

BARBEQUE-NATION HOSPITALITY LIMITED



Earnings Presentation

Q2 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.

Q2 FY25 Key highlights

Revenue from Operations

₹ 3,057 mn

1.3% y-o-y

Restaurant Network

222

Q2 FY24: 212

SSSG (%)

(2.5)%

Q2 FY24: (10.7)%

Dine-in/ Delivery Mix

85%/15%

Q2 FY24: 85%/15%

Gross Margin

₹ 2,081 mn

+4.6% y-o-y
Margin: 68.1%

Operating EBITDA

₹ 456 mn

+2.7% y-o-y
Margin: 14.9%

Adjusted Operating EBITDA*

₹ 166 mn

+23.1% y-o-y
Margin: 5.4%

Cash Profit

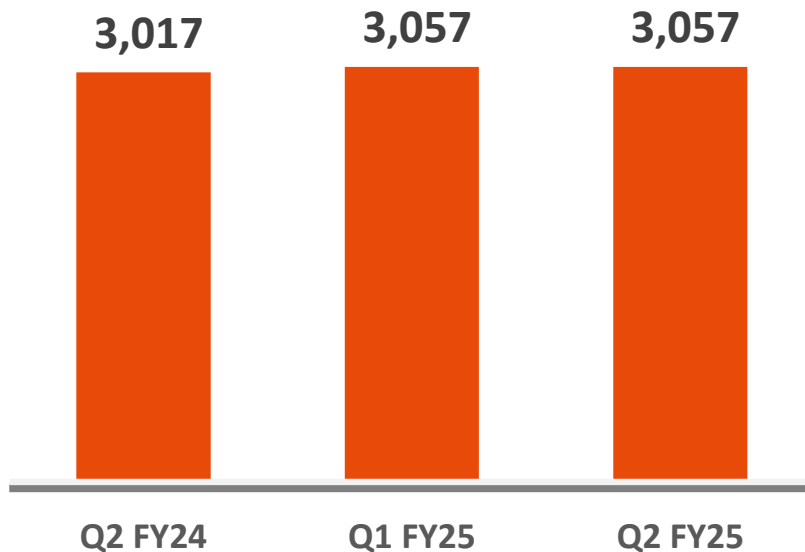
₹ 154 mn

+16.9% y-o-y
% of Revenue: 5.0%

