



Date: August 3, 2021

To

<p>The Manager, Listing Department BSE Limited P.J. Towers, Dalal Street, Mumbai – 400 001</p> <p>Scrip Code: 543283</p>	<p>The Manager, Listing & Compliance Department National Stock Exchange of India Limited Exchange Plaza, Bandra, Kurla Complex, Bandra East, Mumbai – 400051</p> <p>Scrip Symbol: BARBEQUE</p>
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Dear Sirs,

Sub: Earnings Presentation on the financial results for the first quarter ended June 30, 2021

Ref: Regulation 30 of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 (the "Listing Regulations")

Pursuant to Regulation 30 of Listing Regulations, please find attached a copy of the Earnings Presentation of the financial results of the Company for the first quarter ended June 30, 2021 that will be circulated to the Investors/Analysts for the Earnings Call scheduled today i.e. August 3, 2021.

This is for your information and records.

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

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BARBEQUE NATION HOSPITALITY LTD.

Earnings
Presentation
Q1 FY2022



Key Highlights

Q1 FY22

Revenue from operations	Reported EBITDA	Delivery Revenue	SSSG ^{1,2} (%)	Restaurant Operating Margin	Own Digital Assets Contribution ³ (%)
₹ 1,020 mn	₹ (104) mn	₹ 557 mn	960%	₹ (187) mn	21.2%
+939% y-o-y	NM	+1251% y-o-y	Q1FY21: (95.8)%	NM	Jul-21: 26.7%
	EBITDA Margin: (10.2)%			Margin: (18.3)%	

Q4 FY21

Revenue from operations	Reported EBITDA	Delivery Revenue	SSSG ^{1,2} (%)	Restaurant Operating Margin	Own Digital Assets Contribution ³ (%)
₹ 2,263 mn	₹ 561 mn	₹ 285 mn	19.9%	₹ 464 mn	24.7%
+18.5% y-o-y	+128% y-o-y	+471% y-o-y	Q4FY20: (16.7)%	151% y-o-y	
	EBITDA Margin: 24.8%			Margin: 20.5%	

1) Same store sales growth (SSSG) refers to the y-o-y growth in sales for restaurants which have been in operation before the previous comparison period

2) Non operational restaurants and closed restaurants in Q1 FY22 and new restaurants opened after the previous comparison period have been excluded from SSSG calculations

3) Own Digital Assets Contribution is calculated as revenue generated through Barbeque nation app and web bookings. Represents data for BBQ India only.

Team vaccination was key COVID priority



100% vaccinated



All Barbeque Nation restaurant teams are 100% vaccinated with atleast one dose



Ready to welcome you

#NoCompromiseDining



COVID awareness activities



Corona task force/volunteers



Counselling and health support to employees & dependent families



Immediate financial assistance



Doctor on call

Leading food services company with strong dine-in & growing delivery vertical



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



Food delivery aggregators

Delivery through **BBQN App/ website** and on **leading food delivery aggregators**



