



Date: August 6, 2024

To,

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

Subject: Presentation made in the 18th Annual General Meeting (“AGM”) of Barbeque-Nation Hospitality Limited (“the Company”)

We hereby enclose the copy of Power Point Presentation presented during the 18th Annual General Meeting (“AGM”) of the Company held today i.e. August 6, 2024.

The aforementioned Presentation is also available on the website of the Company at 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

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, **CIN:** L55101KA2006PLC073031 **www.barbequenation.com**

BARBEQUE-NATION HOSPITALITY LIMITED



18TH ANNUAL GENERAL MEETING

6th August 2024



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.

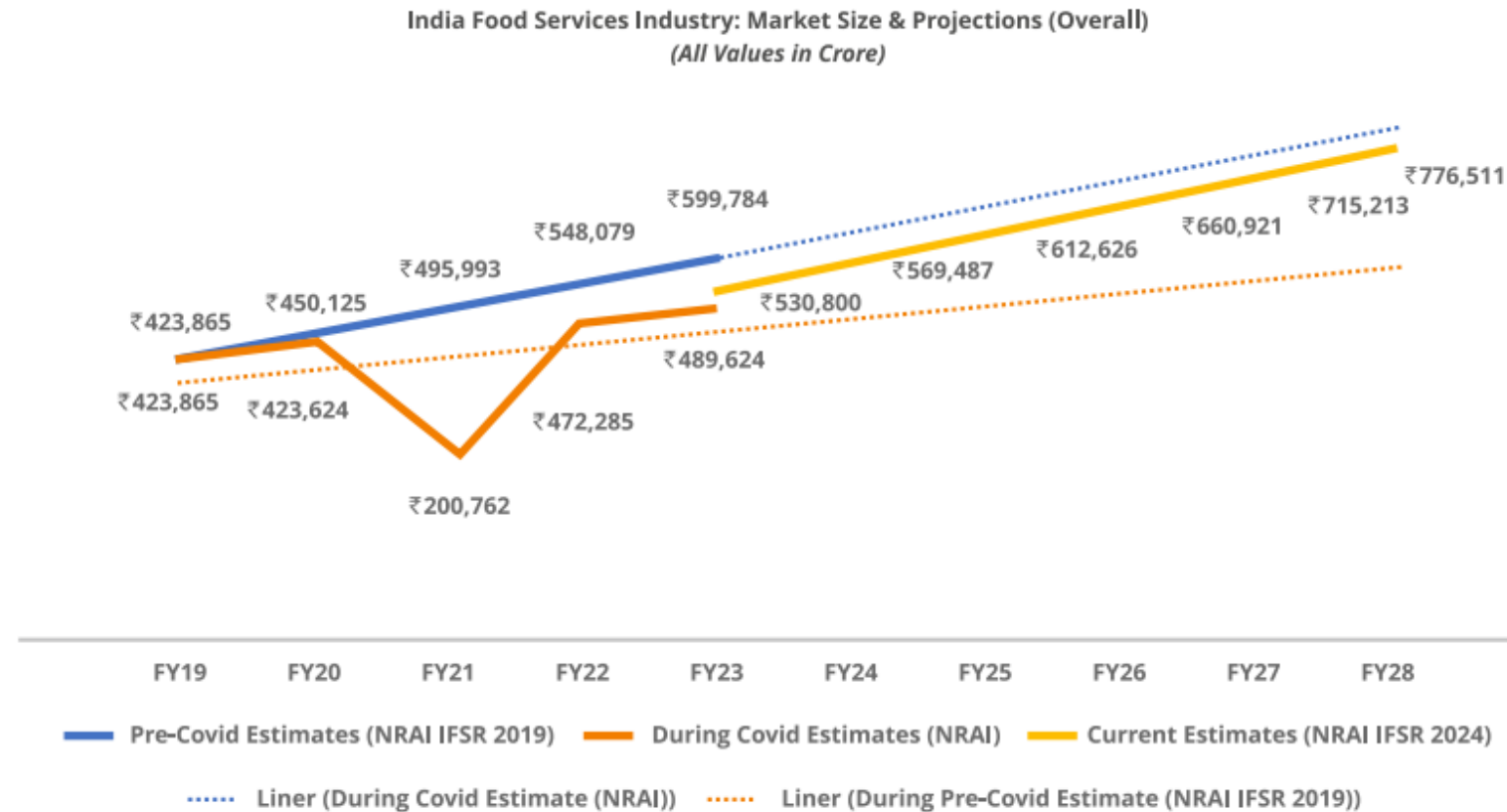
These factors include, but are not limited to, general market, macro-economic, governmental and regulatory trends, movements in currency exchange and interest rates, competitive pressures, technological developments, changes in the financial conditions of third parties dealing with us, legislative developments, 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 and in Blue Planet Foods unless otherwise mentioned. All margin calculation are on Revenue from operations, unless otherwise mentioned.

Industry Overview

Indian Food services market has grown at a CAGR of ~6% since Pre-Covid

MARKET SIZE



- ❑ Overall food services market has grown from ₹4.23L crores in FY19 (pre-covid) to ₹5.7L crores in FY24 i.e. CAGR of 6%
- ❑ 5 year CAGR 6% vs. earlier estimates of 9%; due to the impact of Covid
- ❑ The overall market is **expected to grow at a CAGR of 8% over next 4 years**