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

Consolidated revenues grew 1.3% Y-o-Y

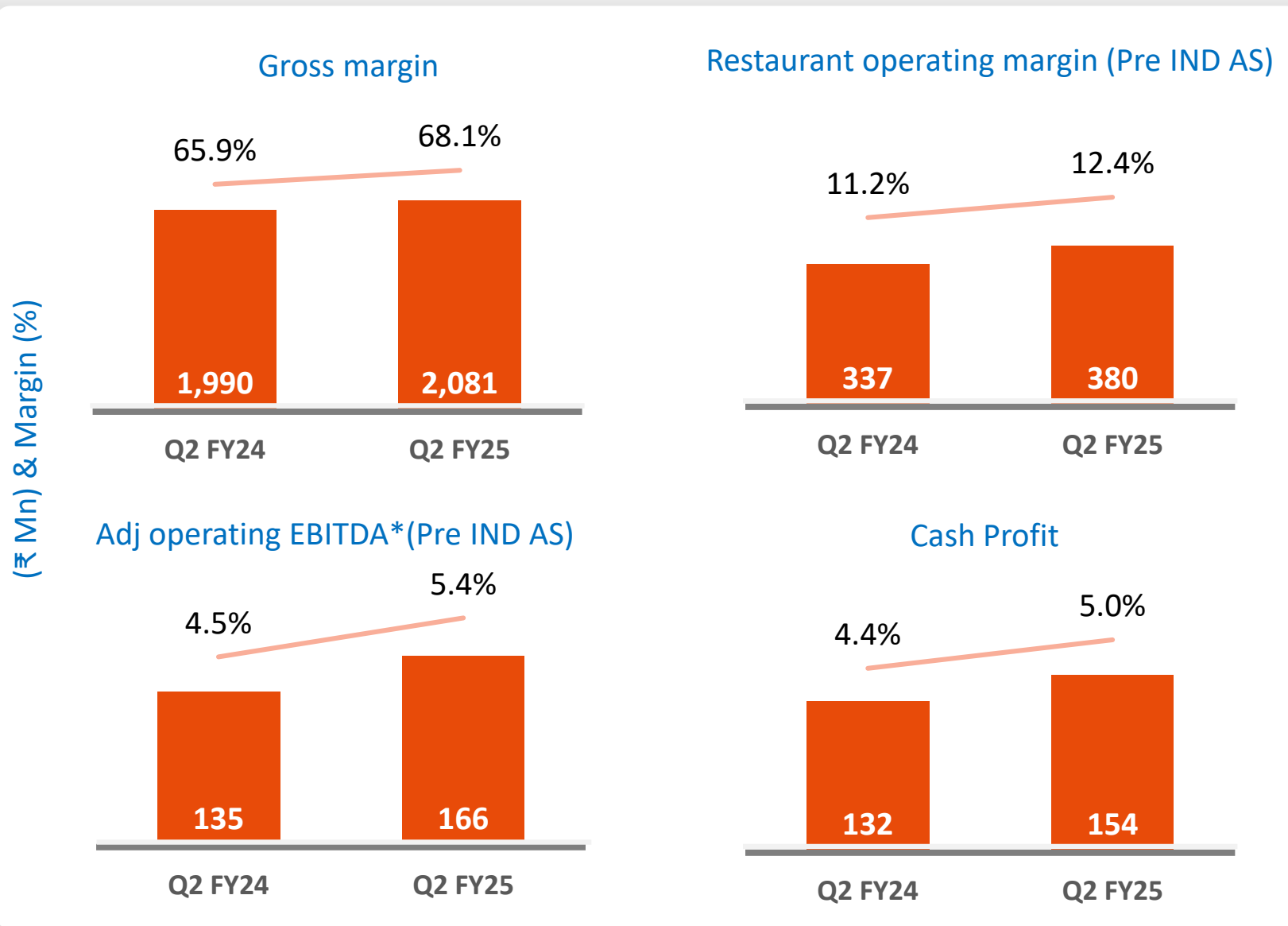
Revenue Trend (₹ million)



85%	85%	85%	Dine-in (%)
15%	15%	15%	Delivery (%)

- Q2 FY25 revenues grew 1.3% Y-o-Y
- Dine in- delivery mix of 85%:15%
- Q2 is a seasonally weakest quarter
 - Historically Q2 is lower than Q1 due to higher vegetarian days
 - However, this year sequential revenues were flat
- Month-on-month improvement in SSSG trend

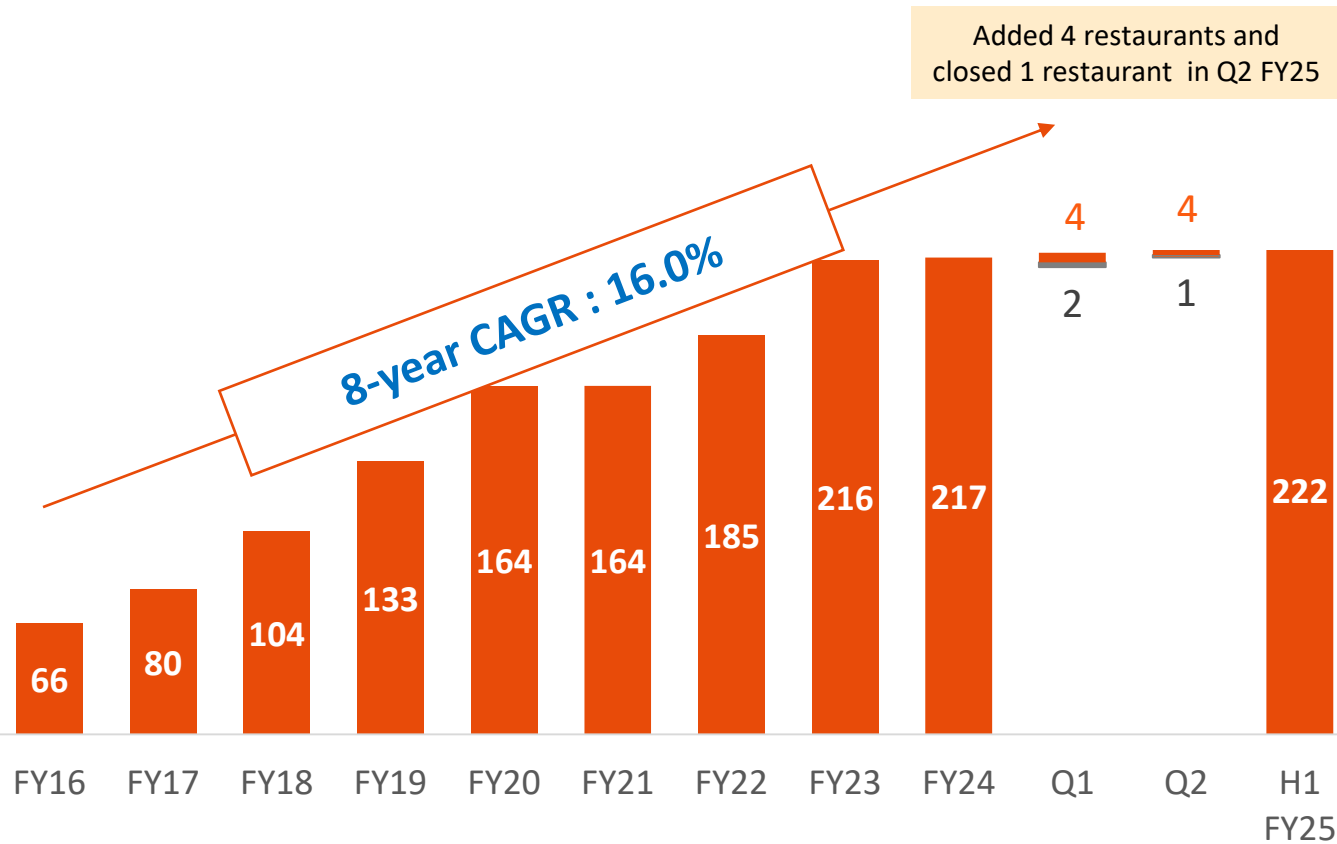
Pre IND-AS operating margins increased by 23% y-o-y