Toscano

Italian Cuisine- Dine-in & Delivery



ASPIRATION



EXPERIENCE

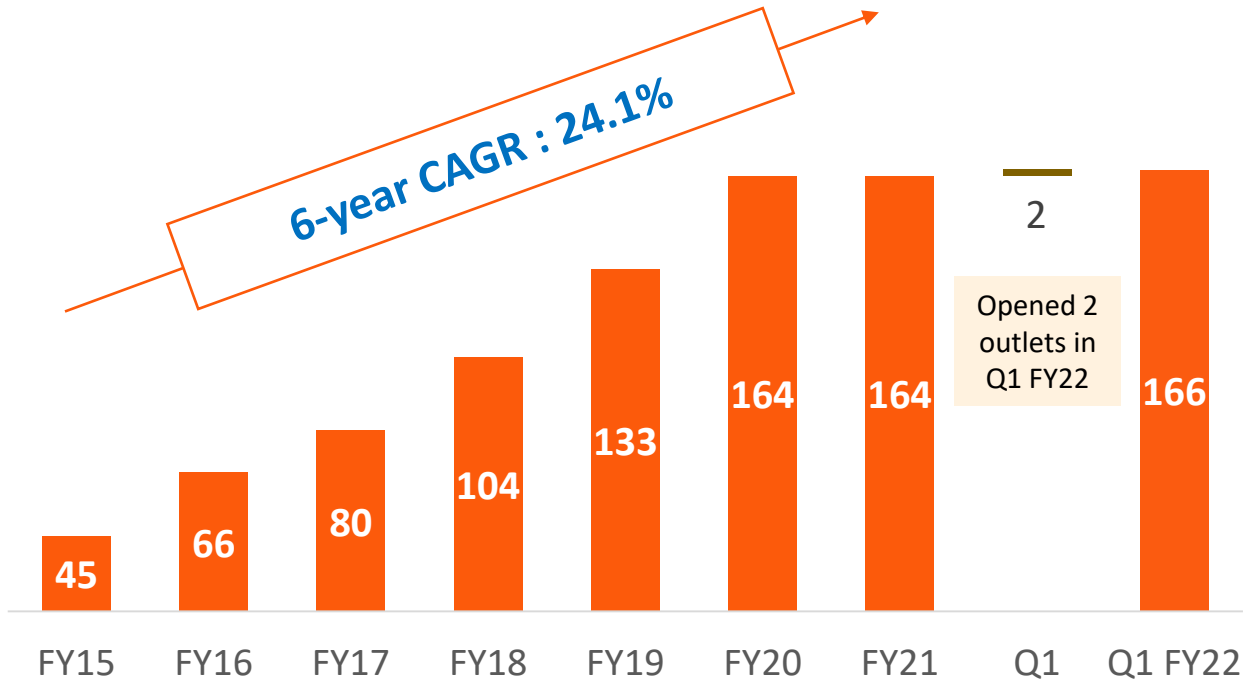


VALUE

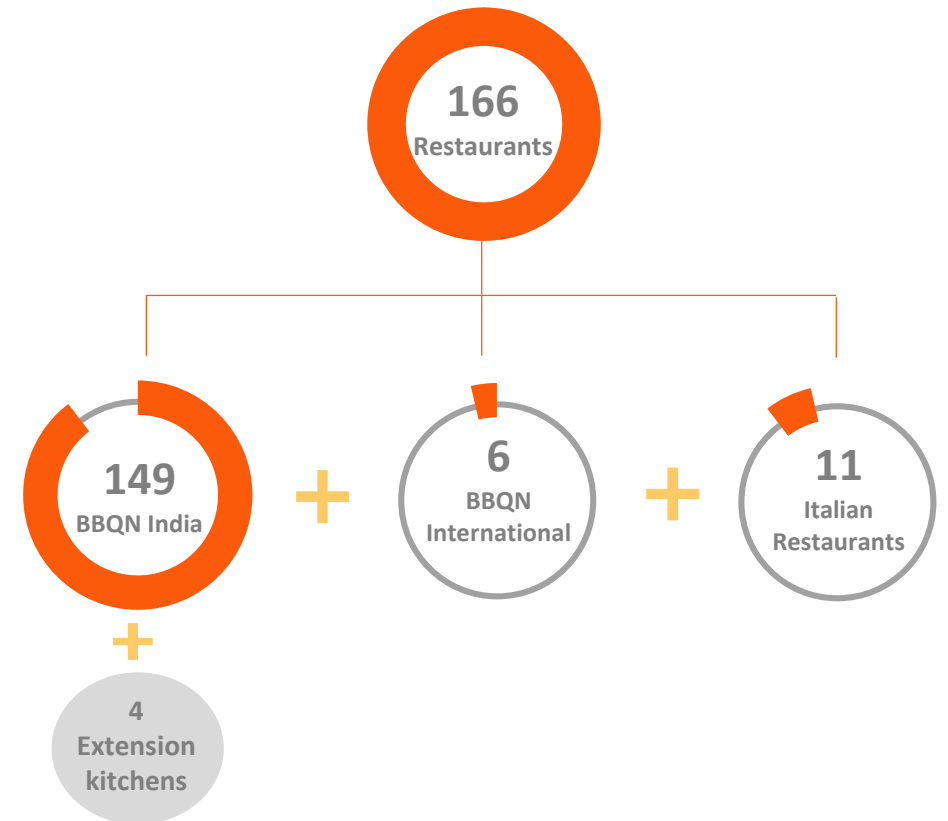
Restaurant network

Restaurant network intact in FY21 and resumed growth in FY22