Growth drivers for the industry

1

Frequency of Dining Out

2

Youthful population

3

Expanding middle class

4

Rise in nuclear families

5

Urbanisation surge

6

Ubiquitous Food Delivery Ecosystem

7

Demand for Culinary Diversity

8

Retail Space Availability

9

Increased Smartphone and Internet Usage

10

Rise in Working Women

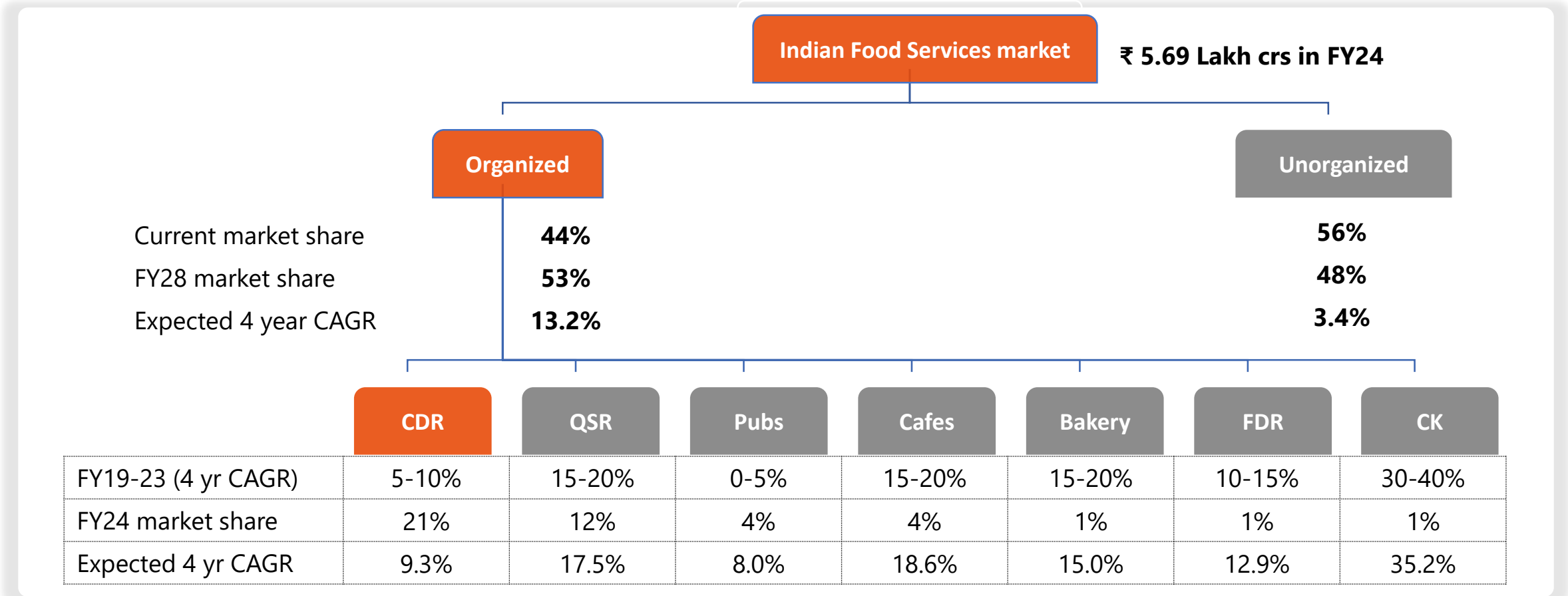
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Digital Payments Revolution

12

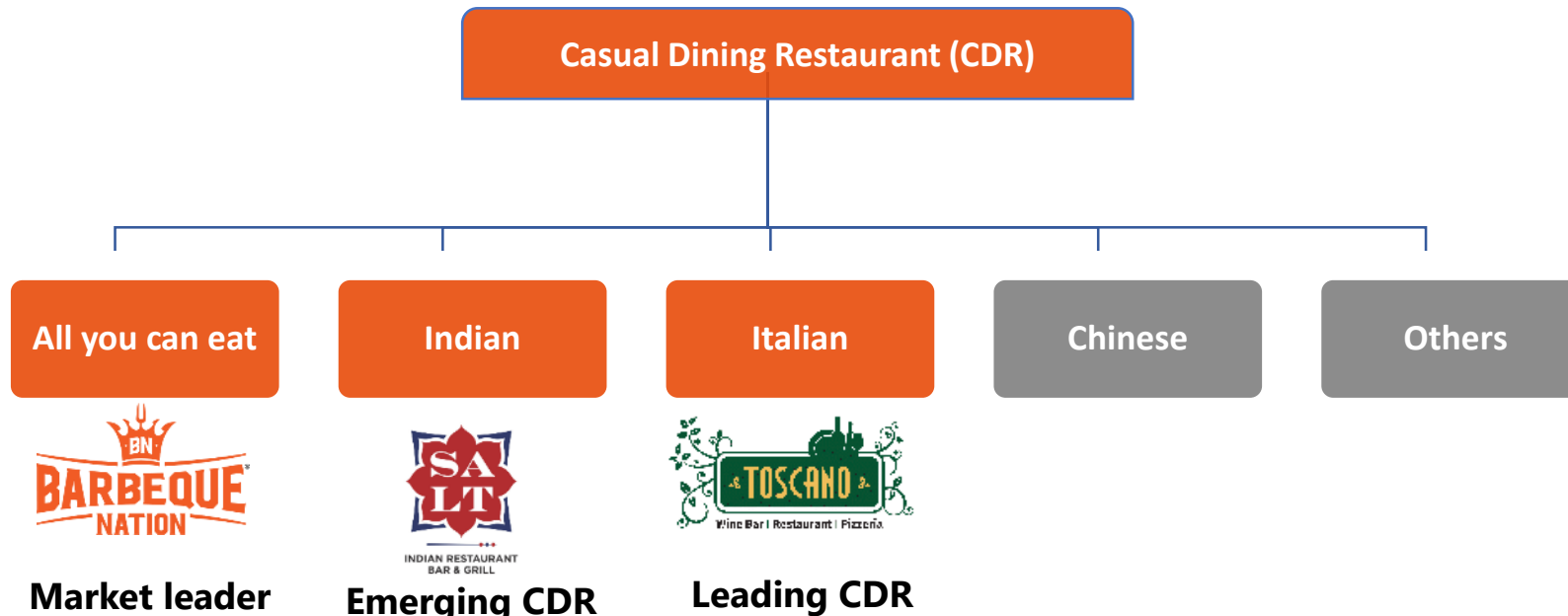
Impact of Social Media

Organized market share increasing; CDR is the largest segment



- ❑ Organized market is expected to grow at 13.2% (share to increase from 44% in FY24 to 53% in FY28)
- ❑ CDR is the largest category (~50% of the organized market); expected to grow at 9.3%

BNHL is the market leader in full service CDR with increasing market share



₹ crs	FY19	FY24	Growth
Overall CDR	81,300	121,555	49.5%
BNHL	739	1,255	69.8%
BNHL Market Share	0.91%	1.03%	13.5%

- While CDR market has grown 50%, BNHL has grown at a 70%
- BNHL market share has increased from 0.91% in FY19 to 1.03% in FY24
- BNHL is market leader in all-you-can-eat segment and is scaling brands in other categories

