BARBEQUE-NATION HOSPITALITY LIMITED

Earnings Presentation

Q1 FY2025

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 numbers are on consolidated basis and without adjustment for the minority interest of in Red Apple Kitchen Consultancy and in Blue Planet Foods unless otherwise mentioned. All margin calculation are on Revenue from operations, unless otherwise mentioned.

Q1 FY25 Key highlights

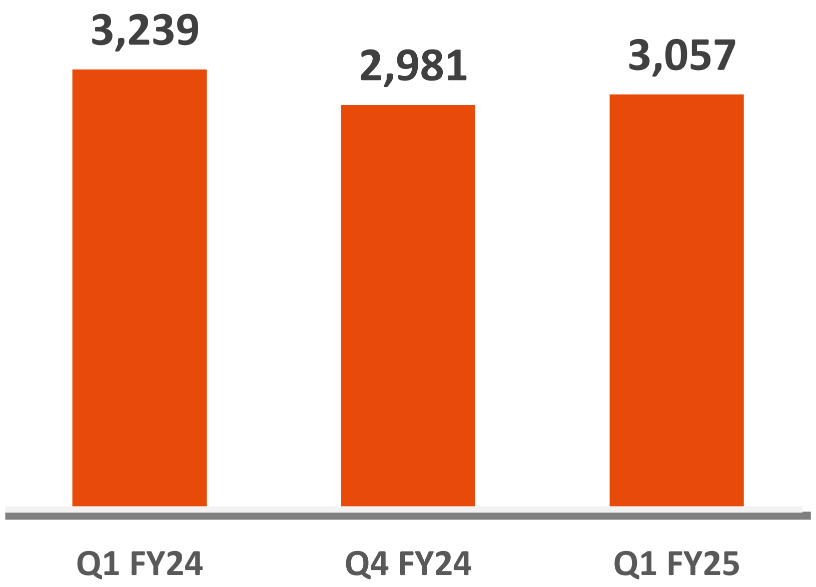
Revenue from Operations	Restaurant Network	SSSG (%)	Dine-in/ Delivery Mix
₹ 3,057 mn	219	(7.4)%	85%/15%
(5.6)% y-o-y	Q1 FY24: 212	Q1 FY24: (7.7)%	Q1 FY24: 85%/15%

Gross Margin	Operating EBITDA	Adjusted Operating EBITDA*	Cash Profit
₹ 2,081 mn	₹ 509 mn	₹ 212 mn	₹ 195 mn
+0.4% y-o-y Margin: 68.1%	+8.8% y-o-y Margin: 16.6%	+18.1% y-o-y Margin: 6.9%	+17.4% y-o-y % of Revenue: 6.4%

*Adjusted Operating EBITDA is calculated without the impact of IND AS 116, excludes other income and non cash ESOP provisions