Expansion of Restaurants¹



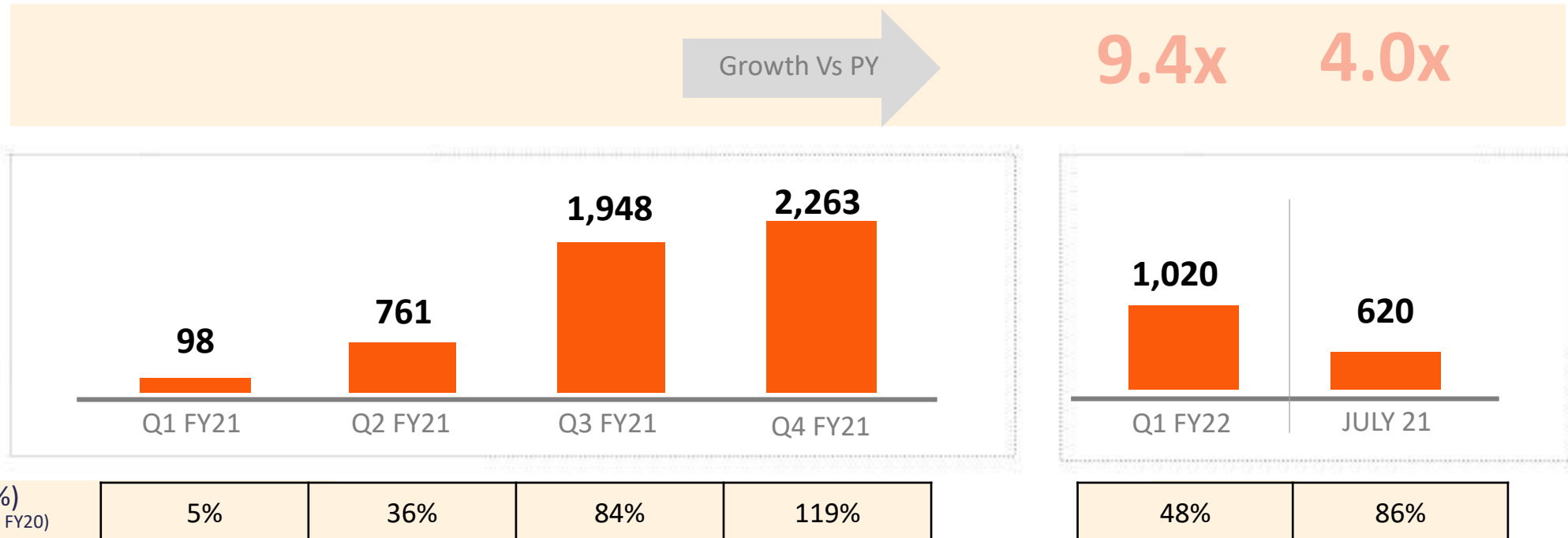
Restaurant Composition



1) Toscano data was included post acquisition in FY20

Sales Recovery Trends

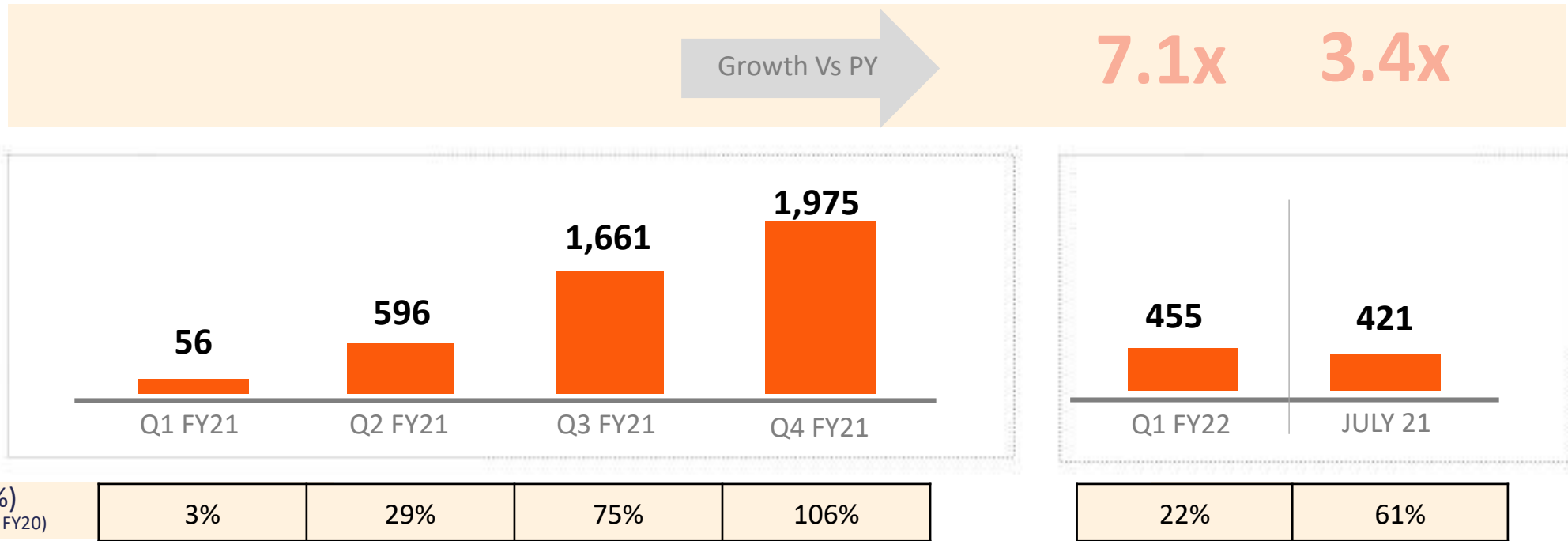
Consolidated Revenue from Operations (₹ million)



- Delivery was 55% of total sales in Q1 FY22 and was key growth driver
- Strong recovery in dine-in business with easing of restrictions and gradual reopening