FY24 Highlights

FY24 Highlights

Leading

Food services
company

Market leader

Casual dining

Ranked 13th

Great Place To Work

217

Restaurants
Network

₹ 12,545 Mn

Revenue from
operations FY24

1.1 Crores

Guests served
in FY24

85

Cities Present

14.7%

Delivery Contribution
in FY24

8,000+

Employee
headcount

*India's largest
casual dining
restaurant (CDR)*
company

Presence across
Indian and Italian
cuisines

**Strength of our
business model**

Strength of our business model



***Diversified
portfolio***



***Scalability and
expansion***



***Operational
excellence***



***Guest centric
approach***






***Sustainable
growth***



***Experienced
leadership***

Scalable brand portfolio catering to diverse guest segments

	Affordable CDR - India	Premium CDR	International Business
			
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

Diversified portfolio

Scalability and expansion

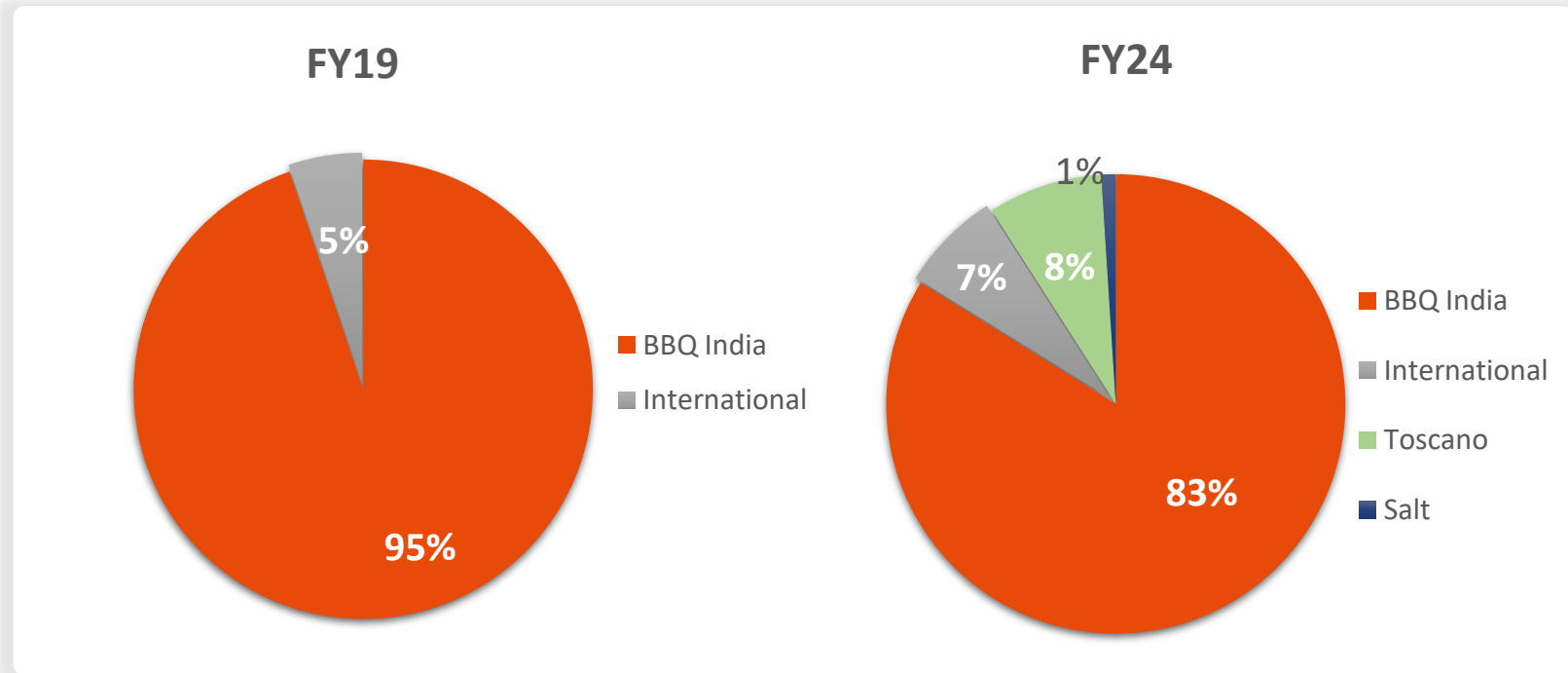
Operational excellence

Guest centric approach

Sustainable growth

Experienced leadership

Successfully diversified into other business verticals which helped in driving higher than industry growth rate



- ❑ Diversified portfolio to 4 divisions from 2 in FY19
- ❑ Share of other businesses increased from 5% in FY19 to 17% in FY24

