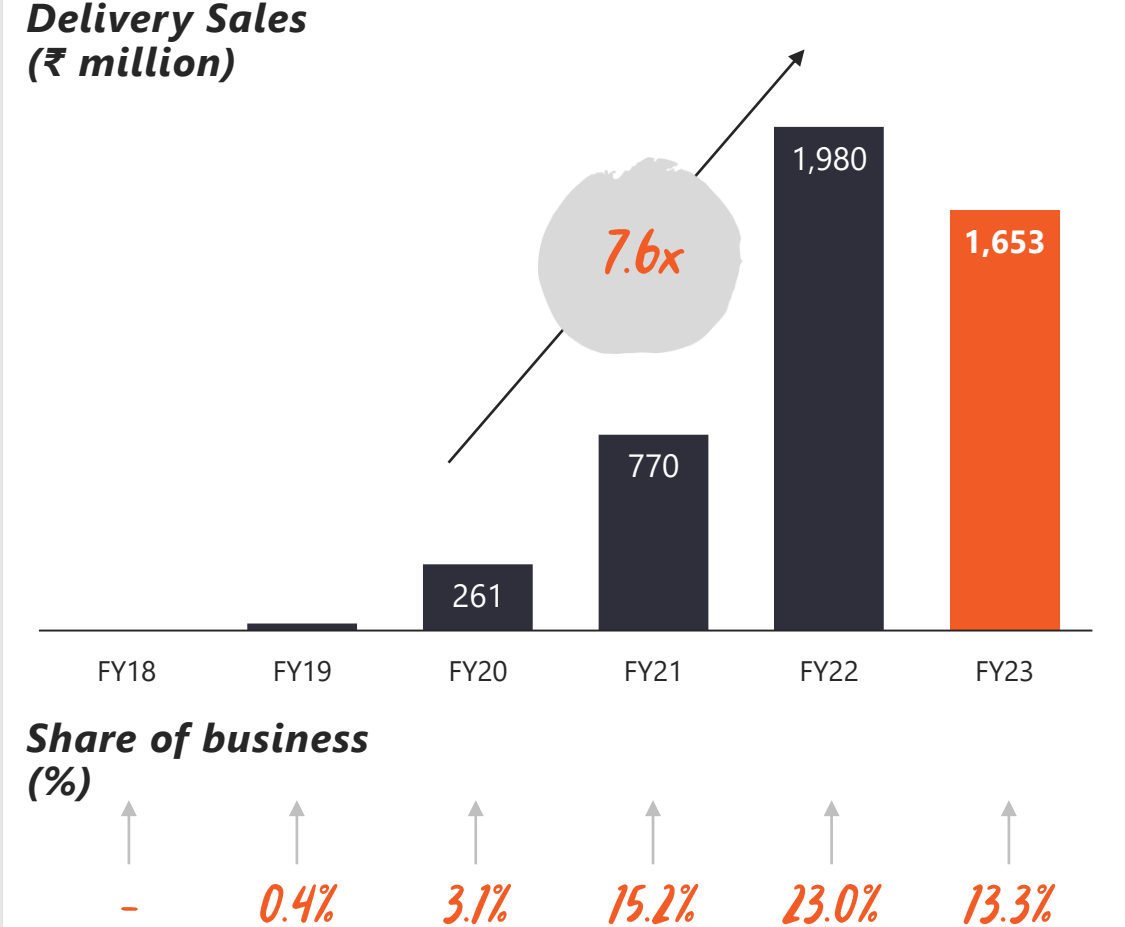
Long term  
**SSSG of  
5-6%**  
Driven by prices,  
volumes and  
increase in  
delivery

# Diversified revenue streams over the years

**Dine-in Sales**  
(₹ million)



**Delivery Sales**  
(₹ million)



# Multiple levers of growth

**FY2017**

**FY2023**



■ BBQ India Dine-in 97.2%

■ Others 2.8%

■ BBQ India Dine-in 75.2%

■ Others 24.8%

- Non BBQ India dine-in share of business increased from 2.8% in FY17 to 24.8% in FY23
- BBQ India and Toscano growth led by network expansion and SSSG
- UBQ and Dum Safar growth driven by increase in ADS
- Calibrated international growth