Dine-in: Stronger recovery post second wave

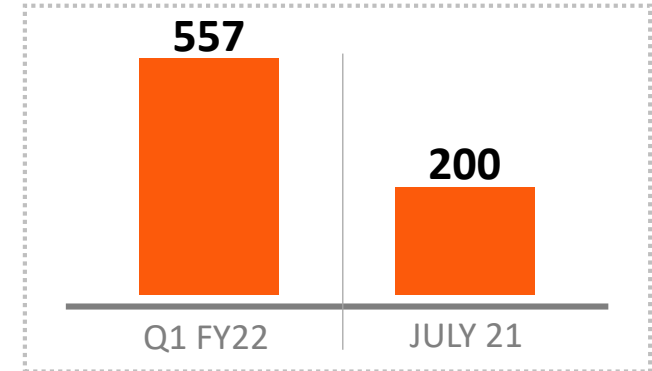
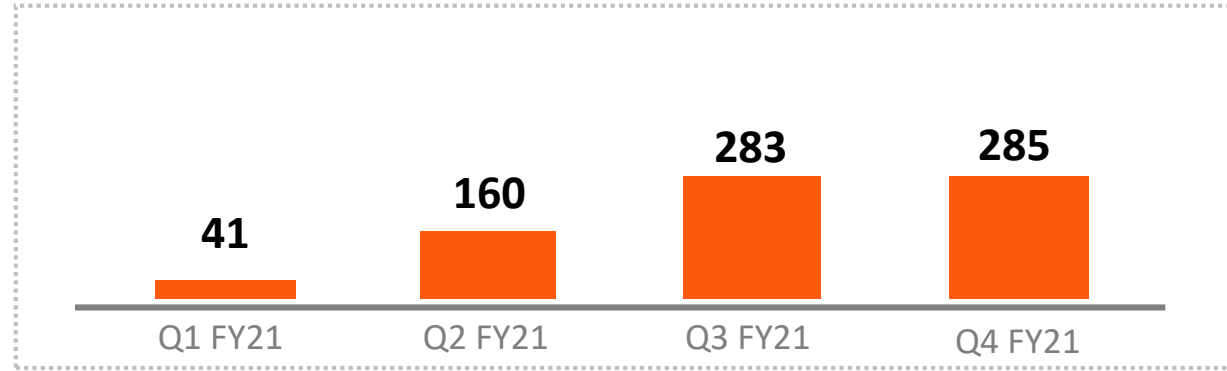
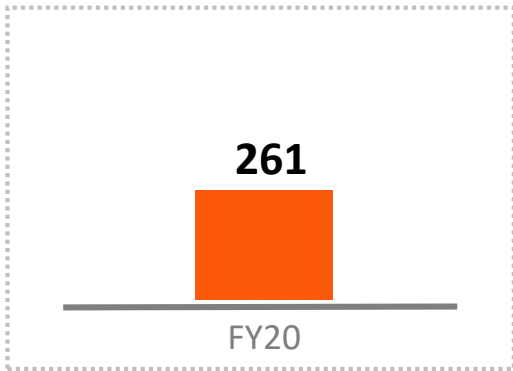
Dine –in Sales (₹ million)



- Dine-in segment impacted due to lockdowns and closure during large part of Q1; Gradual reopening from June/July
- Continued restrictions on seating capacity (50% operational) and timings (night curfews / weekend lockdowns)
- Although Q1 FY22 was a similar situation as Q1 FY21, dine-in recovered faster

Scaling up the Delivery segment to drive incremental growth

Delivery Sales (₹ million)