Diversified portfolio

Scalability and expansion

Operational excellence

Guest centric approach

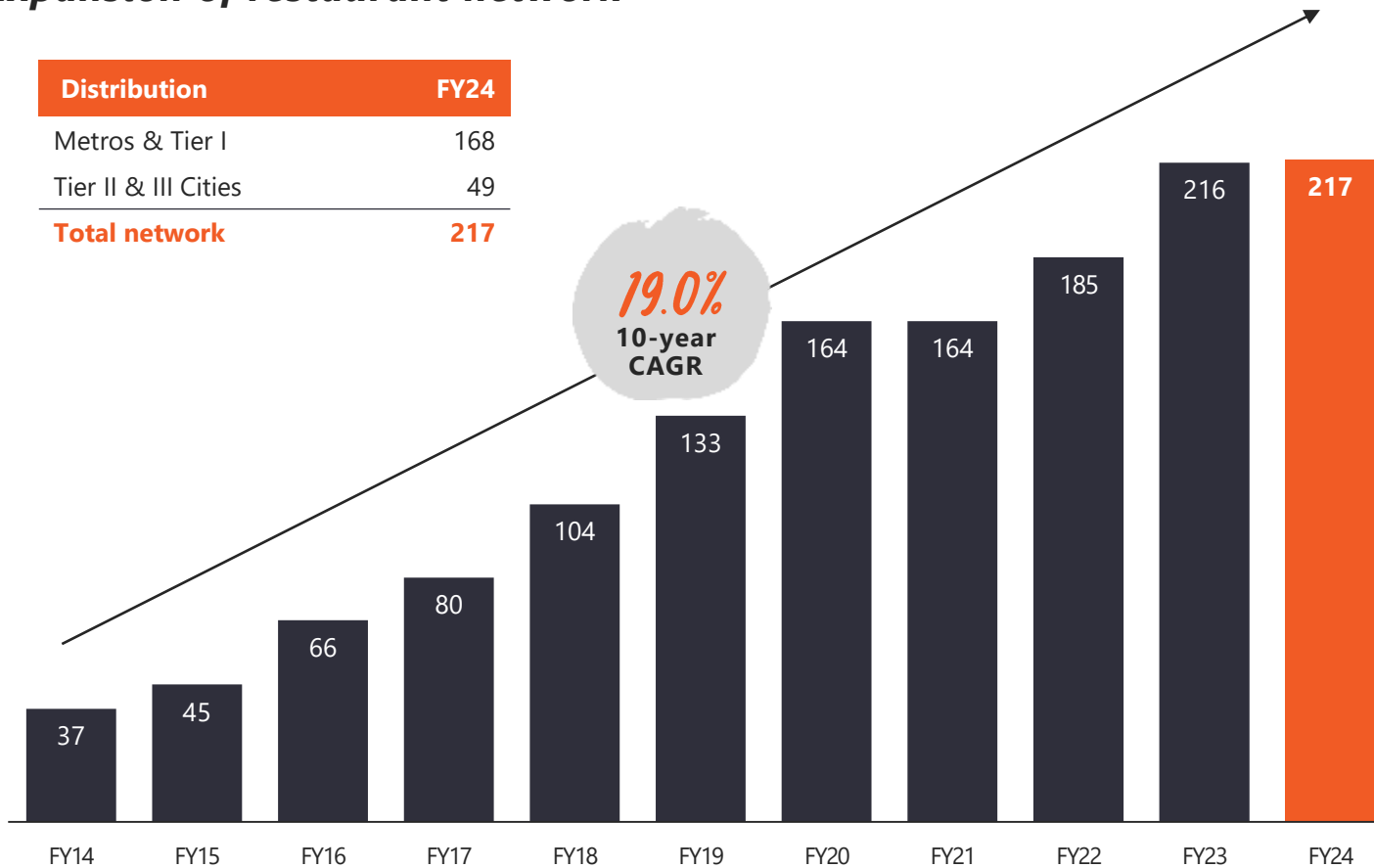
Sustainable growth

Experienced leadership

Grown at 10-year CAGR of ~19%; plans to add ~100 restaurants over next 3 years

Expansion of restaurant network¹

Distribution	FY24
Metros & Tier I	168
Tier II & III Cities	49
Total network	217



Diversified portfolio

Scalability and expansion