Consolidated revenues grew sequentially by 2.6%

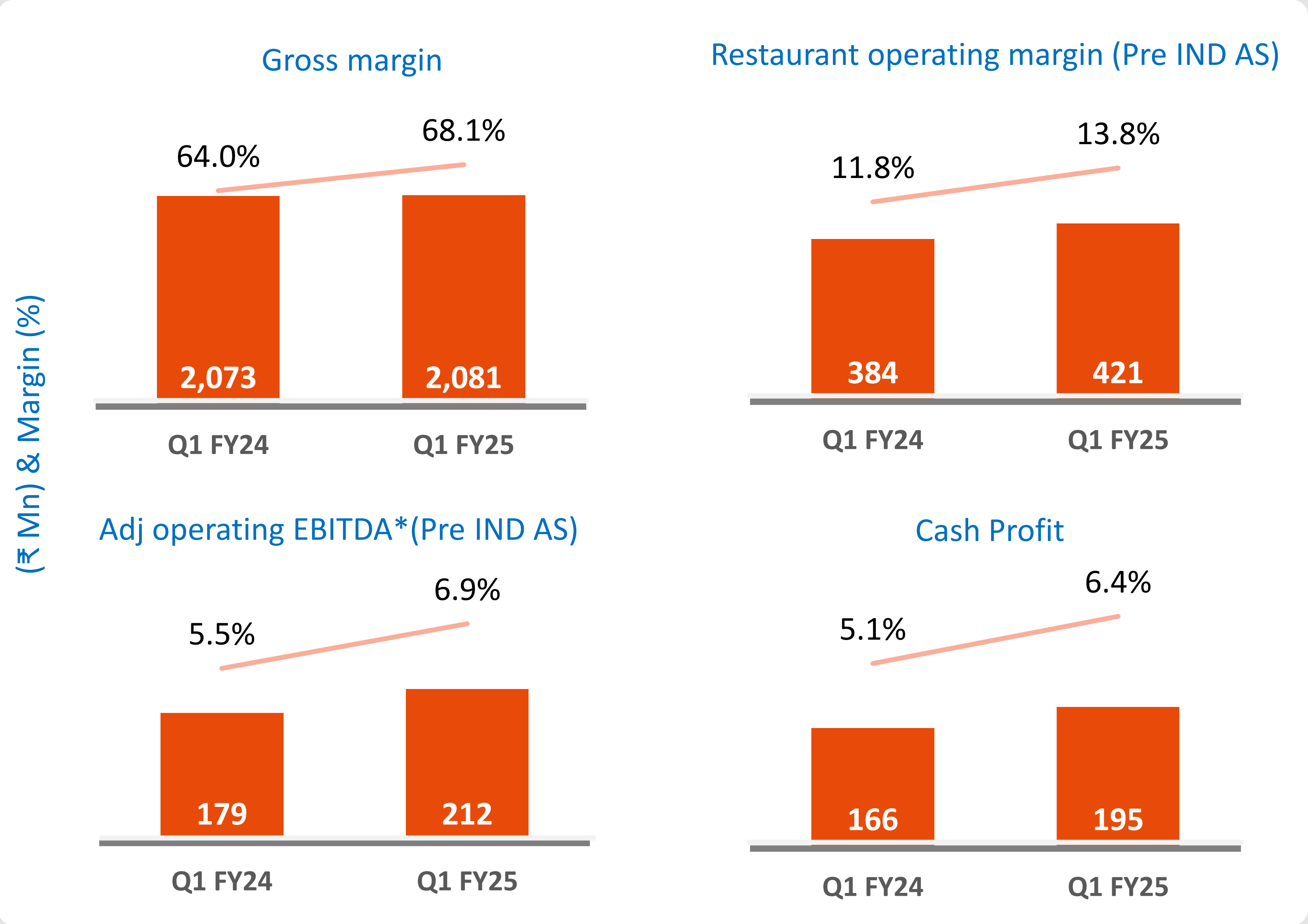
Revenue Trend (₹ million)



	Q1 FY24	Q4 FY24	Q1 FY25
Dine-in (%)	85%	84%	85%
Delivery (%)	15%	16%	15%

- Q1 FY25 revenues grew 2.6% sequentially
- Dine in- delivery mix of 85%:15%
- Negative SSSG partially due to impact of offer led volume growth in Q1 FY24
- One time impact of liquor serving restaurants being closed during general elections in few states
- International SSSG partially impacted due to floods in Dubai
- Network rationalization done in the previous year also led to revenue reduction by ~4%
- Month-on-month improvement trend in SSSG in first four months of FY25
- 25-30 new stores in FY25 to drive revenue growth

Core operating margins increased by 18% y-o-y



- Y-o-Y margin improvement led by cost efficiency and network rationalization
- **Same Store EBITDA growth is positive**
- Y-o-Y gross margin improvement led by pricing and benign input costs
- 200 bps improvement in restaurant operating margins
- Adjusted operating EBITDA of ~7%; growth of 18% vs. previous year
- Cash profit of 6.4% of revenue; robust EBITDA to cash conversion