Recovery (%)⁽¹⁾

87%

213%

321%

571%

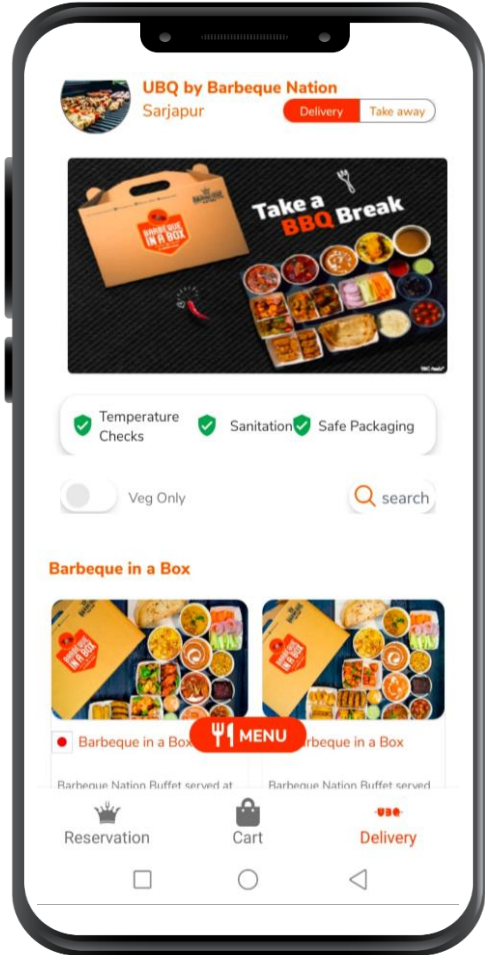
1351%

654%

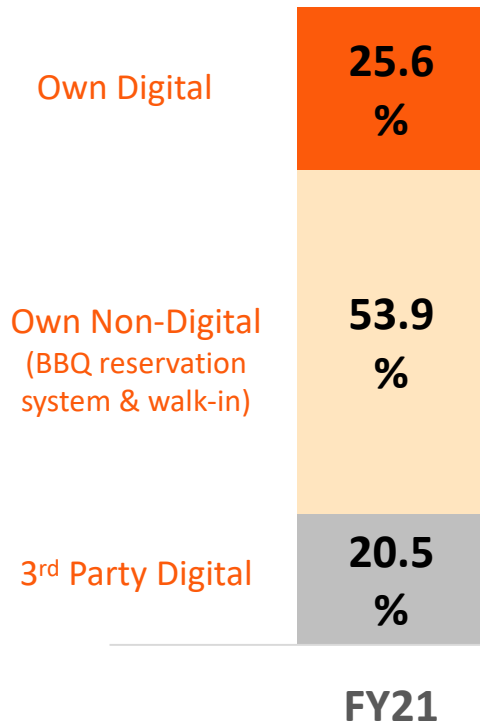
- Scaled up delivery in Q1 FY22
- Sustained delivery growth momentum in July along with gradual re-opening of dine-in
- Wider reach in existing trade area with opening of extension kitchens- opened 4 extension kitchens in July

1) Sales Recovery % is calculated against the previous year same period and not FY20 as delivery scaled up during FY21

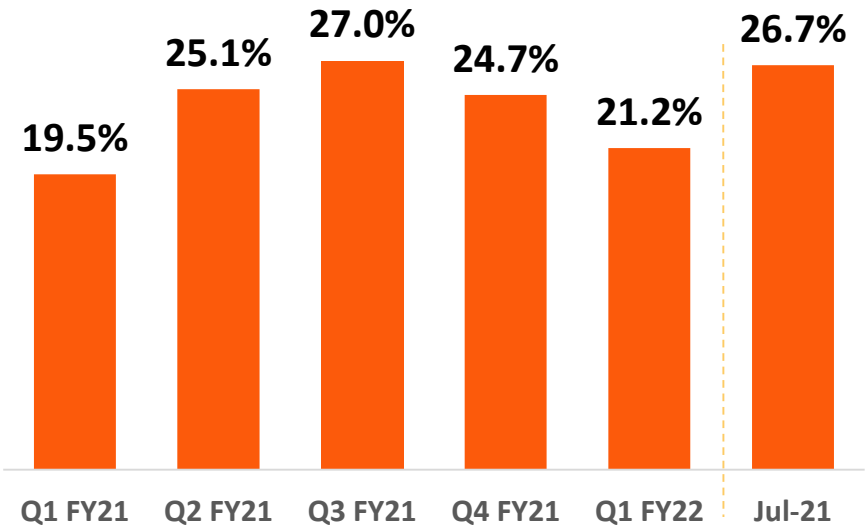
Own digital platform



Channel wise Contribution



Own Digital Assets Contribution¹ (%)

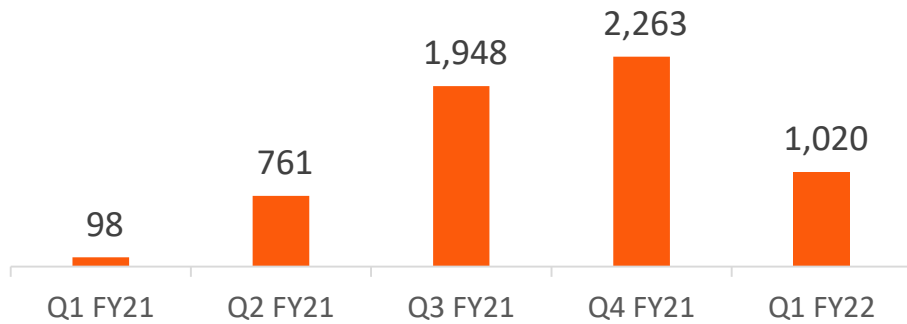


- In Q1 FY22 contribution from own digital channels has individually increased for both dine-in and delivery
- However, decline in overall contribution from own digital assets was due to change in mix between dine-in and delivery in Q1 FY22