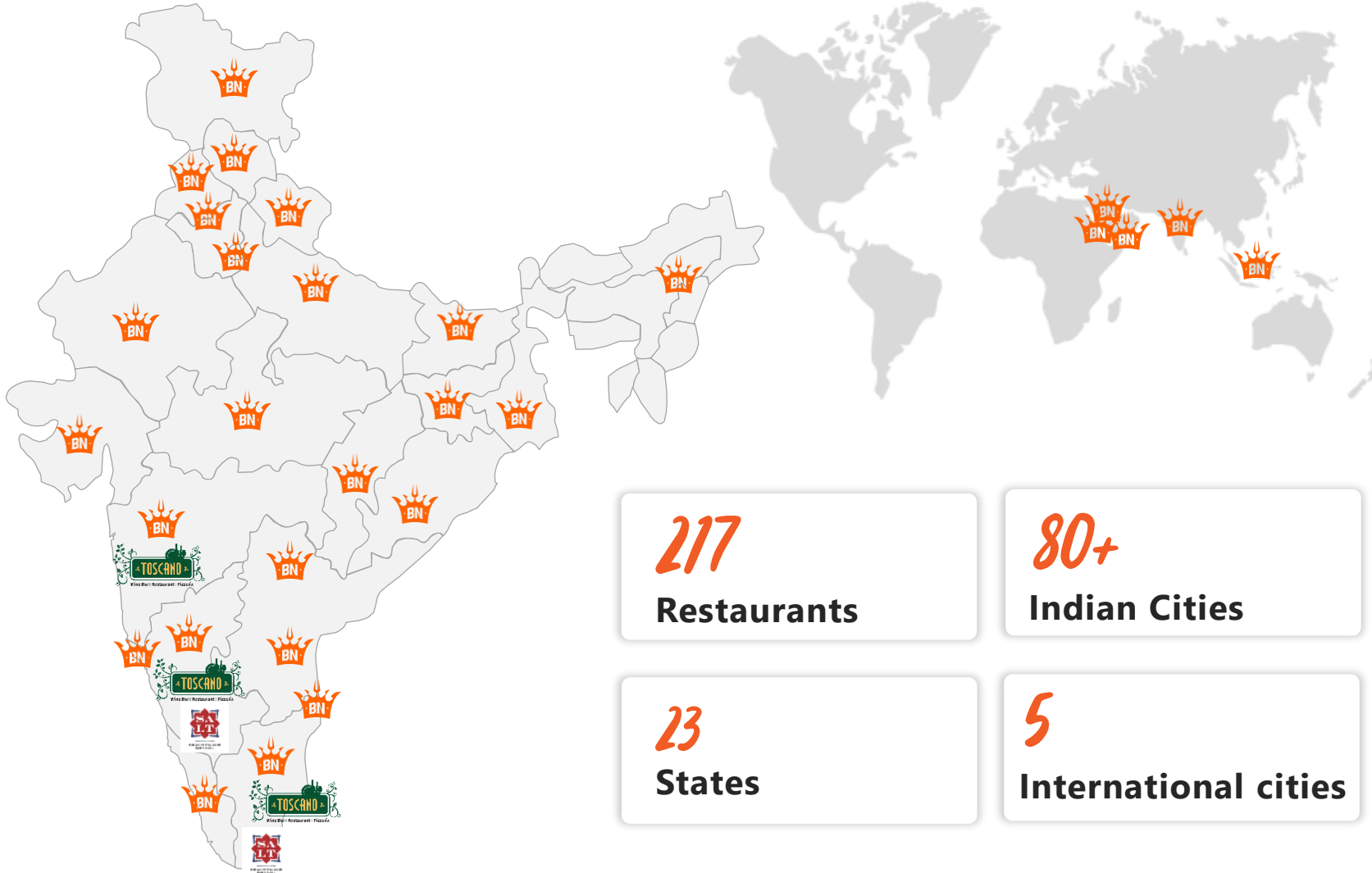
Operational excellence

Guest centric approach

Sustainable growth

Experienced leadership

Serving guests over 85 cities across 5 countries



Diversified portfolio

Scalability and expansion

Operational excellence

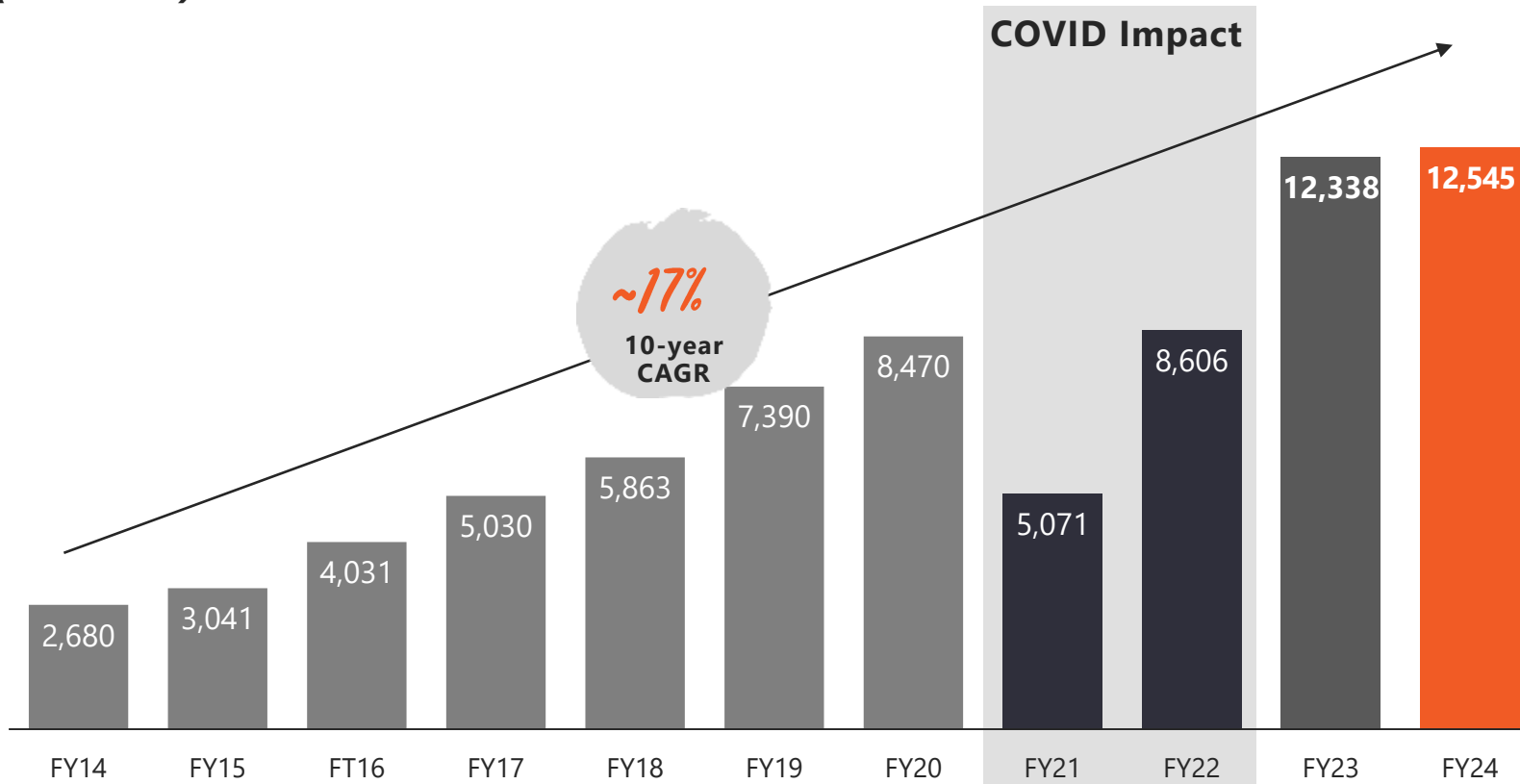
Guest centric approach

Sustainable growth

Experienced leadership

Delivered consistent revenue growth

Consolidated Revenue from Operations
(₹ million)