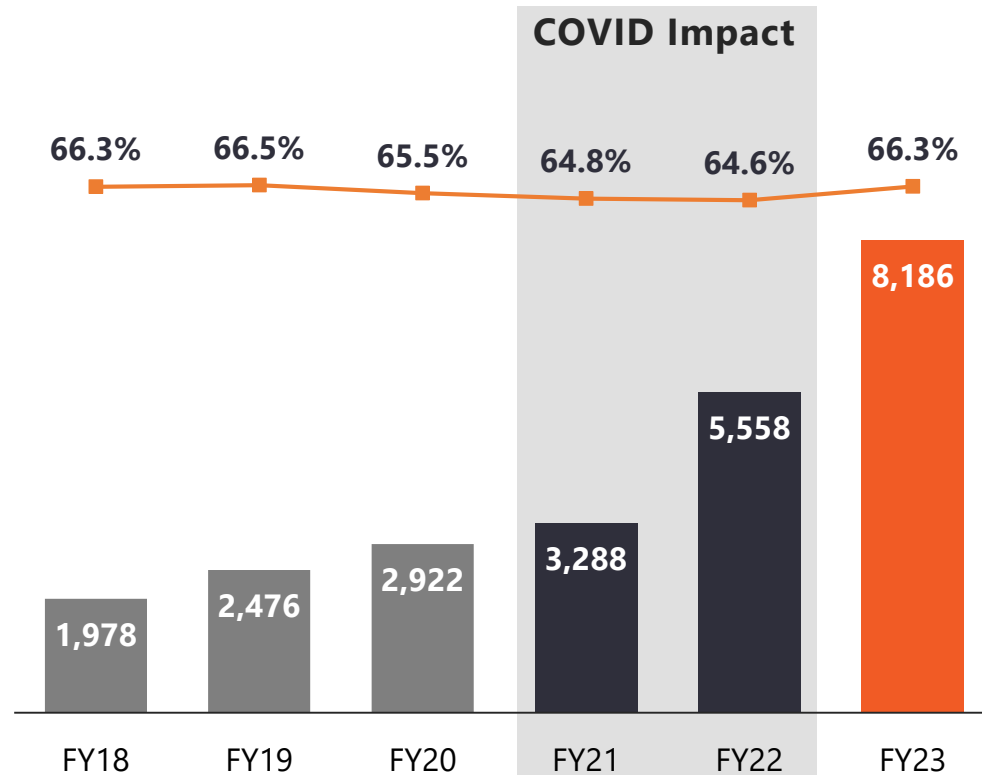
-UBQ-



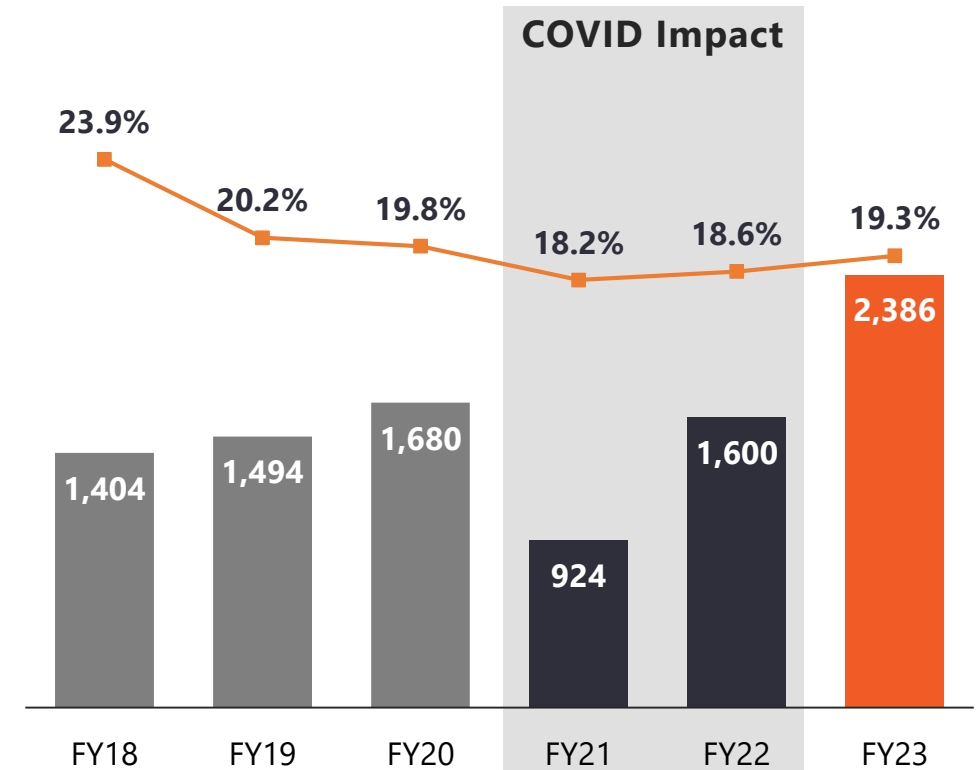


# Consistently delivered strong margins