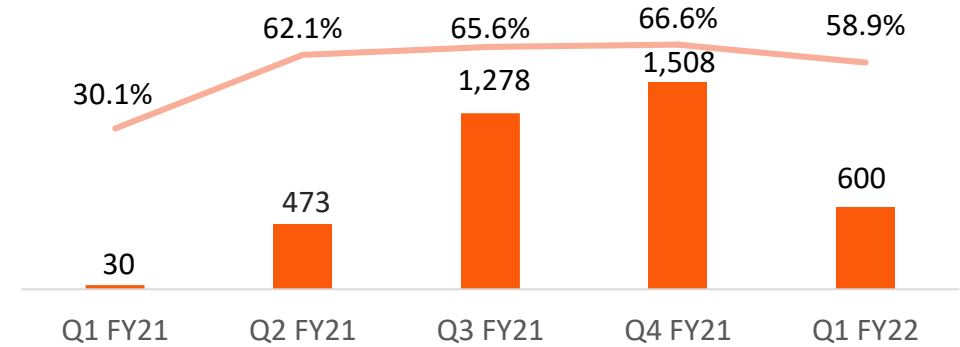
1) Own Digital Assets Contribution is calculated as revenue generated through Barbeque nation app and web bookings. Represents data for BBQ India only

Quarterly Performance Trend

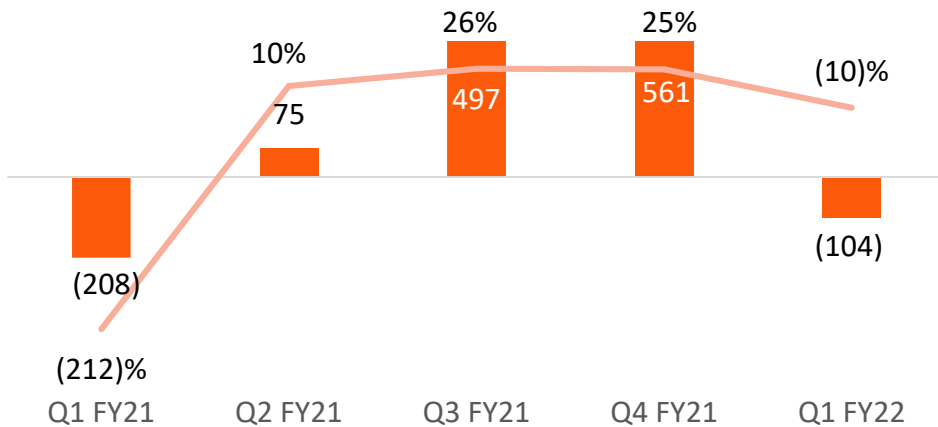
Revenue from Operations (₹ Mn)



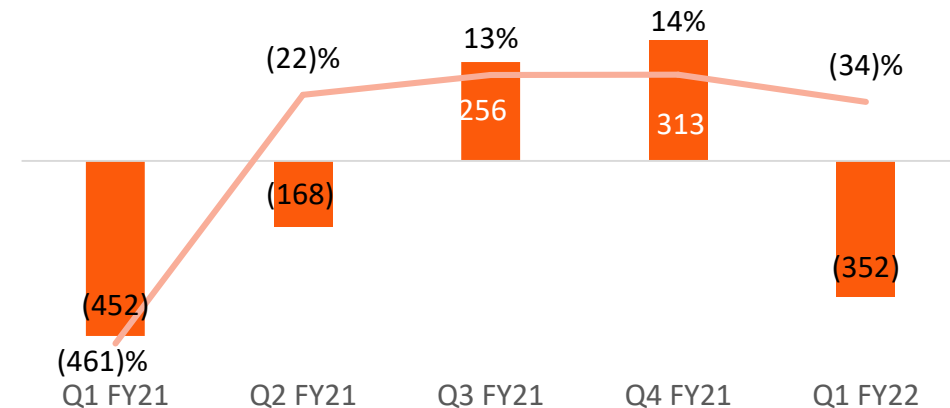
Gross Profit (₹ Mn) and Margin (%)



Reported EBITDA (₹ Mn) and Margin (%)



EBITDA w/o INDAS 116 (₹ Mn) and Margin (%)



All margins are calculated as % of Revenue from operations.