Revenues grew at a 10 year CAGR of 17%

Diversified portfolio

Scalability and expansion

Operational excellence

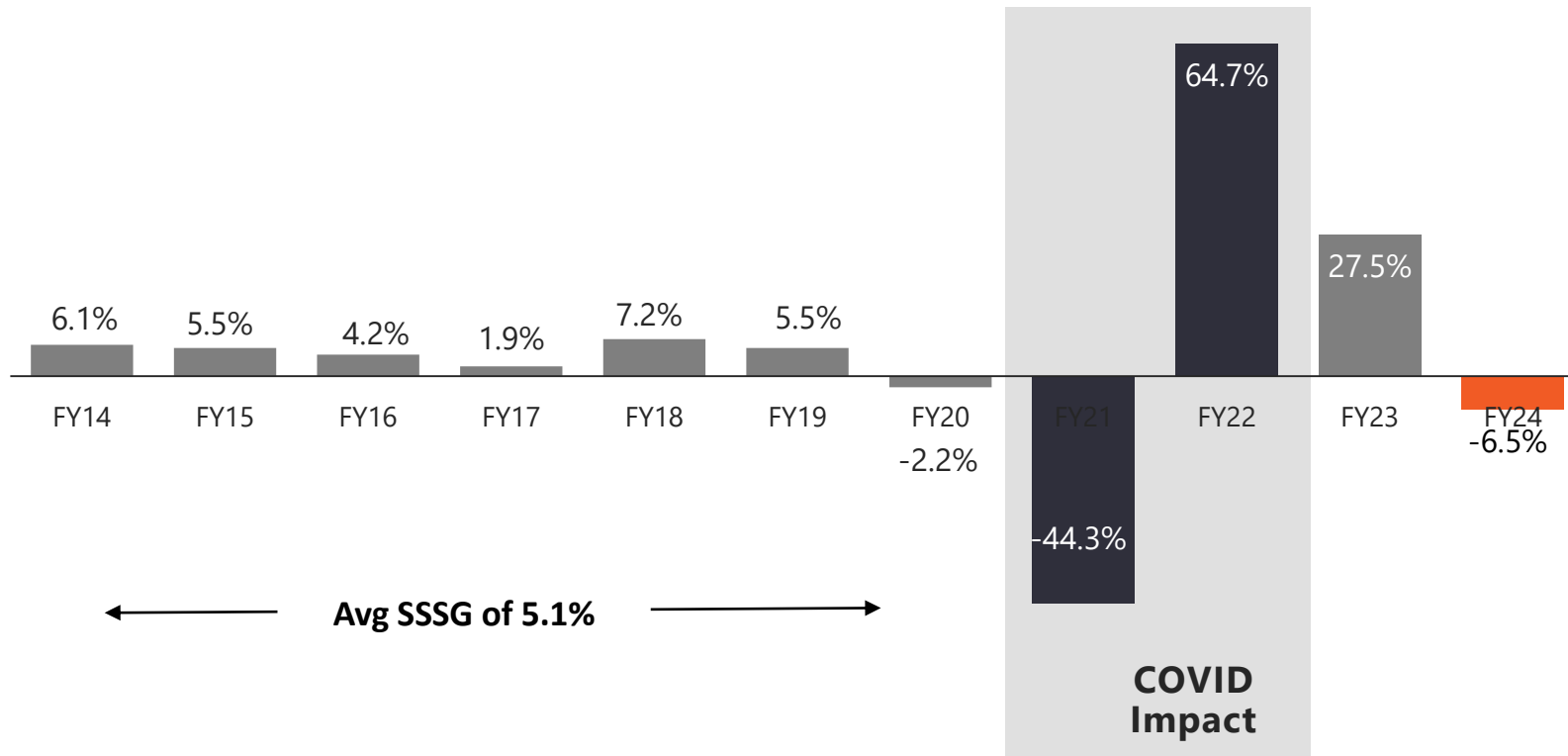
Guest centric approach

Sustainable growth

Experienced leadership

Consistent long term SSSG Performance

SSSG
(%)



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

Diversified portfolio

Scalability and expansion

Operational excellence

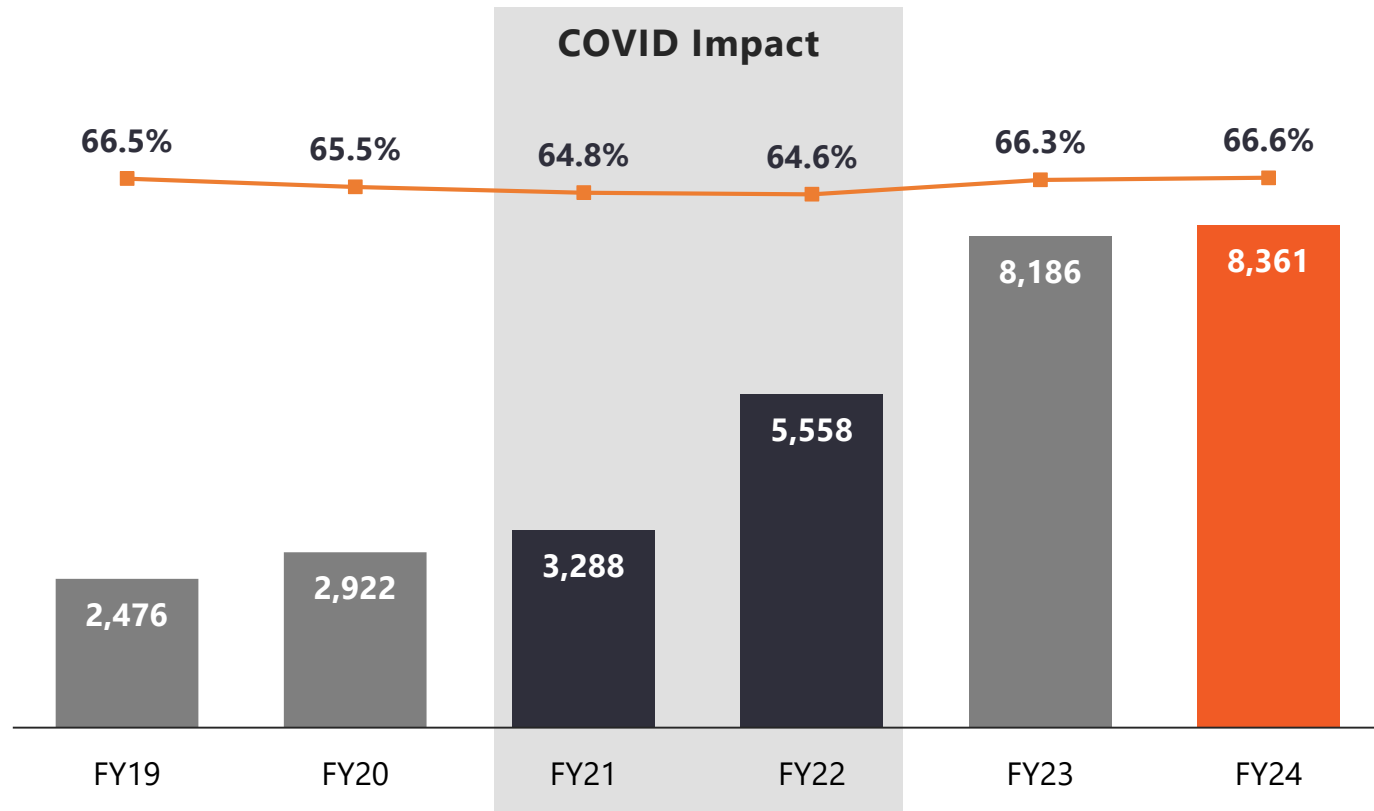
Guest centric approach

Sustainable growth

Experienced leadership

Consistently delivered strong gross margins

Gross Margin (₹ Million) and margins (%)