**Gross Margin (₹ Million) and margins (%)**



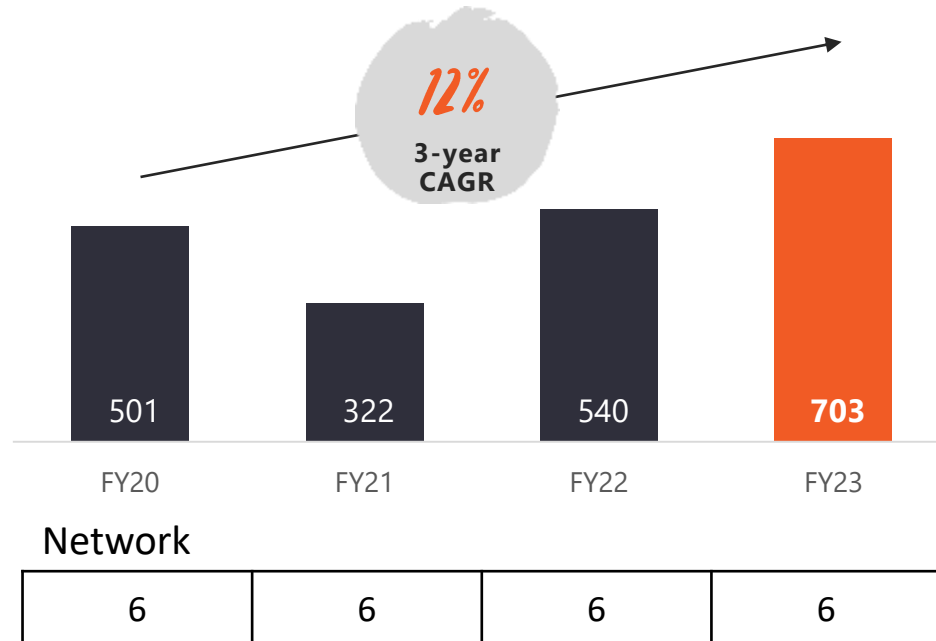
**Reported EBITDA (₹ Million) and margins (%)**