Consolidated Financials

Particulars (INR Millions)	Q1 FY22	Q1 FY21	YOY Gr%	Q4 FY21	QoQ Gr%
Revenue from operations	1,020	98	939%	2,263	(54.9)%
Other Income	74	152	(51.5)%	106	(30.1)%
Total Revenue	1,094	251	337%	2,369	(53.8)%
Cost of food and beverages consumed	420	69	512%	756	(44.5)%
Employee related expenses	337	210	60.6%	487	(30.8)%
Occupancy and other expenses	442	181	144%	566	(21.9)%
EBITDA	(104)	(208)	nm	561	nm
<i>EBITDA%</i>	<i>(10.2)%</i>	<i>(212)%</i>		<i>24.8%</i>	
Finance costs	166	222	(25.2)%	186	(11.0)%
Depreciation and amortisation expense	289	306	(5.5)%	291	(0.8)%
Exceptional items					
Profit before tax	(559)	(736)	nm	83	nm
Tax expense	(120)	(131)	nm	19	nm
Profit/(loss) after tax	(439)	(605)	nm	64	nm
<i>Profit/(loss) after tax%</i>	<i>(43.0)%</i>	<i>(616)%</i>		<i>2.8%</i>	

The above financials are including the impact of INDAS 116. All margins are calculated as % of Revenue from operations.

INDAS 116 Impact

Particulars (INR Millions)	Q1 FY22 (IND AS)	116 Adjustment	Q1 FY22 (wo IND AS)
Revenue from operations	1,020		1,020
Other Income	74	(57)	17
Total Revenue	1,094	(57)	1,037
Cost of food and beverages consumed	420		420
Employee related expenses	337		337
Occupancy and other expenses	442	191	632
EBITDA	(104)	(247)	(352)
<i>EBITDA%</i>	<i>(10.2)%</i>		<i>(34.5)%</i>
Finance costs	166	(116)	50
Depreciation and amortisation expense	289	(153)	136
Exceptional items			
Profit before tax	(559)	21	(538)
Tax expense	(120)	6	(114)
Profit/(loss) after tax	(439)	15	(423)
<i>Profit/(loss) after tax%</i>	<i>(43.0)%</i>		<i>(41.5)%</i>

All margins are calculated as % of Revenue from operations.

FY22 Outlook

Current Status



Ensure safety of guests and employees

100% Vaccination⁽¹⁾ across all outlets



Implement cost optimization measures to minimize Covid impact

33%⁽²⁾ reduction in operating costs vs Q4 FY21



Drive recovery in dine-in business as Covid restrictions are relaxed

Impacted by 2nd wave; gradual easing of dine-in restrictions



Focus on the delivery business and grow the vertical by 2x

49% of annual target achieved in first 4 months



Add ~20 new restaurants

2 launched; 8 under construction

1) 100% restaurant employees on payroll as on 31st July 2021 vaccinated with atleast one dose

2) Operating cost includes all expenses before Reported EBITDA excluding cost of F&B and variable cost (commission & packaging) attributable to delivery

Transforming from CDR into a Food Services Company



A casual dining restaurant (CDR) chain



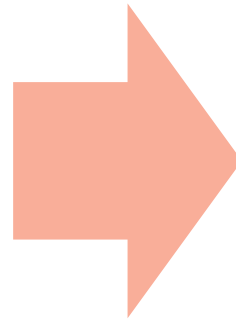
Focused on dine-in and enhancing customer experience



BBQN digital assets used for reservations and feedback



Barbeque and Indian cuisine



Food services company
Dine-in | Delivery



Enhance our dine-in business coupled with delivery business providing incremental avenue for growth



BBQN digital assets used for reservations, feedbacks, loyalty and delivery



Diversified menu options to provide multiple cuisines catering to a larger market segment



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 38.65% in Red Apple Kitchen, unless otherwise mentioned. All margin calculation are on Revenue from operations, unless otherwise mentioned.

For further information, please contact:

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