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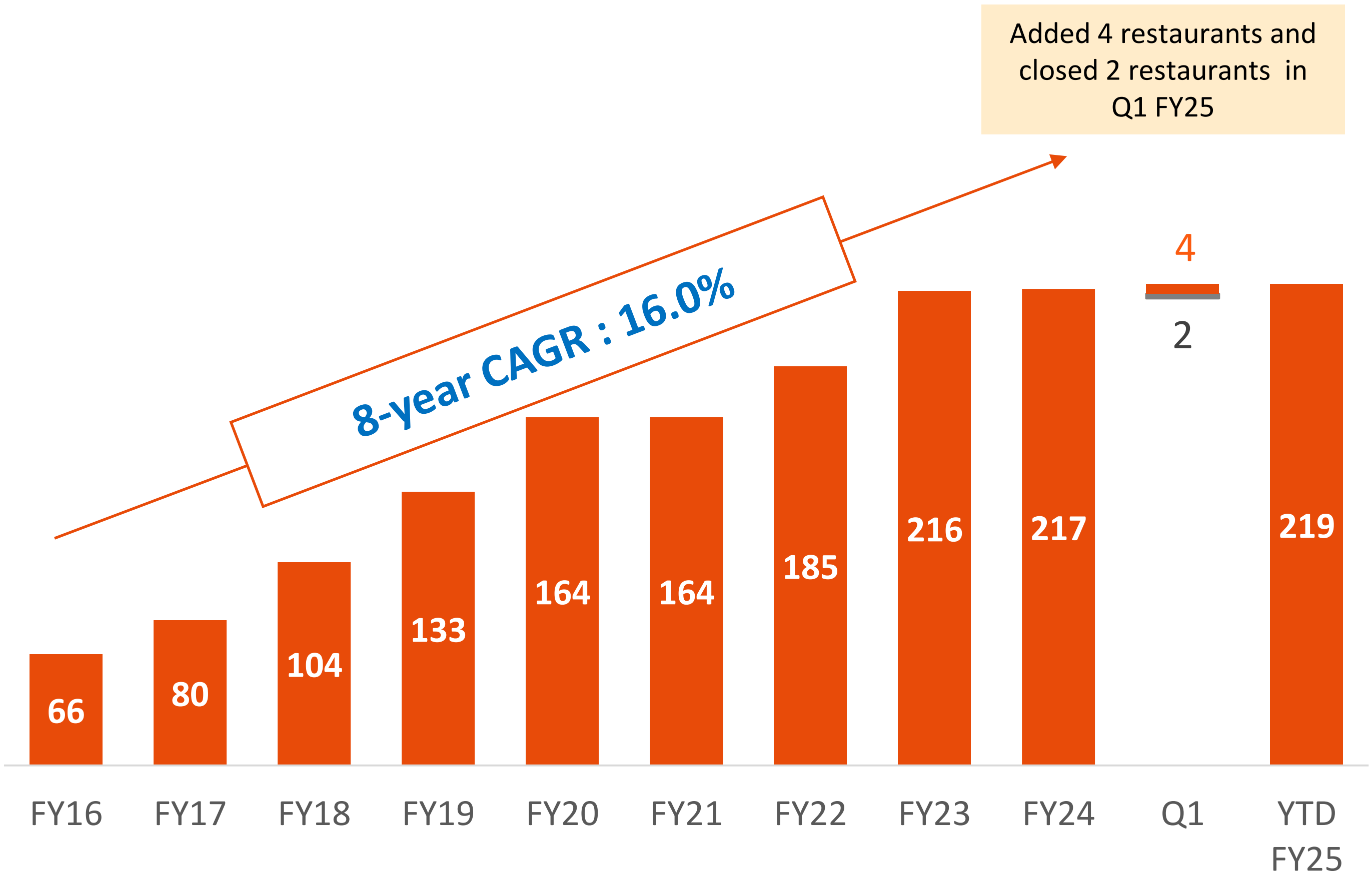
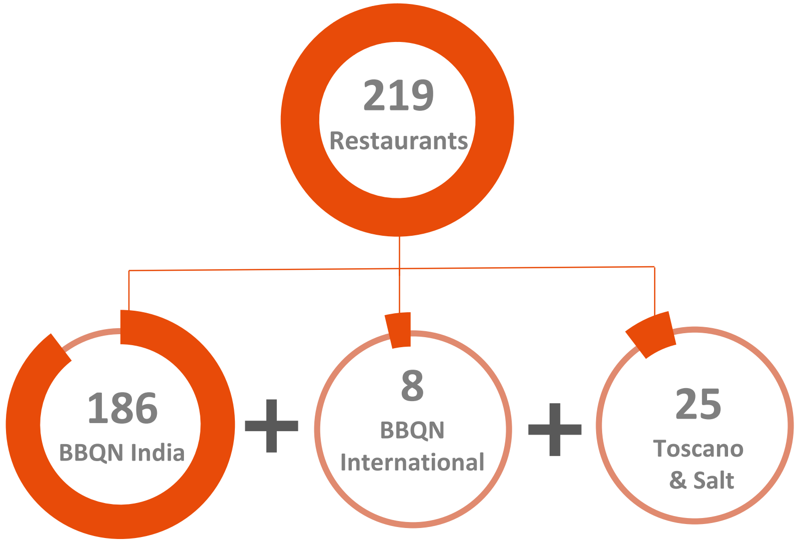
Network expansion: Target to add 25-30 restaurants in FY25