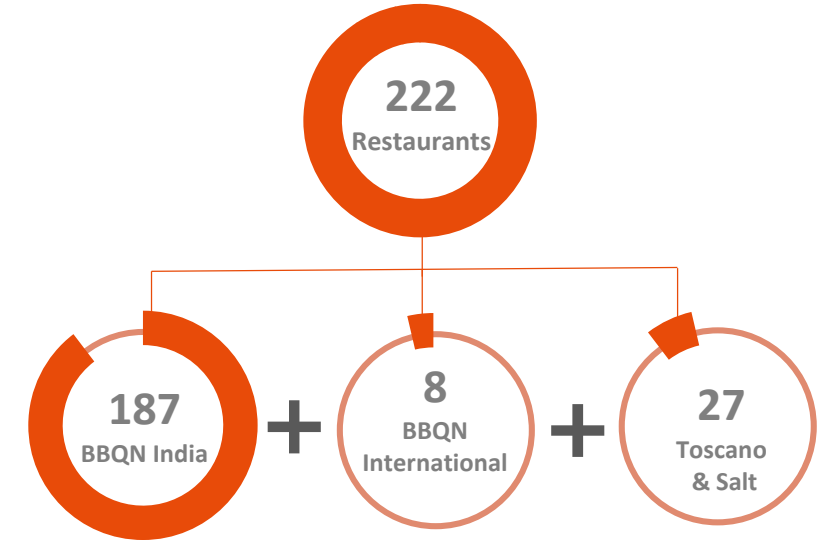
- **Same Store EBITDA growth continued to be positive**
- Y-o-Y gross margin improvement driven by
 - Efficient management of input cost
 - Includes 80 bps improvement on account of reclassification (in Q3 FY24), no impact on Pre IND-AS EBITDA
- Improvement in operating margins led by gross margin improvement and cost control initiatives

Network expansion: Target to add 25 new restaurants in FY25

Expansion of Restaurant Network



Restaurant Composition



Distribution	Q1 FY25	H1 FY25
Metros & Tier I	170	173
Tier II & III Cities	49	49
Total Network	219	222

Launched 8 restaurants in H1; further 3 restaurants launched in Oct-24; 6 sites under construction

New store launches

Hyderabad - (Barbeque Nation)



Patna (Fiesta by Barbeque Nation)



Hyderabad -(Salt)