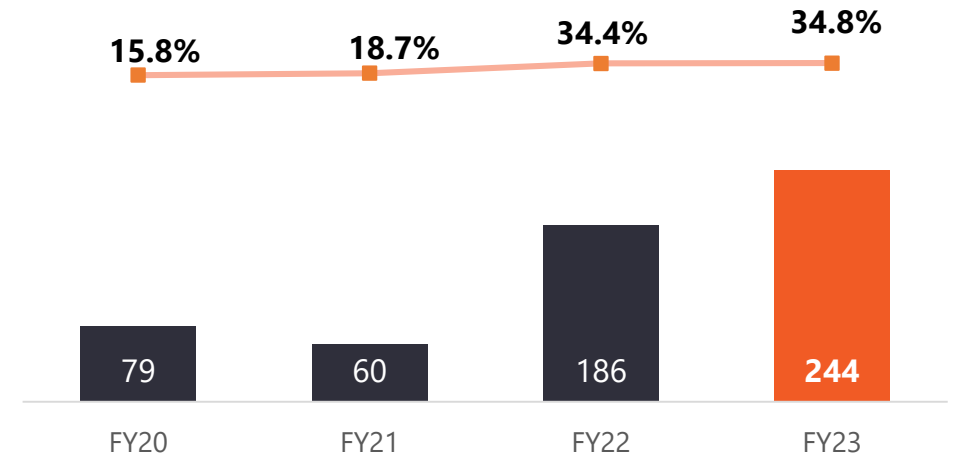
Reported EBITDA represents EBITDA with the IND AS 116 adjustments. All margins are calculated as % of revenue from operations

# Barbeque Nation International : Y-o-Y growth of 30.1%

**Revenue from Operations (₹ Mn)**



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



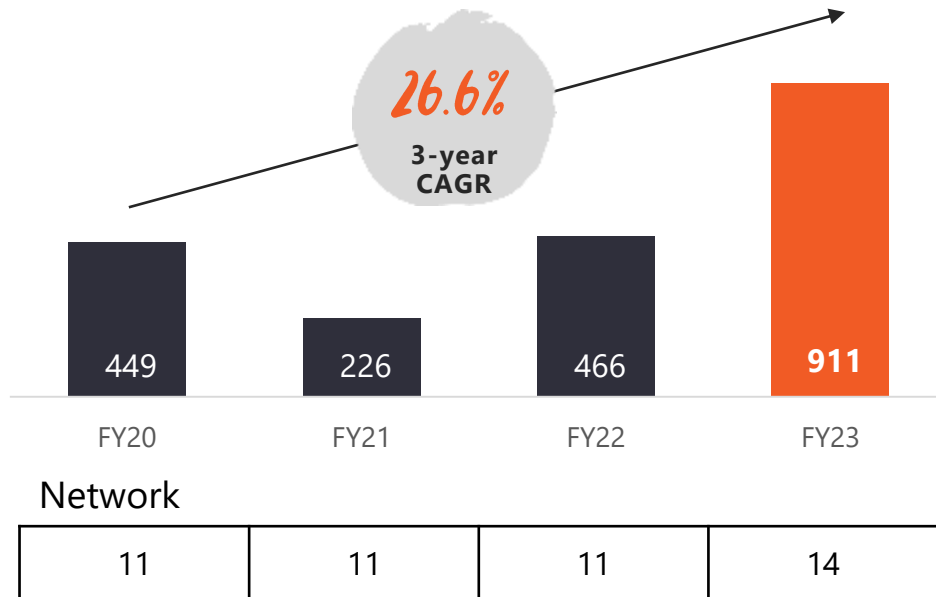
## Key Priorities :

- Robust revenue growth driven by volume and price; strong operating margins
- Contributed 5.7% to consolidated revenues in FY23