Expansion of Restaurant Network



Restaurant Composition



Distribution	FY24	Q1 FY25
Metros & Tier I	168	170
Tier II & III Cities	49	49
Total Network	**217**	**219**

8 restaurants under construction to commence operations in Q2/Q3 FY25

Added 4 new restaurants in Q1FY25

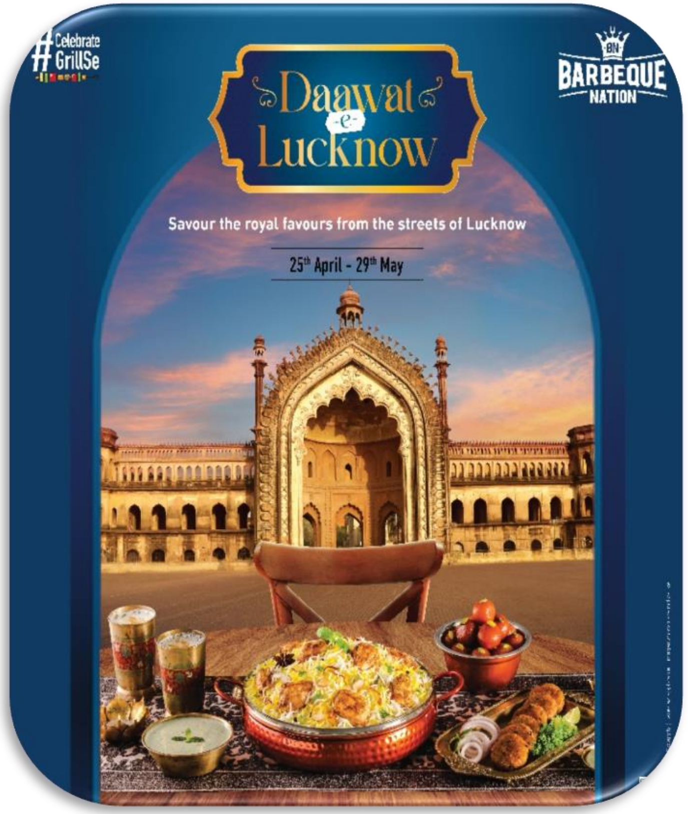
Mumbai – Vile Parle (Barbeque Nation)

Pune – Wakad (Toscano)

Bangalore – Whitefield (Salt)

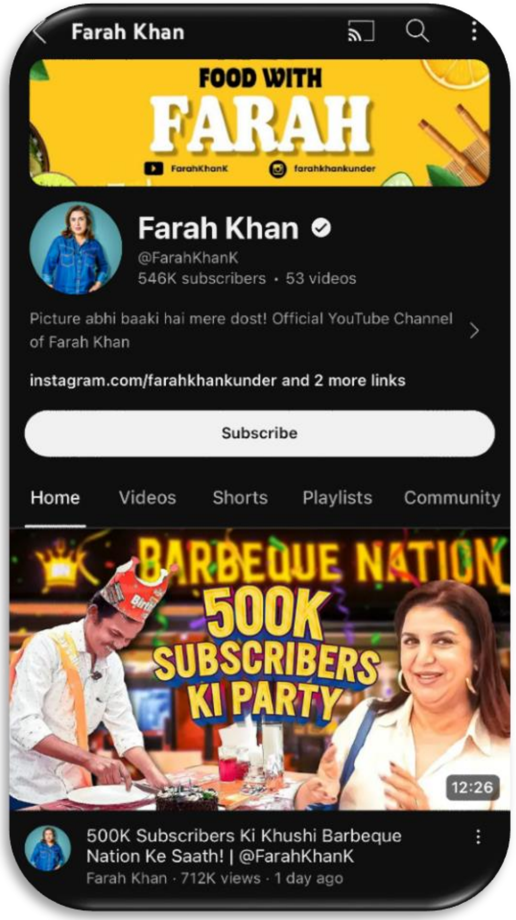
Bangalore – Vega Mall (Fiesta by Barbeque Nation)