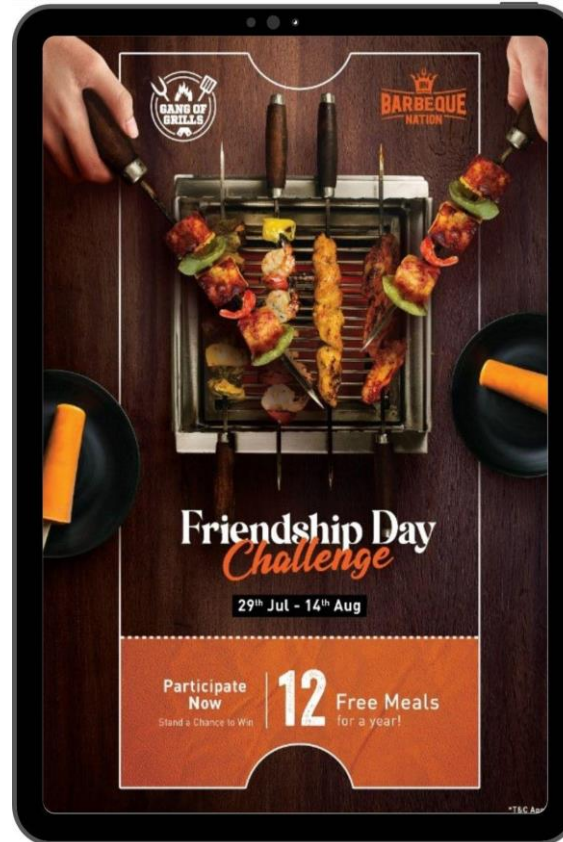


Hyderabad -(Toscano)

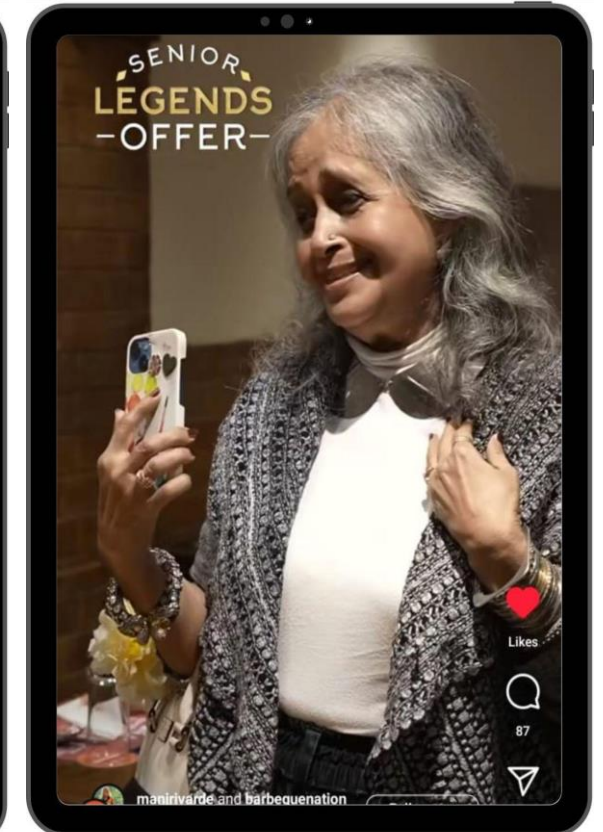
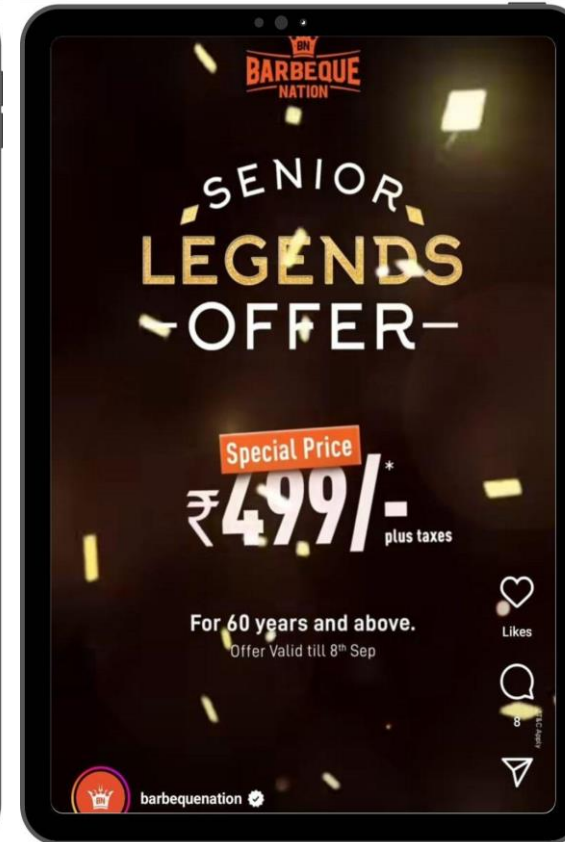