Diversified portfolio

Scalability and expansion

Operational excellence

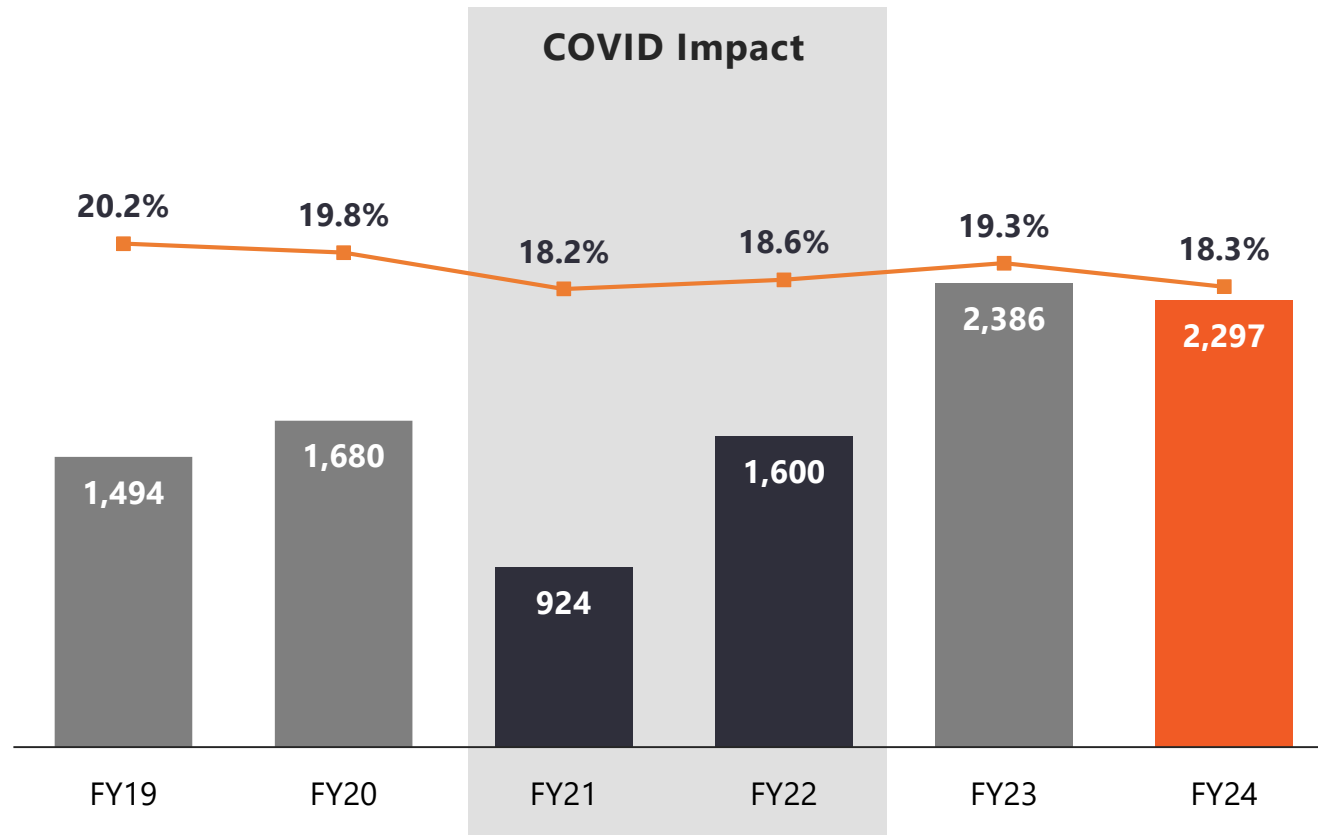
Guest centric approach

Sustainable growth

Experienced leadership

Consistently delivered strong margins; preserved margins despite challenging demand scenario

Reported EBITDA (₹ Million) and margins (%)



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

Diversified portfolio

Scalability and expansion

Operational excellence

Guest centric approach

Sustainable growth

Experienced leadership

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



Automated vendor &
supply chain
management systems



Robust platform to
capture real time
guest feedback



Tech enabled
internal apps to
manage daily
operations

Diversified portfolio

Scalability and expansion

Operational excellence

Guest centric approach

Sustainable growth

Experienced leadership

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

Diversified portfolio

Scalability and expansion

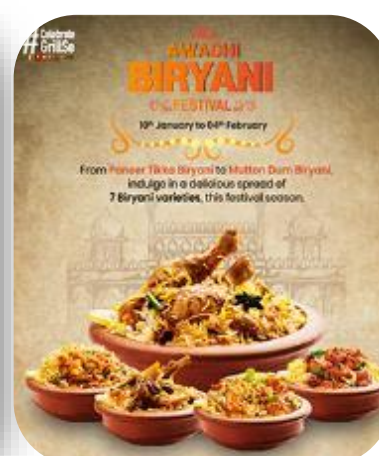
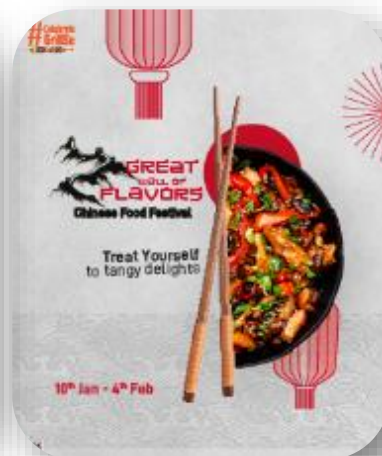
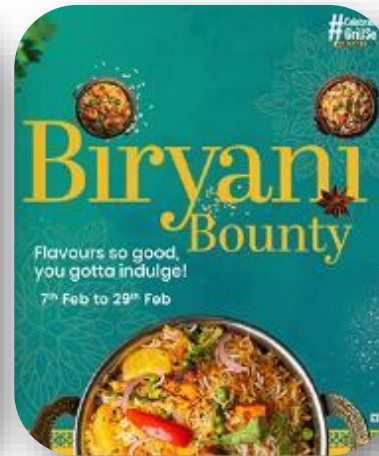
Operational excellence