Enhancing guest experience through in-house food activities

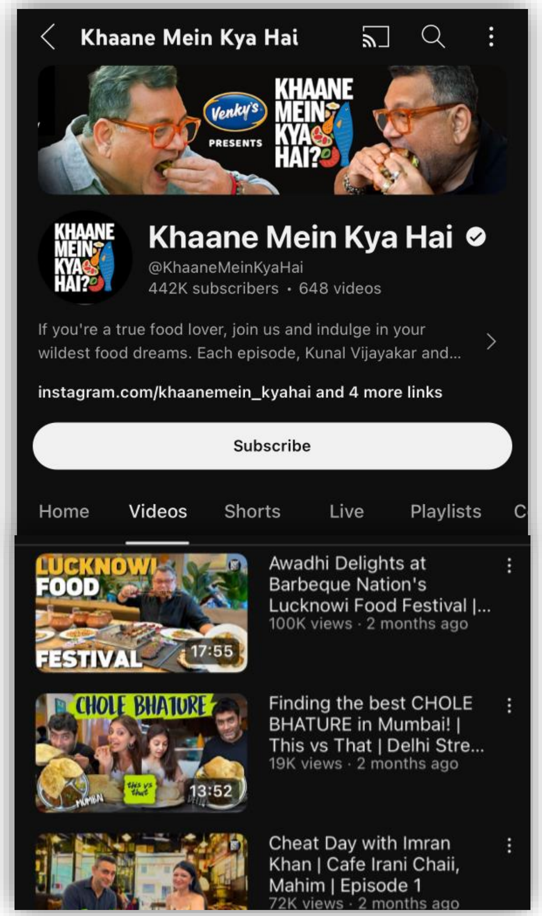


- Driving culinary experiences across restaurants

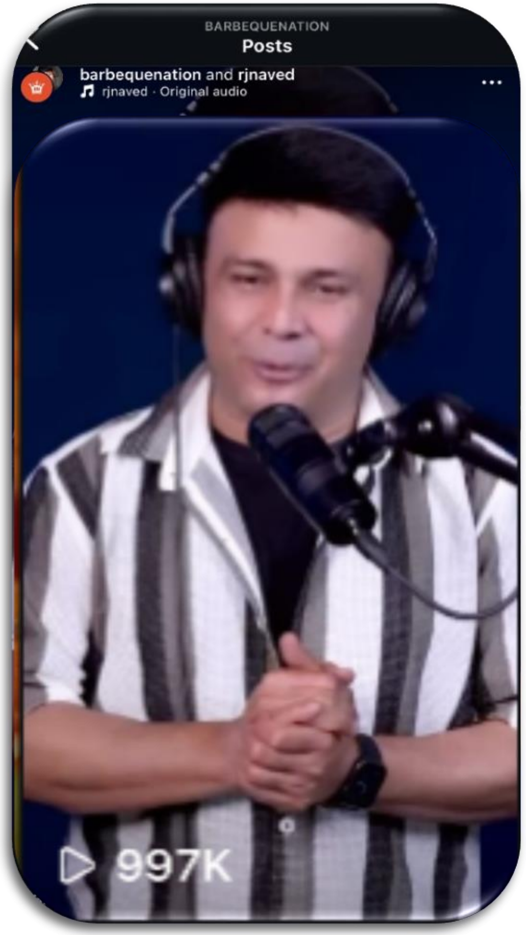
Collaborations with celebrities to endorse food festivals