Enhancing guest experience through in-house food activities

In-house food activities



Collaboration with celebrities



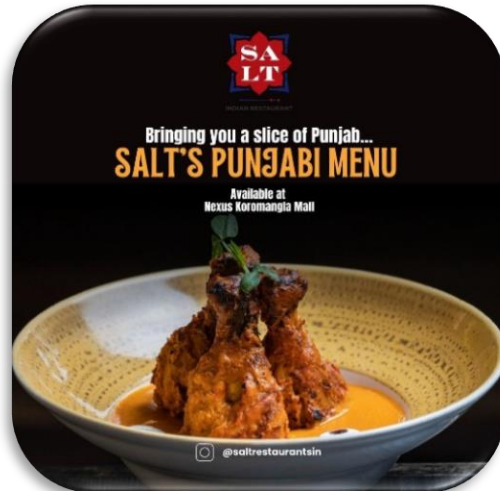
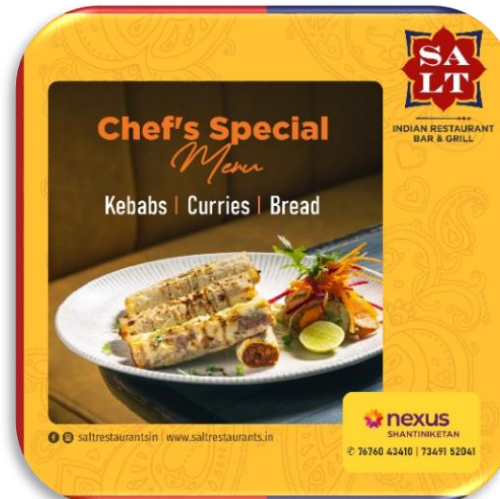
Manjri Varde
Senior Legends Offer
Views (on digital) - 1M

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	Q2 FY25	Q2 FY24	Y-o-Y Gr%	H1 FY25	H1 FY24	Y-o-Y Gr%
Revenue from operations	3,057	3,017	1.3%	6,114	6,256	(2.3)%
Cost of food and beverages consumed	976	1,027	(5.0)%	1,952	2,194	(11.0)%
Employee related expenses	765	720	6.2%	1,493	1,437	3.9%
Occupancy and other expenses	860	826	4.1%	1,704	1,714	(0.6)%
Operating EBITDA	456	444	2.7%	965	911	5.9%
<i>Operating EBITDA %</i>	<i>14.9%</i>	<i>14.7%</i>		<i>15.8%</i>	<i>14.6%</i>	
Other Income	43	43	0.1%	69	83	(16.0)%
Finance costs	189	195	(3.2)%	375	382	(2.0)%
Depreciation and amortisation	409	443	(7.5)%	814	818	(0.5)%
Exceptional items	0	0		0	0	
Profit before tax	(100)	(151)		(155)	(206)	
Tax expense	(28)	(32)		(40)	(46)	
Profit/(loss) after tax	(71)	(119)		(115)	(160)	
<i>Profit/(loss) after tax %</i>	<i>(2.3)%</i>	<i>(4.0)%</i>		<i>(1.9)%</i>	<i>(2.6)%</i>	
Adjusted profitability*						
Adjusted Operating EBITDA	166	135	23.1%	377	314	20.3%
<i>Adjusted Operating EBITDA %</i>	<i>5.4%</i>	<i>4.5%</i>		<i>6.2%</i>	<i>5.0%</i>	
Cash Profit	154	132	16.9%	332	277	19.9%
<i>Cash Profit %</i>	<i>5.0%</i>	<i>4.4%</i>		<i>5.4%</i>	<i>4.4%</i>	