Guest centric approach

Sustainable growth

Experienced leadership

Enhancing guest experience through in-house food activities



Diversified portfolio

Scalability and expansion

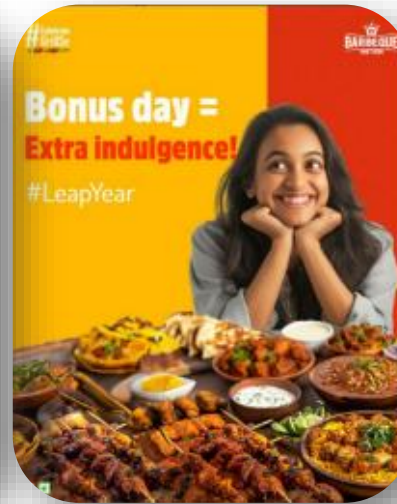
Operational excellence

Guest centric approach

Sustainable growth

Experienced leadership

Guest engagement to enhance festive experiences



Diversified portfolio

Scalability and expansion

Operational excellence

Guest centric approach

Sustainable growth

Experienced leadership

Premium dining experience at Toscano



Diversified portfolio

Scalability and expansion

Operational excellence

Guest centric approach

Sustainable growth

Experienced leadership

Premium dining experience at Salt



Diversified portfolio

Scalability and expansion

Operational excellence

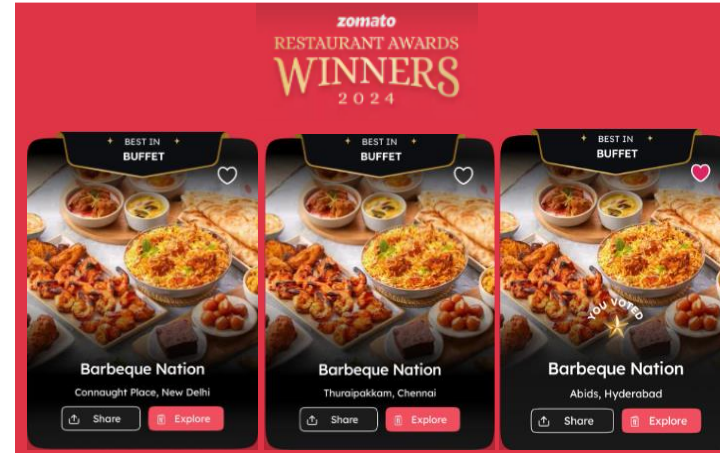
Guest centric approach

Sustainable growth

Experienced leadership

Awards & accolades

- **'Most admired Dine in Restaurant of the Year'** in 7th Edition of Pepsi images Food and Service Awards 2023
- ET HospitalityWorld.com Restaurant and Night Life Awards 2023 **'Restaurant Chain of the Year'**
- **'Best Buffet Restaurant In India'** award by Mr TPS Grover president of 'Food Critics & Bloggers Association' at Pacific Mall Dwarka outlet
- **'Best BBQ & Grills Restaurant Award'** – Chandigarh
- Multiple restaurants awarded **'Best in Buffet'** at Zomato Restaurant Awards 2024
- **'Best Foreign Cuisine Restaurant of the Year (Italian)'** by Restaurant Awards, Chennai
- **'Best Italian Cuisine Restaurant Chain'** by Food Connoisseur, Pune
- **'Top 50 Places to drink In India'** - 25th by India Wine Awards 2023
- BNHL awarded by Tourism & Hospitality Skill Council (THSC) for **special contributions in PMKVY** for Highest Number in Industry Scheme



Diversified portfolio

Scalability and expansion

Operational excellence

Guest centric approach

Sustainable growth

Experienced leadership

Our commitment to environmental stewardship, social responsibility and ethical governance practices



- **Tree plantation:** Conducted sapling plantation drive to create awareness about importance of plants in combating pollution and climate change
- **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 13th in India's Best Companies to Work For, 2023
- **Employee welfare :** 'Hunar ki Udaan' –initiative to equipping disadvantaged youth with employable skills in hotel management
- **Diversity:** 'Her Power' – initiative to empower women in restaurant operations and bring diversity at workplace. 22% of the board of directors are female; Key management personnel also has 25% female representation



- **Board Independence:** 6 of the total 10 board members are non-executive; 4 directors including Chairman of the board are independent directors
- **Corporate Governance:** Strong corporate governance practices along with well defined policies and practices

Diversified portfolio

Scalability and expansion

Operational excellence

Guest centric approach

Sustainable growth

Experienced leadership

Eminent board members with diverse backgrounds ensuring high standard of corporate governance

<p>T. Narayanan Unni</p> <p>Independent Chairman</p>	<p>Abhay Chaudhari</p> <p>Independent Director</p>	<p>Revathy Ashok</p> <p>Independent Director</p>	<p>Ajay Nanavati</p> <p>Independent Director</p>	<p>Kayum Dhanani</p> <p>Managing Director</p>	<p>Raof Dhanani</p> <p>Non Executive Director</p>	<p>Suchitra Dhanani</p> <p>Non Executive Director</p>	<p>Azhar Dhanani</p> <p>Non Executive Director</p>	<p>Devinjit Singh</p> <p>Non Executive Director</p>	<p>Rahul Agrawal</p> <p>CEO &Wholesale Director</p>
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- Audit Committee
- Corporate Social Responsibility and Sustainability Committee
- Nomination & Remuneration Committee
- Risk Management Committee
- Stakeholders' Relationship Committee

C indicates Chairman of the Committee

Diversified portfolio

Scalability and expansion

Operational excellence

Guest centric approach

Sustainable growth

Experienced leadership

Led by team of professionals with diverse experience



Rahul Agrawal

*Chief Executive Officer &
Whole-time Director*



Gulshan Chawla

*Chief Operating Officer &
Chief People Officer*



Nakul Gupta

Chief Marketing Officer



Amit Betala

Chief Financial Officer



Mansoor Memon

Chief Development Officer



Ahmed Raza

Chief Technology Officer

Diversified portfolio

Scalability and expansion

Operational excellence

Guest centric approach

Sustainable growth

Experienced leadership

Consistently ranked amongst Best Companies to Work for



BARBEQUE NATION

Ranked 13th by Great Place To Work for the year 2023



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



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



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



PAN-INDIAN RESTAURANT
BAR & GRILL

Emerging player
in **Indian CDR** category



BARBEQUE-NATION HOSPITALITY LTD.

HEAD OFFICE

Saket Callipolis,
Unit No 601 & 602, 6th Floor,
Doddakannalli Village, Varthur Hobli, Sarjapur Road,
Bengaluru, Karnataka 560035 India.

E: feedback@barbequenation.com

W: www.barbequenation.com

For further information, please contact:

Bijay Sharma
Head of Investor Relations
Barbeque-Nation Hospitality Ltd.
Investor@barbequenation.com