Farah Khan
Mood-e-Monsoon
12.6 mn + views



Kunal Vijaykar
Daawat-e-Lucknow
200k + views



Brand Association
RJ Naved-Radio Mirchi
1 mn + views

Innovative Outdoor
Mango Tango

Premium dining experience at Toscano

- Enhancing culinary experiences to drive guest engagement

Premium dining experience at Salt

- Enhancing culinary experiences to drive guest engagement

Consolidated P&L

₹ Millions	Q1 FY25	Q1 FY24	Y-o-Y Gr%	Q4 FY24	Q-o-Q Gr%
Revenue from operations	**3,057**	**3,239**	**(5.6)%**	**2,981**	**2.6%**
Cost of food and beverages consumed	976	1,166	(16.3)%	928	5.2%
Employee related expenses	728	717	1.5%	644	13.0%
Occupancy and other expenses	844	888	(5.0)%	861	(2.0)%
Operating EBITDA	**509**	**468**	**8.8%**	**547**	**(7.0)%**
Operating EBITDA %	*16.6%*	*14.4%*		*18.4%*	
Other Income	27	40	(33.1)%	77	(65.1)%
Finance costs	186	187	(0.7)%	186	(0.0)%
Depreciation and amortisation	405	375	7.9%	447	(9.4)%
Exceptional items					
Profit before tax	**(55)**	**(55)**		**(9)**	
Tax expense	(11)	(14)		(9)	
Profit/(loss) after tax	**(43)**	**(41)**		**(0)**	
Profit/(loss) after tax %	*(1.4)%*	*(1.3)%*		*(0.0)%*	
Adjusted profitability*					
Adjusted Operating EBITDA	**212**	**179**	**18.1%**	**239**	**(11.6)%**
Adjusted Operating EBITDA %	*6.9%*	*5.5%*		*8.0%*	
Cash Profit	**195**	**166**	**17.4%**	**237**	**(17.5)%**
Cash Profit %	*6.4%*	*5.1%*		*7.9%*	

*Adjusted Operating EBITDA is calculated without the impact of IND AS 116, excludes other income and non cash ESOP provisions

About Us

Barbeque Nation Hospitality (BNHL)

Leading Food services company

Market leader In casual dining

Pioneered concept of "over the table barbeque"