*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

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

Presence across
Indian and Italian
cuisines

222

Restaurants
Network




85+

Cities Present

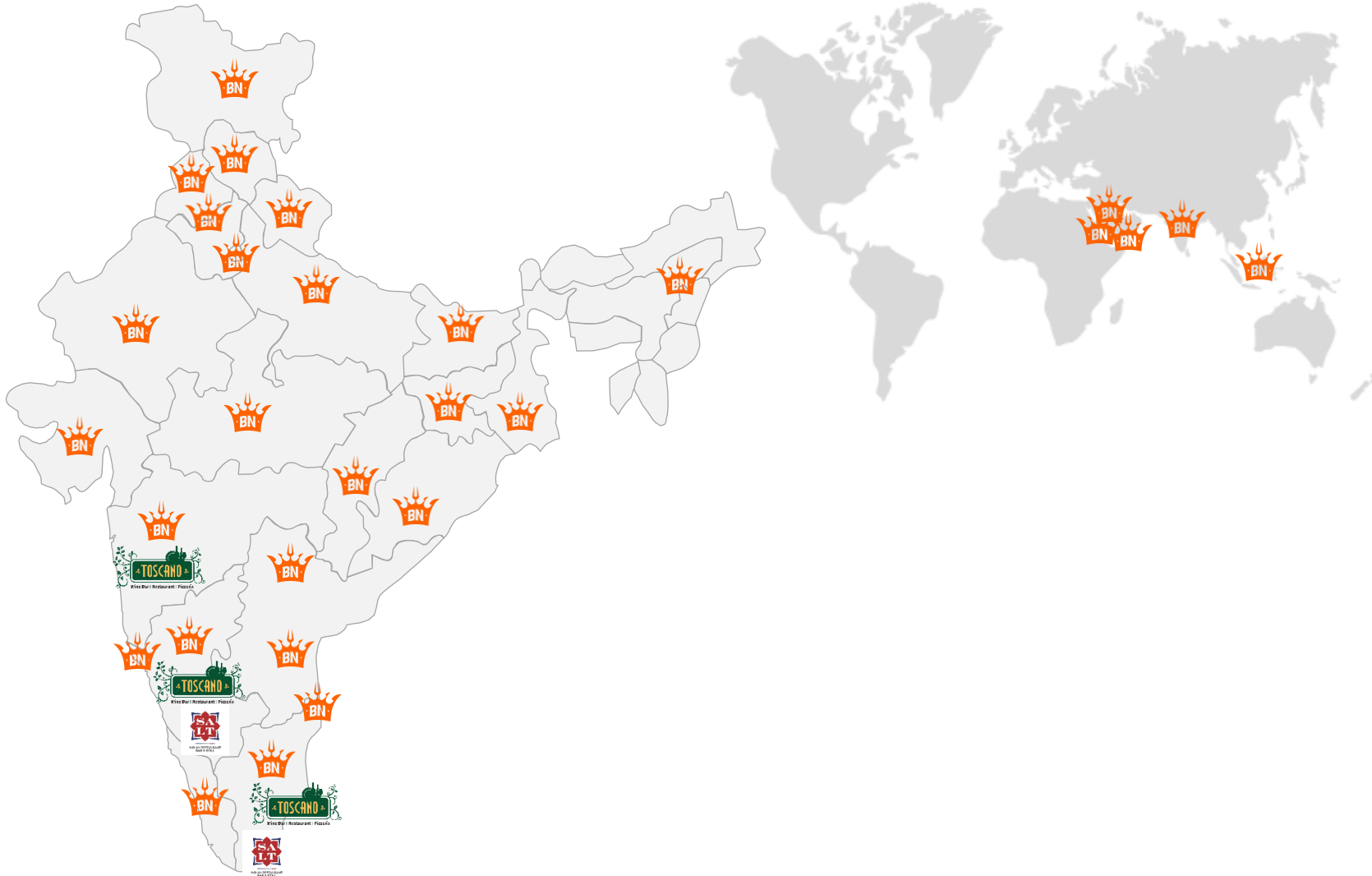
1.1 Crore+

Guests served
every year

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	187 restaurants across 80+ cities	27 restaurants across 4 cities	8 restaurants across 5 cities
FY24 Revenue	₹1,046 crores	₹143 crores	₹ 90 crores

Wide Geographical Footprint



Network Presence

222

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



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



Wine Bar | Restaurant | Pizzeria
Leading player
in **'Italian CDR'** category



PAN-INDIAN RESTAURANT
BAR & GRILL

Emerging player
in **Indian CDR** category



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