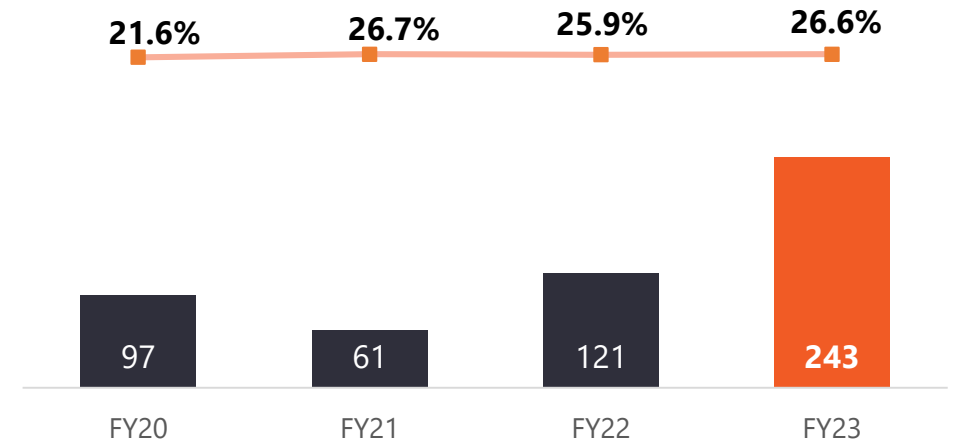


# Toscano : Y-o-Y growth of 66.9%

## Revenue from Operations (₹ Mn)



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

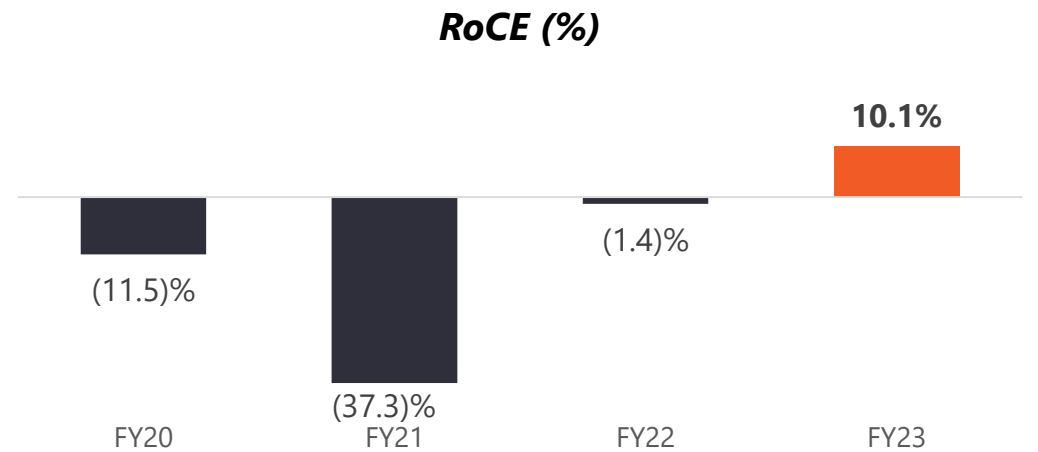
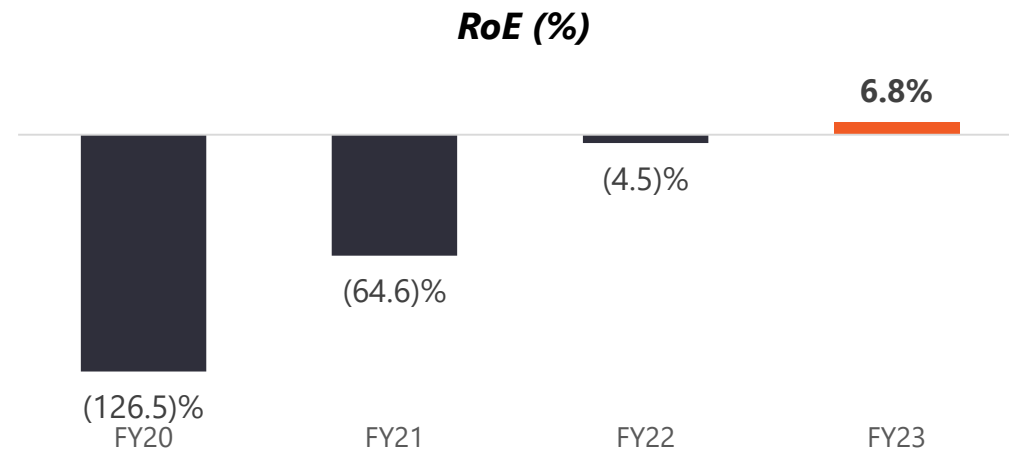
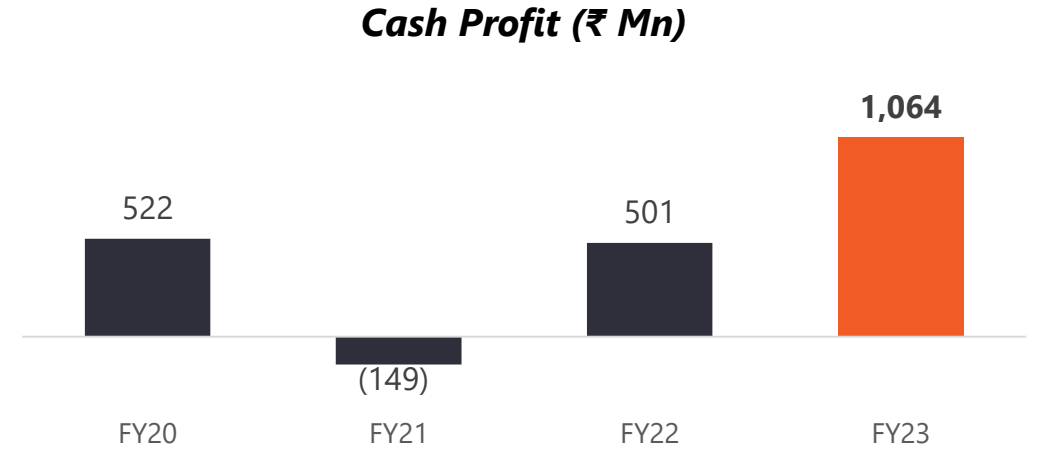
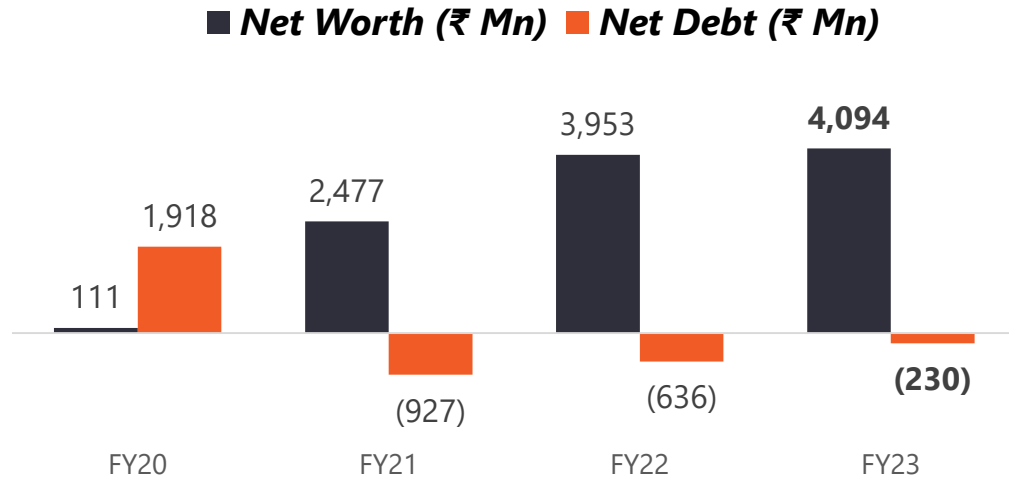


### Key Priorities :

- Strong revenue growth supported by volume growth; Strong operating margins
- Contributed 7.4% to consolidated revenues in FY23



# Key Financial Metrics



Notes: RoE = Pre IND AS 116 Proforma PAT / average network; RoCE = Pre IND AS 116 Proforma EBIT / average capital employed

# Strategic Focus Areas

- Enhance guest experience
- Maintain employee focus culture
- Focus on SSSG & profitability
- Cost optimization
- Upgrade assets
- Drive digital assets growth



- *Toscana :*
  - Expansion led growth
  - Maintain SSSG & profitability
- *Barbeque Nation International :*
  - Calibrated expansion
  - Maintain SSSG & profitability

- UBQ Volume growth
- Dum Safar: Increase market penetration

- Expand brand portfolio
- Acquisitions

**Maintain Casual Dining Restaurant Leadership**

# 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 17.57% in Red Apple Kitchen, unless otherwise mentioned. All margin calculation are on Revenue from operations, unless otherwise mentioned.

**For further information,  
please contact:**

**BIJAY SHARMA**

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