Ranked 14th Great Place To Work in India

219
Restaurants Network

85+
Cities Present

1.1 Crore+
Guests served every year

India's largest casual dining restaurant (CDR) company

Presence across Indian and Italian cuisines

Consistently ranked amongst Best Companies to Work for

BARBEQUE NATION

Ranked 14th by Great Place To Work for the year 2024

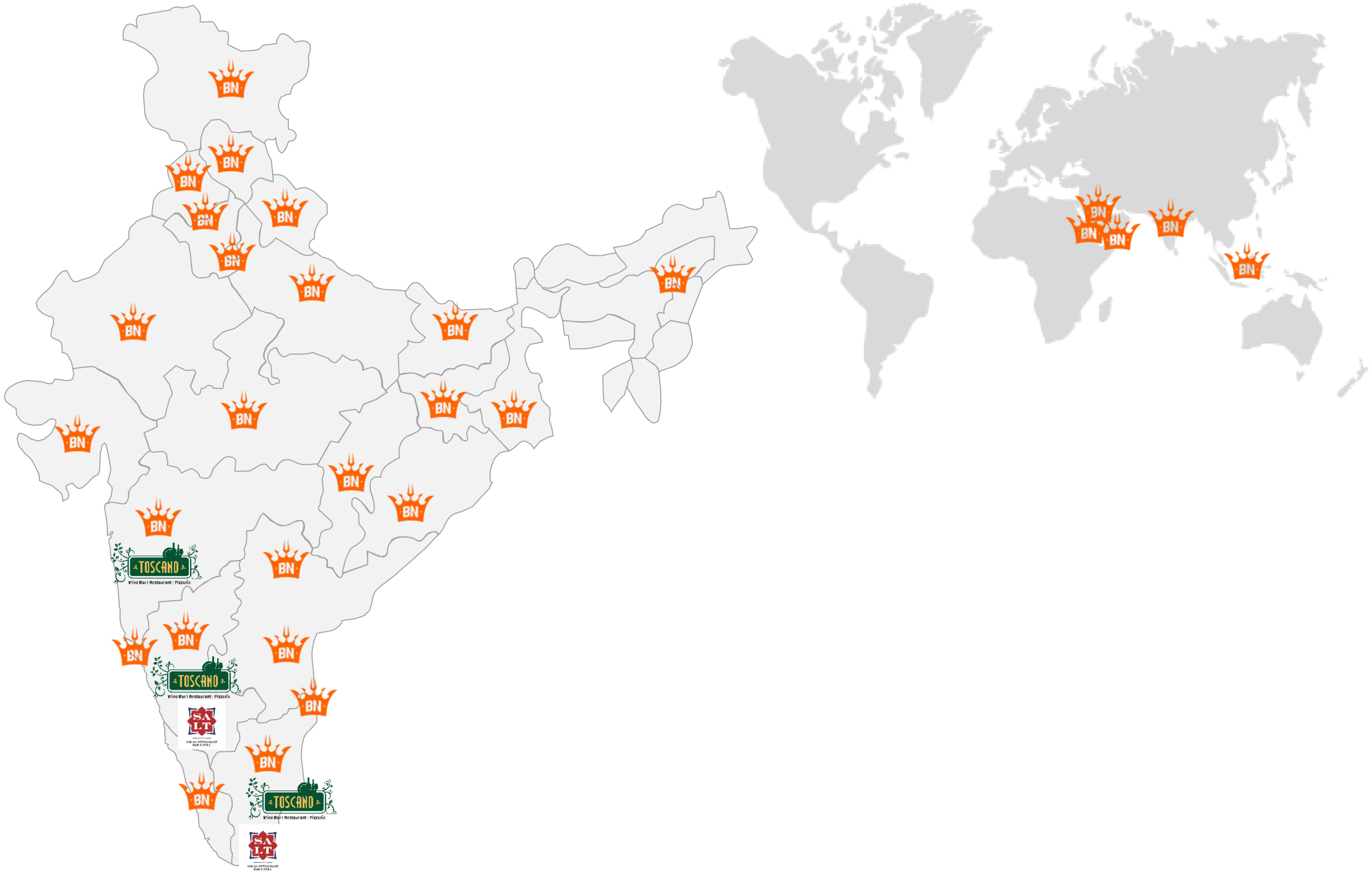
Best Companies To Work For
Great Place To Work. INDIA 2024

THE ECONOMIC TIMES

Scalable brand portfolio catering to diverse guest segments

	Affordable CDR - India	Premium CDR	International Business
	Barbeque Nation	Toscano, SALT	Barbeque Nation
Cuisine	Indian	Italian & Indian	Indian
Format	All-you-can-eat	A-la-carte	All-you-can-eat
Presence	186 restaurants across 80+cities	25 restaurants across 3 cities	8 restaurants across 5 cities
FY24 Revenue	₹1,046 crores	₹143 crores	₹ 90 crores

Wide Geographical Footprint



Network Presence

219

Restaurants

23

States

80+

Indian Cities

5

International cities

Strong tech-driven backend processes to support scale

Fully Integrated reservation system across channels/aggregators/Google

App/Website & Call Center
- 90% of dine-in business from own channels
- 6.8 mn + app downloads
- 30% of dine-in business from app and website

Integrated cloud based business intelligence tool tracking multiple real time restaurant level metrics

Robust platform to capture real time **guest feedback**

Automated vendor & supply chain management systems

Experienced team across business development and projects

Well established ***ERP System***

Tech enabled internal apps to manage daily operations

Strategic focus areas

- Maintain best-in-category guest experience to drive dine-in growth
- 325 restaurants by FY27
- Build portfolio of scaled brands
- Industry leading margins and strong cash flow generation

Maintain leadership in casual dining industry

BARBEQUE NATION

Market Leader
*in **'All you can eat'** category*

TOSCANO
Wine Bar | Restaurant | Pizzeria

Leading player
*in **'Italian CDR'** category*

SALT
PAN-INDIAN RESTAURANT
BAR & GRILL

Emerging player
*in **Indian CDR** category*

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